

# Supplementary Committee Agenda



**Epping Forest  
District Council**

## ***Finance and Performance Management Cabinet Committee Monday, 17th January, 2011***

**Place:** Council Chamber  
Civic Offices, High Street, Epping

**Time:** 7.00 pm

**Democratic Services:** Gary Woodhall (The Office of the Chief Executive)  
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**6. COUNCIL BUDGETS 2011/12 (Pages 245 - 270)**

(Director of Finance & ICT) To consider the attached report (FPM-028-2010/11).

**7. CORPORATE PLAN 2011 - 2015 AND KEY OBJECTIVES 2011/12 (Pages 271 - 320)**

(Deputy Chief Executive) Revised Appendices attached.

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## **Report to the Finance and Performance Management Cabinet Committee**



**Epping Forest  
District Council**

**Report reference: FPM-028-2010/11.**

**Date of meeting: 17 January 2011.**

**Portfolio: Finance and Economic Development**

**Subject: Council Budgets 2011/12**

**Responsible Officer: Bob Palmer (01992 564279).**

**Democratic Services: Gary Woodhall (01992 564470).**

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

**(1) That the Committee considers the Council's 2011/12 General Fund budgets and makes recommendations to the Cabinet meeting on the 31 January 2011 on adopting the following:**

**(a) the revised revenue estimates for 2010/11, which are anticipated to reduce the General Fund balance by £307,000;**

**(b) a reduction in the target for the 2011/12 CSB budget from £17.1m to £16m (including growth items);**

**(c) an increase in the target for the 2011/12 DDF net spend from £0.9m to £1.1m;**

**(d) no change in the District Council Tax for a Band 'D' property to keep the charge at £148.77;**

**(e) the estimated reduction in General Fund balances in 2011/12 of £248,000;**

**(f) the four year capital programme 2011/12 – 14/15;**

**(g) the Medium Term Financial Strategy 2011/12 – 14/15; and**

**(h) the Council's policy on General Fund Revenue Balances to remain that they are allowed to fall no lower than 25% of the Net Budget Requirement;**

**(2) That the Committee recommends to the Cabinet that the 2011/12 HRA budget including the revised revenue estimates for 2010/11 be agreed;**

**(3) That the Cabinet be requested to note that rent increases and decreases proposed for 2011/12 are to be applied in accordance with the Government's rent reforms and the Council's approved rent strategy to give an average overall increase of 7.2%;**

**(4) That the Committee recommends to the Cabinet that the established policy of capitalising deficiency payments to the pension fund is maintained, in accordance with the partial Capitalisation Direction obtained from the Department for Communities and Local Government;**

**(5) That the Committee notes the Chief Financial Officer's report to the Council on the robustness of the estimates for the purposes of the Council's 2011/12 budgets and**

## **the adequacy of the reserves.**

### **Executive Summary:**

This report sets out the detailed recommendations for the Council's budget for 2011/12. The budget uses £0.25m of reserves but this is affordable and the Council's policy on the level of reserves can be maintained throughout the period of the Medium Term Financial Strategy (MTFS). Over the course of the MTFS the use of reserves to support spending peaks at £0.8m in 2013/14 and reduces to £0.5m in 2014/15.

The budget is based on the assumption that Council Tax will be frozen for two years and that average Housing Revenue Account rents will increase by 7.2% in 2011/12.

### **Reasons for Proposed Decisions:**

The decisions are necessary to assist Cabinet in determining the budget that will be placed before Council on 22 February 2011.

### **Other Options for Action:**

Members could decide not to approve the recommended figures and instead specify which growth items they would like removed from the lists, or Members could ask for further items to be added.

### **Report:**

1. On 31 January 2011 the Cabinet will receive the minutes and recommendations contained therein of this meeting and will then make recommendations to Council for the setting of the Council Tax and budget on 22 February 2011.

2. The annual budget process commenced with the Financial Issues Paper being presented to this Committee on 27 September 2010. The paper was prepared against the background of anticipated cuts in public expenditure, ongoing difficulties within the economy and highlighted the uncertainties associated with:

- (a) likely reductions in grant as part of the next Comprehensive Spending Review (CSR);
- (b) changes in the block grant allocation formulas;
- (c) effects of the "Credit Crunch" and reduced activity in the housing market;
- (d) transfer of commercial property from the Housing Revenue Account to the General Fund;
- (e) using up of capital reserves on non-revenue generating assets;
- (f) next triennial pension valuation;
- (g) capitalisation of pension deficit payments; and
- (h) public sector re-organisation/shared services.

3. There is now greater clarity on some of these issues, but several of them will not be resolved for some time. The key areas are revisited in subsequent paragraphs.

4. In setting the budget for the current year Members had anticipated using £544,000 from the general fund reserves. It was felt that, given the strength of the Council's overall financial position, it was able to sustain a deficit budget to support the local economy and that



net spending could be managed down over the medium term.

5. The revised four year forecast presented with the Financial Issues Paper took into account all the additional costs known at that point and highlighted the likely reduction in grant support of 25% over the next CSR period. This projection showed a need to achieve savings of £500,000 on the 2011/12 estimates, £900,000 in 2012/13, £500,000 in 2013/14 and £400,000 in 2014/15 to keep revenue balances above the target level at the end of 2014/15.

6. Members adopted this measured approach to reduce expenditure in a progressive and controlled manner. It was felt that a reduction was needed in the budget figures for 2011/12 as the first step in this process, followed by increased savings in 2012/13 to give time for an in depth public consultation to inform decisions on future service provision.

7. The budget guidelines for 2011/12 were therefore established as:

- (i) the ceiling for CSB net expenditure be no more than £17.1m including net growth/savings;
- (ii) the ceiling for DDF net expenditure be no more than £0.9m; and
- (iii) the District Council Tax to be frozen.

#### The Current Position

8. The draft General Fund budget summary is attached as Annex 1. The main year on year resource movements are highlighted in the CSB Growth and DDF lists, which are attached as Annexes 2 and 3. In terms of the guidelines, the position is set out below, after an update on each of the key areas highlighted in the Financial Issues Paper.

#### Likely Reduction in Grant as part of the next CSR

9. The Financial Issues Paper was written before the headline figures for the CSR were announced in mid October and anticipated grant reductions of 9% in 2011/12 followed by reductions of 8% in 2012/13 and 2013/14. The actual reductions were only announced in mid December and covered only the first two years of the CSR. After removing items like concessionary fares funding to get a "like for like" figure the actual reductions in block grant are 15.7% in 2011/12 and 11.4% in 2012/13. In monetary terms the actual grant for 2010/11 of £9.4m is reduced to an adjusted figure of £8.7m and then to £7.3m for 2011/12 and £6.5m for 2012/13.

10. The funding picture is complicated by two additional funding streams, firstly additional grant for Councils that freeze Council Tax and secondly the New Homes Bonus. If a Council decides not to increase its Council Tax for 2011/12 it is eligible for a grant equivalent to a 2.5% increase in Council Tax. This funding appears to be available for 2011/12 and 2012/13 but beyond that the announcements from the DCLG are somewhat vague. Members had previously stated that Council Tax would be frozen for 2011/12 and the Financial Issues Paper was written on that basis.

11. The New Homes Bonus provides an incentive for Councils to encourage residential development in their areas. Grant will be payable to Councils based on the year to year increase in their tax base, the amount of grant is likely to be payable for six years and should commence from 1 April 2011. However, the consultation on the calculation of the bonus and how it is to be shared between district and county levels only closed on 24 December and no firm date has been given by DCLG for confirming the details of the scheme. Whilst such uncertainty exists over the calculation and the amounts payable it is not prudent to build this income into the MTFs. Another separate issue with the scheme is the extent to which it could open up Councils to challenge on planning decisions if it appears that planning permission for a scheme has been awarded to obtain New Homes Bonus and proper planning

considerations have been compromised. This is an issue that DCLG do not appear to have thought through, as a situation can be envisaged whereby legal costs on planning appeals and judicial reviews could be greater than any bonus.

#### Changes in the Block Grant Allocation Formulas

12. As part of the consultation on changes to the grant allocation formulae DCLG provided four different scenarios to show the possible effects of the transfer of concessionary fares funding from the district level to the county level. These scenarios were highlighted in the Financial Issues Paper as two left this authority approximately £100,000 worse off and two left this authority approximately £1m worse off. Thankfully the actual outcome was not as bad as anticipated with the loss only being in the order of £20,000.

13. Another area of concern with changes to the grant formulae was the possible removal of floors. Floors have remained part of the system but have been complicated as the single level of floor support has now been replaced with four different levels. Level 1 authorities, such as Tendring, receive most protection while level 4 authorities, such as Brentwood and Uttlesford, receive least protection. Epping Forest District Council is a level 3 authority, as are Harlow, Braintree and Colchester. The extent of the various levels of "protection" for 2011/12 is illustrated by the varying reductions in grant, Tendring as a level 1 authority has a grant reduction of 13.8% whilst Brentwood as a level 4 authority has a reduction of 16.8%. Generally level 3 authorities appear to have suffered a 1% lower reduction in grant than those at level 4.

#### The "Credit Crunch" and Reduced Housing Market Activity

14. The Council's CSB contains a number of income streams that have been adversely affected, to varying degrees, by the current state of the housing market. With recent surveys giving little encouragement, banks remaining cautious with mortgage funding and developers waiting for better rates of return any recovery in the housing market still seems some way off.

15. The main areas of income related to the housing market are land charges, building control and development control. For 2010/11 land charges income had been estimated at £177,300, consistent with the actual of £183,000 for 2009/10 but less than half the 2006/07 figure of £394,000. At the end of December the cumulative income achieved was less than £100 behind the estimate. Building Control fees are still well short of the estimate but officers are hopeful of securing a major scheme in the south of the district. Without allowing for the major scheme income could fall £125,000 short of the £642,000 estimate. Development Control income will also fall short of the original estimate with the outturn likely to be closer to £500,000 than the £605,000 originally estimated.

16. It is worth noting that some of the Council's other income streams are doing well. The MOT income from Fleet Operations may exceed the estimate of £292,000 by £30,000. Total licensing income is also ahead of expectations and should exceed the estimate of £256,000 by £40,000.

17. Adjustments have been made to CSB income levels where the changes are thought to be ongoing and where it is more likely that a change will not be sustained the adjustment has been made to the DDF.

18. The Council's interest earnings have also been hit by the "Credit Crunch". Earlier in the crisis in 2008/09 as banks struggled for liquidity they were prepared to pay high interest rates to borrow from the Council. This position has now reversed and the base rate has remained at 0.5% for a year and a half with no imminent sign of any upward movement. The original estimates were prepared using the interest rate predictions of the Council's previous treasury management consultants, who had anticipated an increase in interest rates. The outturn is likely to be £350,000 short of the original estimate of £0.897m, although a large portion of this is credited to the HRA. The Medium Term Financial Strategy (MTFS) has taken

a prudent view on future interest rate movements, based on advice from the Council's new treasury management consultants.

#### Transfer of Commercial Property from the Housing Revenue Account to the General Fund

19. On 2 November 2010 Council decided that the commercial property held in the Housing Revenue Account (HRA) should be transferred to the General Fund. This transfer will take place on 31 March 2011, subject to approval from the Secretary of State.

20. An updated valuation of the commercial property is still being worked on and it is this valuation that will determine the amount of interest payable from the General Fund to the HRA. It is anticipated for 2011/12 that the rental income of £1.4m will be off-set by an interest payment of £0.3m, giving the General Fund a net benefit of £1.1m.

#### Using up of Capital Reserves on Non-Revenue Generating Assets

21. In recent years the Capital Strategy has stressed the need for capital projects to be used to improve the Council's revenue position, either by saving costs or increasing revenues. This issue has also been recognised on the Council's Corporate Risk Register. Capital receipts generate investment income and so if they are used up on non-revenue generating assets there is a double impact whereby the Council loses out on income and takes on additional costs.

22. The updated Capital Strategy will be going to Cabinet on 31 January and includes spending of £50.8m over five years. Of this spending, £35m is funded from revenue or grants but the remainder will reduce the balance of capital receipts from £21.1m to £6.5m. This is before any allowance has been made for the costs of the potential retail development at Langston Road, and the associated costs of re-providing depot accommodation. In view of this Members should carefully consider whether existing schemes are essential and any additional schemes should only be approved where there is a positive revenue contribution, after allowing for any loss of investment income.

#### Next Triennial Valuation of the Pension Scheme

23. The outcomes of the valuation as at 31 March 2010 were reported to this Committee on 22 November 2010. The valuation revealed that the improvement in funding level between 2004 and 2007 had been reversed and the scheme was now back at the 71% level (the value of the scheme's assets only cover 71% of the liabilities). Essex County Council stated that the reduction in funding level was largely due to the performance of the Fund's investments since 1 April 2007. There is some good news as the County has confirmed there is no need for any further increase in ongoing contributions, with a small reduction from 13.1% to 13%.

24. Previously deficit contributions were calculated to recover the deficit over 20 years, with the maximum period currently allowed under the draft 2010 Funding Strategy being 30 years. Rather than move immediately to this position, and thereby limit any future flexibility, the County has calculated extended deficit contribution periods based on maintaining stable contributions. For this Council the suggested period is 27 years. Cabinet endorsed the decision of this Committee to move to the 27 year recovery period, with the deficit payments being stepped over the next three years.

#### Capitalisation of Pension Deficit Payments

25. Capitalisation applications for 2010/11 for both the general fund (£1,187,000) and the housing revenue account (£557,000) were submitted to the DCLG. The DCLG announced their decision on capitalisation applications on 24 December 2010. This was a month earlier than previous years and so this was helpful, although the decisions themselves were less than helpful.

26. This Council has followed a policy of capitalising a proportion of the deficit payments since 2005/06. The only year in which directions have been rationed was in 2006/07 when Councils were only given directions for 57% of what they had applied for. For 2010/11 directions for pension deficit payments have been limited to 38% of the amounts applied for. This takes into account the Secretary of State's consideration of the effect on the national economy and sets a limit at the level the Secretary of State considers prudent. As the regulations require capital payments for pension deficits to be funded from capital receipts and not borrowing it is difficult to see what effect on the national economy the Secretary of State is concerned about.

27. As the value of the directions applied for were the full value of the deficit payments, rather than the amounts budgeted for capitalising, the restriction to 38% of what was applied for is not as bad as it could have been. Because of the restriction an amount of £176,000 will be charged to the DDF in respect of the General Fund and £82,000 will be charged to the HRA.

28. Some authorities have been given less than the general guidelines suggest. Essex County Council applied for £8.9m of directions (including £4.2m for redundancies) and has not been allowed to capitalise any expenditure, similarly Uttlesford applied for £402,000 and received no authorisations.

#### Public sector re-organisation/shared services

29. This was highlighted in the Financial Issues Paper as an area likely to impact on budgets in future years. It remains the case that over the life of the MTFs changes are likely to services and how they are provided, although at this time this is still an emerging issue.

#### The Ceiling for CSB Net Expenditure be no more than £17.1m including Net Growth

30. Annex 2 lists all the CSB changes for next year. Some of the growth items listed are for sums agreed as part of previous year's budgets but most are new for next year. There are few significant growth items for next year; the largest single item is £63,000 for the increase in non-domestic rates on Council buildings.

31. When writing the Financial Issues Paper the effect of the removal of concessionary fares from districts was unclear and so both the grant and expenditure were left in the financial model. Therefore it is necessary to adjust the £17.1m target by £0.65m to revise the target to £16.45m. The General Fund summary at Annex 1 shows the CSB total is £0.53m below the adjusted target at £15.92m. The main reasons for this are the targeting of budgets that had been under spent in the past and the fact that the reduction in benefit administration subsidy has not been as bad as anticipated. However, in view of the reports that may go to Cabinet on 31 January, it is suggested that the target is not reduced to £15.92m but set at £16m.

#### The Ceiling for DDF Net Expenditure be no more than £0.9m

32. The DDF net movement for 2011/12 is £1.143m; Annex 3 lists all the DDF items in detail. The largest cost item is £395,000 for work on the Local Development Framework (LDF). The LDF is a substantial and unavoidable project and in 2010/11 and the subsequent two years DDF funding of £0.971m is allocated to it. The Director of Planning and Economic Development has been asked to provide regular updates to Cabinet to monitor this project and the expenditure incurred on it.

33. Other significant items of expenditure include £363,000 for reduced investment income and £152,000 for planned building maintenance. Allowance has also been made for residual items relating to concessionary fares, although confirmation is still awaited from Essex County Council of their requirements for 2011/12.

34. At £1.143m the DDF programme is £243,000 above the target for 2011/12. However,

the target was based on DDF spending of £2.389m in 2010/11, and this is now predicted to be £1.896m. If spending for the two years is combined the total now proposed for 2010/11 and 2011/12 is £259,000 lower than that anticipated in the Financial Issues Paper. The DDF is predicted to remain viable without support from the General Fund Reserve through to the end of the MTFs and therefore it is not felt necessary to reduce the proposed DDF programme.

#### The District Council Tax be Frozen

35. The updated MTFs assumes there will be no increase in the Council Tax in either 2011/12 or 2012/13.

#### Longer Term Guidelines Covering the Period to March 2015

*The level of General Fund revenue balances to be maintained within a range of approximately £4.0m to £4.5m but at no lower level than 25% of net budget requirement whichever is the higher;*

36. Current projections show this rule will not be breached by 2014/15, when reserves will have reduced to £5.763m and 25% of net budget requirement will be £3.678m.

*Future levels of CSB net expenditure being financed predominately from External Funding from Government and Council Tax and that support from revenue balances be gradually phased out.*

37. The outturn for 2009/10 used £135,000 of reserves and for 2010/11 a further reduction of £307,000 is anticipated. This would leave the opening revenue reserve for 2011/12 at £7.993m and although the estimates for 2011/12 show a reduction of £248,000, reserves would still be above £7.7m. The MTFs at Annex 4 shows deficit budgets for the entire period of the forecast. The level of deficit peaks at £795,000 in 2013/14 and reduces to £537,000 in 2014/15, although this is achieved through CSB savings of £1.3m in 2012/13, £750,000 in 2013/14 and £500,000 in 2014/15.

#### The Local Government Finance Settlement

38. Following the headline CSR announcements in mid October the Government then left everyone in suspense for another two months before giving the detailed grant figures in mid December. A four year CSR settlement had been anticipated but the Government have stated that they want to radically amend the grant allocation system for 2013/14 and so have only provided grant figures for 2011/12 and 2012/13.

39. The table below sets out the Council's amounts in each of the four blocks for the next two years and the current CSR. The Relative Needs Amount (what the Government believes the Council needs to spend) has reduced by £1.164m for 2011/12 whilst the Relative Resource Amount (a negative amount to reflect the ability to raise income from Council Tax) has reduced by £2.078m. This improvement of £914,000 is eliminated by the reduction in Central Allocation of £2.681m and worsened by a change in the net Floor Damping position of £307,000.

	2008/09 £m	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Relative Needs Amount	5.455	5.457	5.464	4.300	3.901
Relative Resource Amount	-5.228	-5.096	-4.956	-2.878	-2.801
Central Allocation	8.793	8.834	8.871	6.190	5.611
Floor Damping	0.302	0.173	0.036	-0.271	-0.242
<b>Formula Grant</b>	<b>9.322</b>	<b>9.368</b>	<b>9.415</b>	<b>7.341</b>	<b>6.640</b>

40. The figures shown above represent a poor CSR for the Council with grant reductions

of 15.7% (against the adjusted 2010/11 figure) for 2011/12 and a further 11.4% (against the adjusted 2011/12 figures) for 2012/13. As stated above, this Council is a level 3 authority and so this was not the worst possible settlement. If this Council had been designated as a level 4 authority, instead of level 3, the grant reduction in 2011/12 would have been approximately £85,000 worse.

	2008/09 £m	2009/10 £m	2010/11 £m	2011/12 £m	2012/13 £m
Formula Grant (adjusted)	9.322	9.368	9.415 (8.710)	7.340 (7.293)	6.461
Increase/(Decrease) £	0.093	0.046	0.047	(1.370)	(0.832)
Increase/(Decrease) %	1.0%	0.5%	0.5%	(15.7%)	(11.4%)

41. The reductions in grant over the two years are approximately £140,000 worse than the previous MTFS had anticipated over four years. As the Government are re-working the grant allocation model for 2013/14 it is difficult to predict with any degree of certainty what the levels of grant will be beyond 2012/13. For the purposes of the MTFS it has been assumed that grant will be reduced in 2013/14 and 2014/15 by the headline reductions given for the CSR in October.

#### The 2011/12 General Fund Budget

42. Whilst the position on some issues is clearer now than it was when the Financial Issues Paper was written there are still significant risks and uncertainties for 2011/12. Signs of improvement in the economy are mixed and weak overall. The improvements seen so far may be reversed if the Government's public spending cuts prove to be too soon or too much. The effects of the recession are clear and as well as impacting on many of the Council's revenue streams it has placed additional demands on services such as benefits and homelessness. It is still possible that the country may fall back into a recession that may last some years. If this is the case then the adjustments made to property related income and investment income will need to be revised.

43. An area mentioned in the Financial Issues Paper, but only briefly touched on earlier in this report, is public sector re-organisation/shared services. To achieve the savings needed for 2012/13 difficult decisions will be needed on what services the Council will continue to provide, the level they will be provided at and who will provide them. In these ever more challenging circumstances can the Council continue to subsidise other organisations like Essex Police Authority, by funding police community support officers, or Essex County Council, by funding enhanced levels of verge maintenance?

44. The starting point for the budget is the attached Medium Term Financial Strategy, Annex 4. Annexes 4a and 4b are based on the current draft budget, no Council Tax increase (£148.77 Band D) for 2011/12 and 2012/13 with subsequent increases of 2.5% per annum for each of the following two years in accordance with the strategy of not increasing Council Tax by more than this amount.

45. Members are reminded that this strategy is based on a number of important assumptions, including the following:

- Future Government funding over the next CSR will reduce in line with the amounts announced to date.
- CSB reduction has been achieved and the savings target for 2011/12 has been exceeded. Known growth and savings beyond 2011/12 have been included but will be subject to a further review to help identify additional savings.
- All known DDF items are budgeted for, and because of the size of the LDF programme the closing balance at the end of 2014/15 is anticipated to reduce to £245,000.
- Maintaining revenue balances of at least 25% of NBR. The forecast shows that the deficit budgets for the period will reduce the closing balances at the end of 2014/15 to

£5.763m or 39% of NBR for 2014/15, although this can only be done with further substantial savings throughout the life of the strategy.

### The Housing Revenue Account

46. The balance on the HRA at 31 March 2012 is expected to be £5.5m, after deficits of £83,000 in 2010/11 and £505,000 in 2011/12. This is primarily due to the transfer of the commercial property from the HRA to the General Fund.

47. The rent increase is set with reference to an individual property's formula rent but subject to various constraints. This process of Rent Restructuring to bring Council rents and Housing Association rents more in line with each other still needs to be addressed. The rent increase for 2011/12 is likely to see a narrowing of this gap between Council and Housing Association rents, with an average rent increase of 7.2% for Council dwellings.

48. An update to the current five-year forecast will not be prepared until a clearer picture emerges on the reform of the HRA and the introduction of self financing. The replacement of the housing subsidy system was proposed by the previous Government and the new Government has indicated that they will continue with these reforms. It is likely that this Council will be required to take on approximately £200m of debt in order to avoid annual payments of £11m of subsidy. There are also concerns about how the reforms will be implemented and possible unintended negative consequences on the General Fund. These issues were raised in the Council's consultation response but it remains to be seen whether the Government will make appropriate allowances.

49. The HRA has had substantial balances for some time and this position is not expected to change in the short term. Financial modeling on the self financing system suggested that in the medium to long term the HRA would be able to repay the debt and accumulate substantial balances. Members are recommended to agree the budgets for 2010/11 revised and 2011/12 and to note that although deficit budgets are proposed the HRA has substantial ongoing balances.

### The Capital Programme

50. The Capital Programme at Annex 5 shows the expenditure to be agreed by Cabinet as part of the Capital Strategy on 31 January. Members have stated that in future priority will be given to capital schemes that will generate revenue in subsequent periods. This position has been stated in previous Capital Strategies and has been reinforced by the increasing awareness that capital spending reduces investment balances and thus impacts on the general fund revenue balance through lower interest earnings.

51. Annex 5d sets out the estimated position on capital receipts for the next four years. Members will note that even with a substantial capital programme, which exceeds £50m over five years, it is anticipated that the Authority will still have nearly £6.5m of usable capital receipt balances at the end of the period. It is not anticipated that further disposals of surplus land will take place during 2011/12, or in the medium term until market conditions have improved. However, it should be noted that officers are currently reviewing the development potential of a number of sites.

### Risk Assessment and the Level of Balances

52. The Local Government Act 2003 (s 25) introduced a specific personal duty on the "Chief Financial Officer" (CFO) to report to the Authority on the robustness of the estimates for the purposes of the budget and the adequacy of reserves. The Act requires Members to have regard to the report when determining the Council's budget requirement for 2011/12. Where this advice is not accepted, this should be formally recorded within the minutes of the Council meeting. The Council at its meeting on the 22 February will consider the recommendations of the Cabinet on the budget for 2011/12 and will determine the planned level of the Council's balances. Members will consider the report of the CFO at that meeting.

## The Prudential Indicators and Treasury Management Strategy 2011/12

53. Since 2004/05 it has been necessary to set affordable borrowing limits, limits for the prudential indicators and a Treasury Management Strategy. These elements of the budget requirements will be set out in a separate report to Cabinet on 31 January.

54. During 2010/11 the Council changed treasury management consultants and appointed Arlingclose to replace Butlers. Arlingclose have a more prudent view on counter party requirements and this has been reflected in the proposed strategy. There are no other significant changes to bring to Member's attention.

### **Resource Implications:**

The report details proposed growth items and potential savings, the implications are set out above and will vary depending on the course of action decided by Members.

### **Legal and Governance Implications:**

None.

### **Safer, Cleaner, Greener Implications:**

Items related to the Safer, Cleaner, Greener initiative are included in the report.

### **Consultation Undertaken:**

None.

### **Background Papers:**

Financial Issues Paper – see agenda of 27 September 2010

Draft Growth List – see agenda of 22 November 2010

### **Impact Assessments:**

The Directorate proposing the growth will have considered the equalities impacts for each growth or savings proposal.

The report sets out some of the key areas of financial risk to the authority. At this time the Council is well placed to meet such challenges, although if the necessary savings highlighted are not actively pursued problems will arise in the medium term.



## GENERAL FUND ESTIMATE SUMMARY

## Annex 1

2009/10 Actual £000	2010/11			2011/12 Budget		
	Original Estimate £000	Revised Estimate £000		Gross Expenditure £000	Gross Income £000	Net Expenditure £000
2,805	3,226	3,157	Chief Executive	3,954	893	3,061
(438)	(319)	(203)	Corporate Support Services	1,888	3,599	(1,711)
1,543	1,703	1,658	Deputy Chief Executive	1,978	351	1,627
9,610	10,207	10,076	Environment & Street Scene	15,920	5,816	10,104
2,375	2,543	2,411	Finance & ICT	47,919	46,208	1,711
1,097	1,490	1,613	Housing	2,677	792	1,885
2,405	3,220	3,055	Planning & Economic Development	4,263	1,167	3,096
(1,414)	(112)	(124)	Other Items	40	84	(44)
<b>17,983</b>	<b>21,958</b>	<b>21,643</b>	<b>Net Cost of Services</b>	<b>78,639</b>	<b>58,910</b>	<b>19,729</b>
(1,090)	(897)	(594)	Interest and Investment Income	0	667	(667)
793	573	483	Interest Payable (Inc. HRA)	786	0	786
0	375	375	Impairment of Investments	0	0	0
2,204	1,543	1,817	Pensions Interest/Return	5,297	3,480	1,817
0	0	47	Revenue Contributions to Capital	0	0	0
<b>19,890</b>	<b>23,552</b>	<b>23,771</b>	<b>Net Operating Expenditure</b>	<b>84,722</b>	<b>63,057</b>	<b>21,665</b>
(1,830)	(2,286)	(2,586)	Depreciation Reversals & Other adj	0	2,960	(2,960)
(135)	(544)	(307)	Contribution to/(from) Other Reserves	0	248	(248)
(73)	(24)	0	Contribution to/(from) Insurance Reserves	0	0	0
919	(1,884)	(1,896)	Contribution to/(from) DDF	(1,685)	542	(1,143)
0	0	176	Contribution to Pension Deficit Reserve	0	0	0
(1,460)	(1,310)	(1,654)	FRS 17 Adjustment	0	1,647	(1,647)
<b>17,311</b>	<b>17,504</b>	<b>17,504</b>	<b>To be met from Government Grants and Local Taxpayers</b>	<b>83,037</b>	<b>68,454</b>	<b>15,667</b>
<b>16,973</b>	<b>18,309</b>	<b>17,933</b>	<b>Continuing Services Budget</b>			<b>17,294</b>
945	157	813	CSB - Growth			486
(399)	(394)	(935)	CSB - Savings			(1,865)
<b>546</b>	<b>(237)</b>	<b>(122)</b>	<b>Total Growth (Net)</b>			<b>(1,379)</b>
<b>17,519</b>	<b>18,072</b>	<b>17,811</b>	<b>Total Continuing Services Budget</b>			<b>15,915</b>
1,841	2,438	2,786	DDF - Expenditure			1,685
(2,760)	(554)	(890)	DDF - One Off Savings			(542)
<b>(919)</b>	<b>1,884</b>	<b>1,896</b>	<b>Total District Development Fund</b>			<b>1,143</b>
711	(2,452)	(2,203)	Appropriations to/(from) other Reserves			(1,391)
<b>17,311</b>	<b>17,504</b>	<b>17,504</b>				<b>15,667</b>

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CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST			Original	Revised	Estimate	Estimate	Estimate	Estimate
Directorate	Service		2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
<b>Chief Executive</b>	Democratic Services	Committee Attendance						
	Civic & Member	Members courses & conferences	(5)	(2)				
	Subscriptions	East of England Local Govt Conference		(12)				
	Electoral Registration	Individual ER process					50	
	Directorate Savings	General		(10)				
	<b>Total Chief Executive</b>			<b>(5)</b>	<b>(24)</b>	<b>0</b>	<b>0</b>	<b>50</b>
<b>Corporate Support Services</b>	Human Resources	Recruitment & Retention savings						
	Local Land Charges	Personal Charges- Increase from £11 to £22	(17)					
	Local Land Charges	Removal of Personal Search chges ( LLC Amendment Rules 2010)			35			
	Hackney Carriages	Increased number of licences issued.		(29)				
	Industrial Estates- Brooker Rd	Increased Rental Income			(10)			
	Industrial Estates- Oakwood Hill	Reduced Rental Income		16	4			
	Industrial Estates- O Hill Workshops	Increased Rental Income		(32)	4			
	Fleet Operations	MOT Income - additional tests		(33)				
	Civic Offices	Energy Savings - Heating	(20)	(20)				
	Civic Offices	Car Park Rental - Black Lion		(4)	(5)			
	Offices & Depots	NNDR Re-assessment			63			
	Langston Road Depot	WRVS lease terminated		8	32			
	Business Premises	Transfer to General Fund			(1,429)			
	Directorate Savings	General		(62)	(37)			
	<b>Total Corporate Support Services</b>			<b>(37)</b>	<b>(156)</b>	<b>(1,343)</b>	<b>0</b>	<b>0</b>
<b>Deputy Chief Executive</b>	All Weather Pitch	Townmead Project			(17)	(18)		
	Community Arts/Public Relations	Savings			(100)			
	Museum	Increase in rents		6				
	Directorate Savings	General		(33)				
	<b>Total Deputy Chief Executive</b>			<b>0</b>	<b>(27)</b>	<b>(117)</b>	<b>(18)</b>	<b>0</b>

## CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original	Revised	Estimate	Estimate	Estimate	Estimate
			2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
<b>Environment &amp; Street Scene</b>	Waste Management	Changes to Service	(51)	42				
	Waste Management	Reduction in Weedspraying - expenditure		(10)				
	Waste Management	Reduction in Weedspraying - income		10				
	Waste Management	Wheeled Bin Maintenance			8			
	Industrial Activities - Regulated	Reduction in Registration of Commercial Properties		7				
	Safer Communities	Reduction in Contributions		6	1			
	Leisure Facilities	Loughton Leisure management fee reduction		(25)	(75)			
	Leisure Facilities	Epping Sports Centre management fee reduction			(11)	(12)		
	Leisure Facilities	Ongar Leisure Centre management fee reduction			(7)	(23)		
	North Weald Airfield	Increase in Market rent			(41)			
	Waltham Abbey Sports Centre	Cessation of joint use agreement	(192)	(192)				
	Off Street Parking	Fluctuations in NDR	(6)	(8)	15			
	Off Street Parking	Changes to allocations		(50)				
	On Street Parking	Changes to allocations		(36)				
	On Street Parking	Changes to allocations		36				
	Off Street Parking	Additional Penalty Notice Charges		(50)				
	On Street Parking	Additional Penalty Notice Charges		(55)				
	On Street Parking	Additional Penalty Notice Charges		55				
	Off Street Parking	Loss of income through VAT increase			4	12		
	Off Street Parking	Closure of Parking Shop	(24)	(23)				
On Street Parking	Closure of Parking Shop	(24)	(23)					
On Street Parking	Closure of Parking Shop	24	23					
Directorate Savings	General		(66)	(18)				
<b>Total Environment &amp; Street Scene</b>			<b>(273)</b>	<b>(396)</b>	<b>(75)</b>	<b>(35)</b>	<b>0</b>	<b>0</b>
<b>Finance &amp; ICT</b>	Finance Miscellaneous	Increase in Employers Pension Conts (Act Val 2007)	92	92				
	Finance Miscellaneous	Decrease in Employers Pension Conts (Act Val 2010)			(10)			
	ICT	Mobile telephones - contract increases	2	10				
	Housing Benefits/Local Taxation	Replacement Revenues & Benefits System			25	25		
	Housing Benefits	Housing Benefit Admin Subsidy settlement reductions	39	60	25	25		
	Council Tax Collection	Reduction in court cost income		21				
	NNDR	Reduction in court cost income		10	2			
	Insurance Services	Savings on Premium	(45)					
	Directorate Savings	General		(48)	(24)			
	Housing Benefits	Limes Farm Area Office			7			
<b>Total Finance and ICT</b>			<b>88</b>	<b>145</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>
<b>Housing</b>	Bed and Breakfast	Reduction in Bed and Breakfast Income		25				
	Bed and Breakfast	Reduction in Bed and Breakfast Expenditure		(12)				
	Directorate Savings	General		(3)	(15)			
	<b>Total Housing</b>				<b>10</b>	<b>(15)</b>	<b>0</b>	<b>0</b>

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST			Original	Revised	Estimate	Estimate	Estimate	Estimate
Directorate	Service		2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
<b>Planning &amp; Economic Development</b>	Development Control	Committee Attendance						
	Building Control Ring Fenced	Consultants						
	Building Control Ring Fenced	Consultants						
	Planning Policy & Conservation	Staff restructure						
	Building Control Ring Fenced	Reduced Income resulting from reduction in inspections		114				
	Building Control Ring Fenced	Reduced Income		(114)				
	Development Control	Reduced Income resulting from reduction in applications		90				
	Development Control	Additional Fees re Govt proposals to changes to Planning Application fees			(100)	(100)		
	Countrycare	Staff restructure		(6)	(7)			
	Directorate Savings	General		(40)				
	<b>Total Planning &amp; Economic Development</b>			<b>0</b>	<b>44</b>	<b>(107)</b>	<b>(100)</b>	<b>0</b>
<b>Other Items</b>	Investment Interest	Reduction due to lower interest rates		292				
	Investment Interest	Reduction due to shops transfer			278	108	155	77
	All Services	Printer Cartridge Savings	(10)	(10)				
<b>Total CSB</b>			<b>(237)</b>	<b>(122)</b>	<b>(1,379)</b>	<b>(20)</b>	<b>205</b>	<b>77</b>

DISTRICT DEVELOPMENT FUND			Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate
Directorate	Service		2010/11 £000's	2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
<b>Chief Executive</b>	Elections	Government Referendum on the Voting system				160			
	Elections	Government Referendum on the Voting system- Re-imburement				(160)			
	Grants to Voluntary Orgs	Furniture Exchange Scheme	20		20				
	Members	Standards Committee additional investigations	10		10				
	<b>Total Chief Executive</b>		<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Corporate Support Services</b>	Estates & Valuation	Consultant's Fees & site surveys Langston Rd Depot		16	16				
	Estates & Valuation	Consultant's fees Legal & Taxation-Langston Rd Project			25				
	Estates & Valuation	Council Asset Rationalisation	195		160	35			
	Estates & Valuation	Council Asset Rationalisation HRA Contribution	(60)		(60)				
	Other Land & Property	Greenyards-Reduced Rental Income			10				
	Facilities Management	Quality Assurance & Accreditation BS EN ISO 9001		16	16				
	Human Resources	Training Budget Underspend/E Learning		8	8				
	Industrial Estates- Brooker Rd	Reduced Rental Income			20				
	Legal Services	Computerisation of Land Terrier records	28		2				
	Legal Services	Registration of Unregistered Titles	2	5	5				
	Local Land Charges	Removal of Personal Search chges ( LLC Amendment Rules 2010)			100				
	Local Land Charges	Removal of Personal Search Income Govt Grant			(100)				
	Non HRA Building Maintenance	Consultant's report for 5 year programme				20			
	Non HRA Building Maintenance	Planned Building Maintenance Programme	147	28	147	57	19	7	10
	Office Accommodation	Essential Work to Civic Offices		18	20	95	0		
Office Accommodation	Potential Accommodation Changes		45	45					
<b>Total Corporate Support Services</b>		<b>312</b>	<b>136</b>	<b>414</b>	<b>207</b>	<b>19</b>	<b>7</b>	<b>10</b>	

## DISTRICT DEVELOPMENT FUND

Directorate	Service		Original 2010/11 £000's	B/F from 2009/10 £000's	Revised 2010/11 £000's	Estimate 2011/12 £000's	Estimate 2012/13 £000's	Estimate 2013/14 £000's	Estimate 2014/15 £000's
<b>Deputy Chief Executive</b>	Public Relations	Improvements to Main Reception Area	12	(6)	3	3			
	Public Relations & Information	Website Officer	23	(2)	24	25	25		
	Deputy Chief Executive	Externally Funded Projects	63	39	74	75			
	Deputy Chief Executive	Externally Funded Projects	(63)	(39)	(74)	(75)			
	Museum	NNDR Refund			(5)				
	Youth Council	Youth Council	12		12	12			
	Limes Farm Hall	Costs of Management/Admin/Mtc/Repairs	27	14	22	19			
	NWA Strategy Action Plan	North Weald Airfield Action Plan.	50		48	2			
	NWA Strategy Action Plan	Aviation Consultant	20			20			
	<b>Total Deputy Chief Executive</b>		<b>144</b>	<b>6</b>	<b>104</b>	<b>81</b>	<b>25</b>	<b>0</b>	<b>0</b>
<b>Environment &amp; Street Scene</b>	Pollution Control	Air Quality Modelling				9			
	Pollution Control	Air Quality Modelling Grant				(9)			
	Neighbourhoods / Rapid Response	Safer, Cleaner and Greener		5		4			
	Pest Control	Income			(10)				
	Waste Management	Waste containers spare parts		8		8			
	Waste Management	Changes to Service	(119)		(132)	(102)			
	Abandoned Vehicles	Advertising				3			
	Contaminated Land	Bobbingworth Tip Maintenance	5			5			
	Contaminated Land	Contaminated Land Investigations		31		130			
	Contaminated Land	Contaminated Land DEFRA grants			(120)				
	Land Drainage	Remedial Works Principal Ordinary Watercourses	35	14		49			
	Safer Communities	Safer Communities Project HO Funded	3	(2)					
	Safer Communities	Protective clothing	3			1			
	Safer Communities	Police Community Safety Accreditation	2			2			
	Leisure Facilities	Loughton Leisure Centre - Mediation		15		15			
	Leisure Facilities	Free Swimming Programme - Over 60's				13			
	Leisure Facilities	Free Swimming Programme - Over 60's				(13)			
	Leisure Facilities	NNDR Refund Waltham Abbey Swimming Pool				(4)			
	Leisure Facilities	Olympic Officer Post				5	10	5	
	Parks & Grounds	Security				3			
	North Weald Airfield	Other Maintenance				12			
	North Weald Airfield	Security				13			
	Waltham Abbey Sport Centre	NDR Refund				(28)			
	Parks & Grounds	Roding Valley Lake - Disabled Projects		26	23	3			
	Parks & Grounds	Roding Valley Lake - Disabled Projects		(26)	(23)	(3)			
	North Weald Airfield	Extra week (week 53) market				(18)			
	North Weald Airfield	Loss of Income - Hangar 5			43	34	24	14	4
	North Weald Airfield	Transformer - Sub 'X'	5		5				
	Off Street Parking	Freezing of car parking charges				(40)			
	Off Street Parking	Staffing			(11)				
	On Street Parking	Staffing			(14)				
	On Street Parking	Staffing			14				
	Off Street Parking	Mobile Phones	3	(3)					
	On Street Parking	Mobile Phones	2	(2)					
	On Street Parking	Mobile Phones	(2)	2					
	<b>Total Environment &amp; Street Scene</b>		<b>(63)</b>	<b>68</b>	<b>(10)</b>	<b>(113)</b>	<b>29</b>	<b>14</b>	<b>4</b>

## DISTRICT DEVELOPMENT FUND

Directorate	Service		Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate	
			2010/11 £000's	2010/11 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	
Finance & ICT	Concessionary Fares	New National Scheme - Costs	141	47	116	72				
	Concessionary Fares	New National Scheme - Grant	(111)		(99)					
	Concessionary Fares	Contribution from ECC re admin costs of issuing passes				(50)				
	Council Tax Collection	Legal Fees re Baliffs in Liquidation			30					
	Finance Miscellaneous	Asset Register		4	4					
	Finance Miscellaneous	Asset Register - HRA contribution		(2)	(2)					
	Finance Miscellaneous	Finance System Outstanding Commitments	5							
	Housing Benefits	Hit squad to improve performance		34	34					
	Housing Benefits	Temporary Accommodation Subsidy - Costs	6		0					
	Housing Benefits	Temporary Accommodation Subsidy - Grant	(6)		0					
	NNDR	Business Rates Deferral Scheme - Costs		9	9					
	NNDR	Business Rates Deferral Scheme - Grant								
	NNDR	New Burdens Small Business Rate Relief Costs			9					
	NNDR	New Burdens Small Business Rate Relief Grant			(9)					
	Procurement	Essex Procurement Hub			(12)	(10)				
	<b>Total Finance &amp; ICT</b>			<b>35</b>	<b>92</b>	<b>80</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Housing	Homelessness	Essex Rental Loan Scheme	11						
Homelessness		Essex Rental Loan Scheme	(11)							
Homelessness		ECC - EFHAS			(6)					
Homelessness		ECC - EFHAS			6					
Private Sector Housing		House Condition Survey	55		13	52				
Housing Strategy		Consultant Housing Company	5	6						
Private Sector Housing		Technical Officer	27		27	27	27			
Private Sector Housing		Handyperson Scheme	(15)		(15)					
Private Sector Housing		Handyperson Scheme	15	17	5	15	12			
Handy Person Scheme		ECC re. Mobile Homes/Sites Improvements			(20)					
Handy Person Scheme	ECC re. Mobile Homes/Sites Improvements			10	10					
<b>Total Housing</b>			<b>87</b>	<b>23</b>	<b>20</b>	<b>104</b>	<b>39</b>	<b>0</b>	<b>0</b>	



## DISTRICT DEVELOPMENT FUND

Directorate	Service		Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate
			2010/11 £000's	2009/10 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
Planning & Economic Development	Development Control	Consultants							
	Development Control	Contingency for Appeals	82	(2)	31	51			
	Development Control	Reduced Income resulting from reduction in applications				44			
	Economic Development	Chamber of Commerce				5			
	Economic Development	Developing Business Networks	2	2	4				
	Economic Development	Enhanced Business Contacts	2	2	0	4			
	Economic Development	Town Centre Manager	36	3	50	9			
	Economic Development	LABGI regeneration				12			
	Economic Development	Economic Development Strategy			3	3			
	Enforcement	Blunts Farm Golf Course		2					
	Forward Planning	Administration Assistant	22						
	Forward Planning	Local Development Framework	400	115	120	395	456		
	Forward Planning	Printing underspend		10	10				
	Forward Planning	Senior Planner	39		30	35			
	Planning Services	File retrieval & checking & destruction		30	30				
	Planning Services	Housing and Planning Delivery Grant	(55)						
	Planning Services	Planning Delivery Grant 2	10						
	Planning Services	Planning Delivery Grant 4		25	18	7			
	Planning Services	Planning Delivery Grant 5		10					
	Tourism	Tourism Summit	2	2	4	0			
	Town Centre Enhancements	Improvements Grant Waltham Abbey TC	6		6	0			
	Town Centre Enhancements	Town Centre Support	22	8	18	12			
	Town Centre Enhancements	Waltham Abbey Tourist Information Centre			5	5			
<b>Total Planning &amp; Economic Development</b>			<b>568</b>	<b>207</b>	<b>378</b>	<b>533</b>	<b>456</b>	<b>0</b>	<b>0</b>
<b>Total Service Specific District Development Fund</b>			<b>1,113</b>	<b>532</b>	<b>1,016</b>	<b>824</b>	<b>568</b>	<b>21</b>	<b>14</b>
Other Items	Increased Investment Interest								
	Second Homes Discount Allowance	(84)		(84)	(84)	(84)	(84)		
	Lost Investment Interest	508		413	363	233	89		
	Impairment of Heritable Bank Principal	375		375					
	Contribution to Pension Deficit Reserve			176					
	LABGI Contribution				40				
	Capital Expenditure Funded from Revenue			40					
	Area Based Grant	(28)		(40)					
<b>Total District Development Fund</b>			<b>1,884</b>	<b>532</b>	<b>1,896</b>	<b>1,143</b>	<b>717</b>	<b>26</b>	<b>14</b>

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## **Medium Term Financial Strategy**

### **Introduction**

1. For a number of years as part of the Council's sound financial planning arrangements a four-year financial strategy has been prepared. This document allows a considered view to be taken of spending and resources. Without a medium term financial strategy finances would be managed on an annual basis leading to sudden expansions and contractions in services. Clearly such volatility would lead to waste and be confusing for stakeholders.
2. Managing this Council's finances has been made easier by isolating one off fluctuations (District Development Fund or DDF) from the ongoing core services (Continuing Service Budgets or CSB). This distinction highlights the differing effects in the medium term of approving different types of initiative.
3. A key part of the strategy is future rises in Council Tax and the Council has a stated ambition to not only remain a low tax authority but to ultimately have the lowest Band D charge in Essex. This ambition is unlikely to be realised until 2013/14, as it is anticipated that most Councils will freeze their charges for 2011/12 and 2012/13. The Council currently has the second lowest charge and last year saw the gap to the lowest Band D charge in Essex reduce from £3.33 to £1.35.
4. At its 27 September 2010 meeting the Finance and Performance Management Cabinet Committee decided that communication of the revised medium term financial strategy to staff, partners and other stakeholders be undertaken by way of publishing key bullet points in appropriate publications.

### **Previous Medium Term Financial Strategy**

5. That meeting of the Finance and Performance Management Cabinet Committee considered the annual Financial Issues Paper and an updated medium term financial strategy. At that time Members attention was drawn to a number of areas of significant uncertainty. Key amongst those was how the incoming government would deal with the very poor overall state of the public finances and the extent of the pain to be borne by district councils. The effects of the "Credit Crunch" are stabilising, but have reduced income and increased demand for several services. There were also questions over the using up of capital receipts on non-revenue generating assets, the next triennial valuation of the pension fund and changes to the national concessionary fares scheme.
6. Against this background of risk and uncertainty a forecast was constructed that set a target of £17.1m for CSB expenditure for 2011/12 and maintained the requirement for annual CSB savings until the end of the forecast period. At this time deficit budgets were anticipated for each year of the forecast, although these were reducing at the end of the forecast.
7. At that time the predicted General Fund balance at 1 April 2015 of £5.6m represented nearly 36% of the anticipated Net Budget Requirement (NBR) for 2014/15 and was therefore somewhat higher than the guideline of 25%. It was also predicted at that time that there would be £562,000 left in the DDF at 1 April 2015.

## Updated Medium Term Financial Strategy

8. As the general reductions in public spending and the specific reductions in Council's grants from Government became clearer it has been necessary to keep the CSB targets and the associated net savings requirements under review. The final grant figures were only announced on the evening of 13 December and an update was provided for Council on 14 December. Given the limited time to prepare the update, it was only an approximation but indicated that savings over the period would need to increase from £2.3m to £3m. To reflect these budget changes a revised medium term financial strategy has been prepared and is attached as Annexes 4 a and b. In constructing the forecast it has been necessary to make certain assumptions, these are set out below:
  - a) CSB Growth – the net savings required for 2011/12 have been found, but budgets will be re-visited during the course of 2011/12 to seek further reductions. In common with the earlier version of the strategy, target CSB savings are included for the period 2012/13 to 2014/15. The removal of under spent budgets, a lower than anticipated pay award and the lower than estimated reduction in administration subsidy from the Department for Work and Pensions have helped achieve the savings required for 2011/12. However, annual net savings targets of £1.3m for 2012/13, £750,000 for 2013/14, and £500,000 for 2014/15 are likely to prove more challenging.
  - b) DDF – all of the known items for the four-year period have been included and at the end of the period a balance of £245,000 is still available. This is an improvement on the position in the current year's budget, where the MTFS adopted in February 2010 showed a closing balance at the end of the period of £156,000.
  - c) Grant Funding – beyond 2012/13 it has been assumed that there will be a 6% reduction in grant over the remaining two years of the CSR period. This is in line with the headline figures provided in October 2010 but is likely to be effected by the Government's re-working of the grant allocation model and the strength of the economic recovery.
  - d) Council Tax Increase – Members have confirmed they wish to freeze the charge for 2011/12 and 2012/13 and limit the increase to 2.5% for subsequent years. These assumptions have been built into the strategy.
9. This revised medium term financial strategy has deficits in for the entire period, although these are reducing and the use of reserves in 2014/15 is £258,000 lower than in 2013/14. The predicted revenue balance at the end of the period is £5.763m, which represents 39% of the NBR for 2014/15 and thus comfortably exceeds the target of 25%.
10. It is worth repeating that significant savings are necessary in each of the years of the strategy and in approving the medium term financial strategy Members are asked to note these targets. The strategy will be monitored during the year and updated for the September 2011 meeting of the Finance and Performance Management Cabinet Committee.

**CAPITAL PROGRAMME  
2010/11 to 2014/15 FORECAST**

	2010/11 Original £000	2010/11 Revised £000	2011/12 Forecast £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	5 Year Total £000
<b>EXPENDITURE</b>							
Finance & ICT	661	477	419	350	350	300	1,896
Corporate Support Service	1,187	1,045	698	486	121	288	2,638
Deputy Chief Executive	2,435	255	2,744	0	0	0	2,999
Environment & Street Scene	1,948	1,455	2,181	845	133	93	4,707
Planning & Economic Development	125	65	240	0	0	0	305
<b>Total Non-Housing</b>	<b>6,356</b>	<b>3,297</b>	<b>6,282</b>	<b>1,681</b>	<b>604</b>	<b>681</b>	<b>12,545</b>
Housing GF	2,155	1,558	1,958	930	920	750	6,116
HRA	6,956	6,636	6,919	6,825	5,781	5,781	31,942
Housing DLO	0	0	54	50	50	50	204
<b>Total Housing</b>	<b>9,111</b>	<b>8,194</b>	<b>8,931</b>	<b>7,805</b>	<b>6,751</b>	<b>6,581</b>	<b>38,262</b>
<b>TOTAL</b>	<b>15,467</b>	<b>11,491</b>	<b>15,213</b>	<b>9,486</b>	<b>7,355</b>	<b>7,262</b>	<b>50,807</b>
<b>FUNDING</b>							
DCLG Grant for DFG	240	290	240	240	240	240	1,250
DCLG Grant for Decent Homes	239	350	20	0	0	0	370
HPDG/LABGI Capital Grants	0	14	0	43	0	0	57
Big Lottery Grant	0	60	0	0	0	0	60
ECC/Parish Contributions	250	14	260	0	0	0	274
Private Funding	112	670	138	113	113	113	1,147
<b>Total Grants</b>	<b>841</b>	<b>1,398</b>	<b>658</b>	<b>396</b>	<b>353</b>	<b>353</b>	<b>3,158</b>
Housing GF (Other Capital Receipts)	1,676	483	1,698	690	680	510	4,061
HRA (Other Capital Receipts)	0	10	0	0	0	0	10
Non Housing (Other Capital Receipts)	6,044	3,007	5,934	1,575	541	618	11,675
<b>Total Capital Receipts</b>	<b>7,720</b>	<b>3,500</b>	<b>7,632</b>	<b>2,265</b>	<b>1,221</b>	<b>1,128</b>	<b>15,746</b>
GF - RCCO	0	47	0	0	0	0	47
HRA - RCCO	1,763	1,763	2,050	2,050	2,050	2,050	9,963
HRA - MRR	5,143	4,783	4,873	4,775	3,731	3,731	21,893
<b>Total Revenue Contributions</b>	<b>6,906</b>	<b>6,593</b>	<b>6,923</b>	<b>6,825</b>	<b>5,781</b>	<b>5,781</b>	<b>31,903</b>
<b>TOTAL</b>	<b>15,467</b>	<b>11,491</b>	<b>15,213</b>	<b>9,486</b>	<b>7,355</b>	<b>7,262</b>	<b>50,807</b>

**CAPITAL PROGRAMME  
2010/11 to 2014/15 FORECAST**

	<b>2010/11 Original £000</b>	<b>2010/11 Revised £000</b>	<b>2011/12 Forecast £000</b>	<b>2012/13 Forecast £000</b>	<b>2013/14 Forecast £000</b>	<b>2014/15 Forecast £000</b>	<b>5 Year Total £000</b>
<b>Finance &amp; ICT</b>							
General IT	454	410	369	300	300	300	1,679
Cash-Receipting & Income System	30	44	0	0	0	0	44
General Capital Contingency	177	23	50	50	50	0	173
<b>Total</b>	<b>661</b>	<b>477</b>	<b>419</b>	<b>350</b>	<b>350</b>	<b>300</b>	<b>1,896</b>
<b>Corporate Support Service</b>							
Civic Office Works	919	669	499	63	11	0	1,242
Solar Energy Panels	0	0	0	10	10	188	208
Building Improvement Programme - Leisure	58	12	83	0	0	0	95
Environmental Improvements to Shops	0	0	116	100	100	100	416
Upgrade of Industrial Units	0	0	0	313	0	0	313
Brooker Road Purchase	210	212	0	0	0	0	212
Purchase of Black Lion Car Park	0	152	0	0	0	0	152
<b>Total</b>	<b>1,187</b>	<b>1,045</b>	<b>698</b>	<b>486</b>	<b>121</b>	<b>288</b>	<b>2,638</b>
<b>Deputy Chief Executive</b>							
Customer Services Trans Prog	837	20	1,307	0	0	0	1,327
Limes Farm Hall Development	1,062	110	952	0	0	0	1,062
Waltham Abbey All Weather Pitch	527	42	485	0	0	0	527
Youth Sports Facilities	9	9	0	0	0	0	9
Children's Play Programme	0	74	0	0	0	0	74
<b>Total</b>	<b>2,435</b>	<b>255</b>	<b>2,744</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,999</b>
<b>Environment &amp; Street Scene</b>							
W Abbey Sports Provision Feasibility	0	42	0	0	0	0	42
Loughton Leisure Centre:New Build	0	13	0	0	0	0	13
Loughton Leisure Centre:Modifications	800	800	0	0	0	0	800
Fitness Equipment: Epping & Ongar	130	0	192	0	0	0	192
Waste Management Vehicles & Equip't	0	147	1,000	0	0	0	1,147
Bobbingworth Tip	0	41	38	0	0	0	79
Parking & Traffic Schemes	300	147	260	140	0	0	547
Housing Estate Car Parking	572	13	527	612	40	0	1,192
Bakers Lane Car Park	0	7	0	0	0	0	7
N W Airfield Market Improvements	62	155	88	63	63	63	432
Safer Cleaner Greener	0	3	0	0	0	0	3
Flood Alleviation Schemes	47	0	47	0	0	0	47
Grounds Maint Plant & Equip't	37	87	29	30	30	30	206
<b>Total</b>	<b>1,948</b>	<b>1,455</b>	<b>2,181</b>	<b>845</b>	<b>133</b>	<b>93</b>	<b>4,707</b>
<b>Planning &amp; Economic Development</b>							
Loughton Broadway TCE	25	25	0	0	0	0	25
Loughton Broadway CCTV	100	25	75	0	0	0	100
Waltham Abbey Regeneration Schemes	0	0	165	0	0	0	165
Planning Services Capital Schemes	0	15	0	0	0	0	15
<b>Total</b>	<b>125</b>	<b>65</b>	<b>240</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>305</b>
<b>TOTAL NON-HOUSING PROGRAMME</b>	<b>6,356</b>	<b>3,297</b>	<b>6,282</b>	<b>1,681</b>	<b>604</b>	<b>681</b>	<b>12,545</b>

**CAPITAL PROGRAMME  
2010/11 to 2014/15 FORECAST**

<b>2010/11 Original £000</b>	<b>2010/11 Revised £000</b>	<b>2011/12 Forecast £000</b>	<b>2012/13 Forecast £000</b>	<b>2013/14 Forecast £000</b>	<b>2014/15 Forecast £000</b>	<b>5 Year Total £000</b>	
<b>Housing General Fund</b>							
Affordable Housing Contrib to Hsg Assoc	375	187	188	0	0	0	375
Disabled Facilities Grants	400	400	400	400	400	400	2,000
Other Private Sector Grants	350	350	350	350	350	350	1,750
Private Sector Capital Contingency	180	0	180	180	170	0	530
Home Ownership Grants Scheme	272	186	112	0	0	0	298
Open Market Shared Ownership Scheme	200	435	350	0	0	0	785
CPO 8/8A Sun Street, W. Abbey	378	0	378	0	0	0	378
<b>TOTAL HOUSING GENERAL FUND</b>	<b>2,155</b>	<b>1,558</b>	<b>1,958</b>	<b>930</b>	<b>920</b>	<b>750</b>	<b>6,116</b>
<b>Housing Revenue Account</b>							
Springfields, Waltham Abbey	0	58	0	0	0	0	58
Heating/Rewiring	1,539	1,611	1,708	1,726	1,685	1,685	8,415
Windows/Roofing/Asbestos/Water Tanks	877	761	951	1,034	859	859	4,464
Other Planned Maintenance	476	319	368	385	454	454	1,980
Total Planned Maintenance	2,892	2,749	3,027	3,145	2,998	2,998	14,917
Structural Schemes	400	407	400	400	400	400	2,007
Small Capital Repairs	685	900	632	464	493	493	2,982
Kitchen & Bathroom Replacements	1,548	1,699	1,672	1,520	1,204	1,204	7,299
Environmental Improvements	949	409	718	826	216	216	2,385
Disabled Adaptations	450	427	450	450	450	450	2,227
Other Repairs and Maintenance	32	45	20	20	20	20	125
<b>TOTAL HRA</b>	<b>6,956</b>	<b>6,636</b>	<b>6,919</b>	<b>6,825</b>	<b>5,781</b>	<b>5,781</b>	<b>31,942</b>
Housing DLO Vehicles	0	0	54	50	50	50	204
<b>TOTAL DLO</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>204</b>
<b>TOTAL HOUSING PROGRAMME</b>	<b>9,111</b>	<b>8,194</b>	<b>8,931</b>	<b>7,805</b>	<b>6,751</b>	<b>6,581</b>	<b>38,262</b>

**CAPITAL RECEIPTS**  
2010/11 to 2014/15 FORECAST

	2010/11 Original £000	2010/11 Revised £000	2011/12 Forecast £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	5 Year Total £000
<b>Receipts Generation</b>							
Housing Revenue Account	1,080	706	930	1,168	1,166	1,165	5,135
General Fund	0	15	0	0	0	0	15
<b>Total Receipts</b>	<b>1,080</b>	<b>721</b>	<b>930</b>	<b>1,168</b>	<b>1,166</b>	<b>1,165</b>	<b>5,150</b>
<b>Receipts Analysis</b>							
Usable Receipts	273	201	235	295	294	294	1,319
Payment to Govt Pool	807	520	695	873	872	871	3,831
<b>Total Receipts</b>	<b>1,080</b>	<b>721</b>	<b>930</b>	<b>1,168</b>	<b>1,166</b>	<b>1,165</b>	<b>5,150</b>
<b>Usable Capital Receipt Balances</b>							
Opening Balance	20,118	21,091	17,592	10,195	8,225	7,298	21,091
Usable Receipts Arising	273	201	235	295	294	294	1,319
Transfer to Pension Fund							
Capital Reserve	0	(200)	0	0	0	0	(200)
Use of Other Capital Receipts	(7,720)	(3,500)	(7,632)	(2,265)	(1,221)	(1,128)	(15,746)
<b>Closing Balance</b>	<b>12,671</b>	<b>17,592</b>	<b>10,195</b>	<b>8,225</b>	<b>7,298</b>	<b>6,464</b>	<b>6,464</b>

**MAJOR REPAIRS RESERVE**  
2010/11 to 2014/15 FORECAST

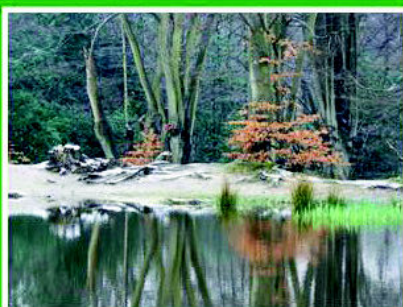
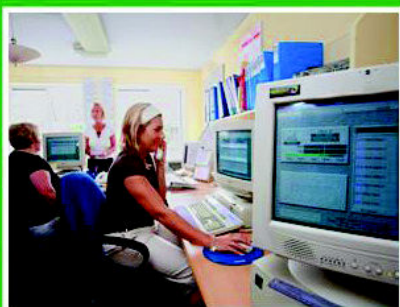
	2010/11 Original £000	2010/11 Forecast £000	2011/12 Forecast £000	2012/13 Forecast £000	2013/14 Forecast £000	2014/15 Forecast £000	5 Year Total £000
Opening Balance	5,194	5,730	5,791	5,867	6,120	7,510	5,730
Major Repairs Allowance	4,844	4,844	4,949	5,028	5,121	5,216	25,158
Use of MRR	(5,143)	(4,783)	(4,873)	(4,775)	(3,731)	(3,731)	(21,893)
<b>Closing Balance</b>	<b>4,895</b>	<b>5,791</b>	<b>5,867</b>	<b>6,120</b>	<b>7,510</b>	<b>8,995</b>	<b>8,995</b>





Epping Forest  
District Council

# Corporate Plan







# INTRODUCTION



**Councillor Diana Collins, Leader of The Council  
& Derek Macnab, Acting Chief Executive**

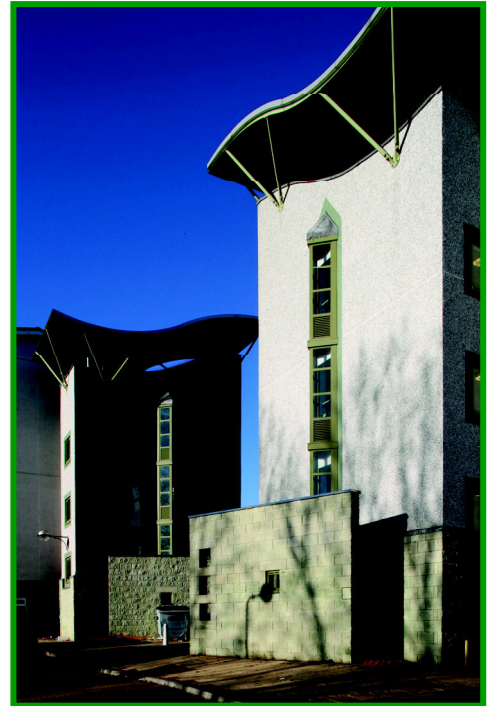
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**Making our district a great place to live, work, study & do business**



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# Our District Today



Much of the 131 square miles of the Epping Forest District is green and rural. 94% is within the green belt or in use for horticulture and farming.

Approximately half of our 123,900 residents live in 5% of the area of the district, close to the boundary with London. Most of the rest of the population live in a mixture of market towns, villages and rural hamlets, each with their own identity and personality. The local population is set to grow over the coming years and pressure for development and the demand for homes, jobs and leisure facilities has never been greater.

The District has a reputation for great affluence. Unemployment is generally low and many residents enjoy a very high standard of living, taking advantage of employment opportunities in London. However there are also areas of significant disadvantage and the District has four wards amongst the ten most deprived in Essex.

More than 80% of the District's housing is in private ownership and levels of demand have contributed to high prices and a lack of affordable housing. Balancing the needs of an increasing population against the protection and conservation of the District's rural nature presents a major challenge.

The District currently suffers from an inadequate infrastructure, and with many small and isolated communities, communication and access to services is a cause of concern.

4





The District is becoming one of the most ethnically diverse in Essex. It has the second highest proportion of residents from black and minority ethnic communities in Essex, together with a large and well-established Jewish community and many residents of Italian extraction. The District also has one of the largest gypsy and traveller communities in the county.

The District is traversed by both the M11 and M25 motorways and is the only district in Essex that enjoys the benefits of London Underground services. It also has access to Network Rail services, both within the District at Roydon, and nearby at Harlow, Broxbourne and Chingford. Stansted Airport is also only a short journey away. However, bus services to railway stations and other public service locations within the District are inadequate and traffic congestion is a problem.

Whilst crime and the fear of crime remain a cause of local concern, in comparison with many other places, the District is a safe place to live and work. The District is also a healthy place to be although life expectancy and ill-health varies widely across the area.

Primary school education in the District is strong in comparison with the rest of Essex, and secondary education is improving overall with some schools being heavily oversubscribed due to good Ofsted results. This issue is exacerbated in the south of the District, where many children from other areas travel into the District for schooling. There are now two schools in the district with Academy status, and further local schools are working towards this standard. Following a complete rebuild in 2009/10, Epping Forest College now offers state of the art education facilities to the community, with academic and vocational studies available to young people of all abilities and interests.

The scope to develop tourism opportunities has been enhanced by the London 2012 Olympic Games. The District stands at the gateway to Stratford and is within a short distance of the white water canoe Olympic venue.

5



# Our Council

Epping Forest District Council has 58 councillors, each elected for a period of four years. After full consultation with our residents, the Council introduced a Leader and cabinet system of decision making in 2000. The Cabinet is headed by the Leader of the Council and is made up of portfolio holders who determine strategic policy and have individual responsibilities. The officer structure is lead by the Chief Executive.

Within the District, responsibility for services is shared amongst different authorities. We are responsible for services including housing, street cleaning and waste collection, sports and recreation facilities, planning applications for homes and businesses, registering to vote, benefits, Council Tax collection, environmental health, food safety, parking, animal nuisance and pest control. Other services such as education, adult social care, and highways and transportation are provided by Essex County Council. As the Council is not responsible for the provision of all local services, it encourages and works with other agencies to provide necessary services

- 6 The Council is committed to its community leadership responsibilities and took the lead in the formation of the Local Strategic Partnership which has developed the new Community Strategy for the District.



# Sustainable Community Strategy- “Putting Epping Forest First”

The Sustainable Community Strategy is the key long-term plan to deliver a better quality of life and improve the economic, social and environmental well-being of the District over the next twenty years and beyond. Based on clear understanding of local needs and residents’ priorities, it seeks to support ‘sustainable communities’ for the future.

The Strategy is the cornerstone of all other plans and strategies that affect public services and long-term planning policies for the District and brings together the plans of all partners into one coherent, coordinated strategy. It tells local people and the national government how positive outcomes will be achieved .

‘One Epping Forest’ is the Local Strategic Partnership for the District. The partnership is made up of representatives of local councils, education, police, health services, and business and community groups. It promotes the economic, social and environmental well-being of the District and supports the delivery of the shared vision, outcomes and values enshrined in the Strategy, by individual partners.

Its role is to bring together all the agencies and groups that have a role in delivering these outcomes with the one aim of ‘making the Epping Forest District a great place to live, work, study and do business.



# Our District Tomorrow -

The previous sections of this plan have set out a snapshot of where we are today. In this section, we set out a vision for the District over the next twenty-one years, drawn from the themes and intended outcomes of the Community Strategy - “Putting Epping Forest First”.

## Theme 1 - ‘Safe’

8 We want the District to be a place where people work together so that all in our communities, especially the most vulnerable, are able to lead lives free from the blight of crime and the fear of crime, and can play a full role in the life of their community in an environment that supports and sustains respect.



## Theme 2 - ‘Sustainable’

We want the District to be a place with strong cohesive communities, where together we protect, capitalise on and enhance the green and unique heritage of our District, but also plan effectively to meet the needs of current and future generations for decent homes, jobs, services and transport, in a manner always sensitive to our environment.



# “Epping Forest in 2031”

## Theme 3 - ‘Health’

We want the District to be a place where the health and wellbeing of all our residents is promoted with partners focusing on the communities that suffer the greatest health inequality, supporting them to transform their lives while positively tackling the social and environmental factors which create the health divide.



9

## Theme 4—‘Aspiring’

We want the District to be a place where all our children and young people are cherished and protected, where aspiration and attainment are prized and the infrastructure and support to make the area a beacon of learning excellence is provided.



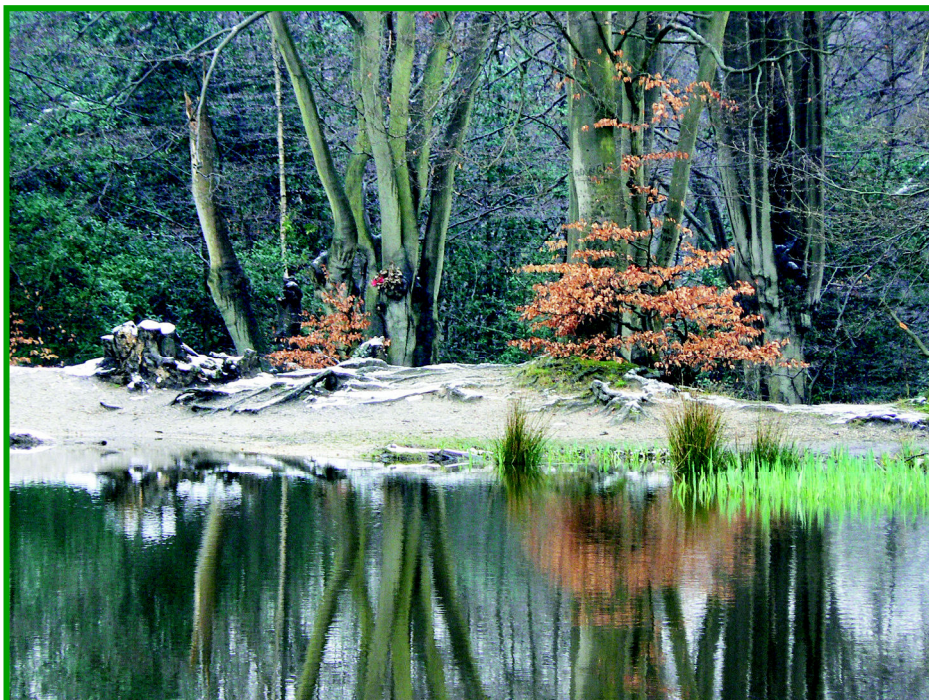
# Our Partnership Approach

Although the Council exists to provide public services to residents and businesses in the District, we are not the only supplier of public services. To ensure residents get the services they require, we work in partnership with agencies such as Essex County Council, the National Health Service, the Police, the Fire and Rescue Service, local parish and town councils and community groups. We are committed to working with others to make sure we provide our services in the best possible way, and also work with private sector service providers where this represents the best value for money.

The Council works effectively with its partners to develop cross-cutting initiatives, deliver service improvements, and reduce costs and improve value for money wherever possible. The authority regards partnerships as an effective way of enhancing service provision, or of providing facilities where none currently exist.

10

The Council has formed a West Essex District Councils group with Harlow and Uttlesford District Councils, in order to work together to promote the interests of West Essex. The partnership develops ways to improve value for money, service performance and responsiveness to the needs of communities, and works collaboratively with other public, voluntary and private sector organisations to achieve economies and efficiencies. Whilst the partner authorities maintain separate roles as leaders of their own communities, the West Essex Group also works together to develop strategic responses to sub-regional, regional and national issues which affect all of West Essex.





# Our Achievements 2006-2011



We published our previous Corporate Plan in 2006, which set out our objectives and priorities for the period between 2006 and 2010. Within that plan, we aimed to lay down the framework within which we would make improvements to services and strive to become a top performing authority.

The plan highlighted key aims designed to help us achieve goals and identify the issues which were important to our residents, and six key themes were identified as areas for improvement to services. Since 2006, we have achieved the following:

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Ensuring the protection of the unique, green and sustainable environment of the District

- (i) Improved waste and recycling arrangements resulted in recycling levels increasing from 37.1% in 2006 to 51.2% by March 2010. Recycling performance is anticipated to increase to approximately 60% by 2011/12. As importantly, residual waste fell significantly reducing the amount going to land fill.
- (ii) The successful remediation of the former landfill site at Bobbingworth as a pocket park, with natural ecosystems (reed beds) being used to deal with pollutants from the site.
- (iii) We opposed very high levels of growth in early versions of East of England Plan, ensuring no major loss of Green Belt to development.

1



# Our Achievements 2006-2011 (cont.)

2

Ensuring that the District has decent housing and clean and attractive neighbourhoods

- (i) The “Safer, Cleaner, Greener” initiative provided a co-ordinated approach to environmental issues, with dedicated enforcement officers and a Rapid Response Unit to deal swiftly with environmental problems such as flytips.
- (ii) We dealt with offensive graffiti rapidly wherever it arose.
- (iii) We completed a programme of ensuring that all of our Council properties are decent and gave financial assistance to vulnerable families to bring their homes up to the Decent Homes Standard
- (iv) We facilitated the provision of 240 new affordable homes within the District.



- 12 (iv) We began a Housing Repairs Refresh Programme, resulting in key repair targets being achieved and exceeded for the first time, and progressed the appointment of a private Repairs Management Contractor to bring a more commercial approach to the management of the Housing Repairs Service,

Ensuring that residents of the District can enjoy local amenities with little fear of being a victim of crime

- (i) The Community Safety Partnership was successful in reducing levels of crime within the District, which remains a safe place in which to live. Since 2006 overall crime has reduced by 13.7% (9,260 down to 7,990). **(DOESS to update for 2010/11)**
- (ii) We appointed two anti-social behaviour investigators and an officer to oversee the introduction of new and updated CCTV facilities, which have both proven very effective in dealing with anti-social behaviour and assisting the police with high quality CCTV evidence.
- (iii) We worked with Essex Police and the Essex Youth Service on a range of diversionary youth activities, including intergenerational arts projects such as Make Do And Mend, where participants from Waltham Abbey, the Limes Farm estate at Chigwell and Loughton supported by The Royal College of Fashion, investigated wartime recycling and made new clothes from old charity shop items.

3



4

Ensuring that residents of the District lead a healthy lifestyle by having access to effective, high-quality leisure and cultural services

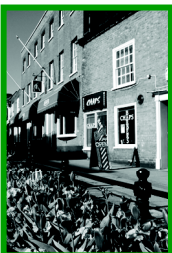


- (i) The leisure and sports centres have been improved, and fitness equipment updated, in the District.
- (ii) A range of targeted initiatives ranging from social inclusion sports programmes for young people from disadvantaged areas to the 'Lifewalks' walking for health programme, have been introduced;
- (iii) Special sports projects have been provided to support children with low self esteem and confidence, children's holiday play programmes have been expanded to provide low cost and free options, and play and youth facilities have been improved in key locations;
- (iv) Targeted community arts projects for socially excluded young people and people with disabilities have been provided, including dance classes and intergenerational work with people living in residential care homes.
- (v) We have secured over £2,000,000 of external funding towards the

13

5

Ensuring that the District has a thriving and sustainable economy



- (i) We appointed a Business Champion to work closely with the local Chamber of Commerce and improve communications with businesses;
- (ii) Business Breakfasts have been used to inform businesses about key issues such as business rates and public sector procurement, and ongoing support provided for the Town Centre Partnerships across the district;
- (iii) No parking charge increases have been made over the past two years and free parking on Saturdays in long stay and mixed use car parks has been maintained. The 30 minute tariff to facilitate short stay parking in town centres has been retained and the "RingGo" facility introduced to enable parking charges to be paid via mobile phone;
- (iv) We completed the Design and Development Brief for the Broadway area of Loughton.
- (v) We remain a low tax authority and now have the second lowest Council Tax in Essex, with a gap of just £1.35 per year for an average property between this Council and the lowest charging authority.

# Our Achievements 2006-2011 (cont.)

6

Ensuring that we offer high-quality, customer focused services, provided by skilled and committed staff

- (i) We retained our Investors in People status, and secured re-accreditation and /or new accreditation of quality systems and charter marks such as LEXCEL, and the Cabinet Office's new Customer Excellence Award for the whole of the Housing Service.
- (ii) During 2009/10 and 2010/11, the Tenant Services Authority assessed that the Council had the lowest rent levels amongst all social landlords in the District, and the highest levels of tenant satisfaction for all 3 satisfaction areas assessed.
- (iii) The Council has invested in its Benefits Service with a modern processing system and electronic records document management. This has led to substantial reductions in the time taken to process new benefit claims, despite the number of claims increasing.



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## Our Commitment To Equality

***'Epping Forest District Council will treat everyone equally and fairly according to their needs'***

The Council welcomes diversity and is committed to equality for all people in the community. The Council views diversity and equality as integral to its service delivery and in the employment of its staff. This means that it will think about the needs of its service users or whom it employs and strive to eliminate discrimination and improve equality of opportunity for all. As a community leader the Council will work to improve understanding between the different communities in the district opposing all forms of prejudicial discrimination on grounds of age, disability, ethnic origin, nationality, gender, sexual orientation or religious belief.

Placing equality at the heart of our services and creating an environment that encourages diversity, removes barriers and allows our communities to reach their full potential.



(c) Office for Disability Issues  
[www.odi.gov.uk](http://www.odi.gov.uk)



# Our Resources & Performance

Annual budgets are prepared according to the priorities set out in the Corporate Plan. They are also set against the context of the Medium-Term Financial Strategy, which projects revenue and capital expenditure for four years ahead to ensure that planned developments and investments are affordable. In undertaking resource and financial planning, the Council observes the following principles:

- all spending plans are subjected to rigorous and regular review to ensure they are aligned with established need and provide value for money;
- changes in service delivery to meet the corporate aims and priorities are underpinned by appropriate allocation and use of available resources;
- the resource and financial planning processes cover all services, and all expenditure;
- maximising the availability of external sources of funding and income, such as central government grants, and new partnership funding arrangements are pursued.

We produce and update our Housing Revenue Account Business Plan every year, which includes a 30-Year Financial Plan forecasting anticipated expenditure and income over this period in order to inform current and future spending decisions.

The Council is committed to delivering and continually improving high quality services so that we can make a positive impact on the quality of life of residents of the Epping Forest District. We believe that we can make a positive difference through our services and the way we operate, and the Council measures its performance in a variety of ways.

A range of Key Performance Indicators (KPI) relevant to the Council's aims and objectives are adopted each year and performance against them monitored on a regular basis. The aim of the KPIs is to focus our improvement efforts and achieve comparable performance with the top performing local authorities. Improvement plans set out the actions we will implement to achieve our targeted performance and to reflect year on year changes in service delivery.

Full details of the Council's performance can be found in the annual [Performance Report](#)

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# On The Horizon - The National Picture

## Reduced Public Sector Spending

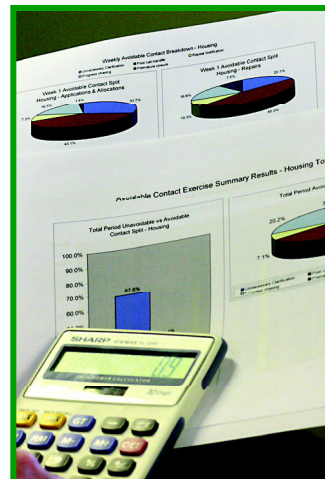
There is a clear need to significantly reduce public spending to achieve the necessary improvement in the state of the overall public finances. Estimates suggest that the grant that the Council receives from the Government and which the Council uses to fund, in part, the provision of its services, will fall by approximately 30% over the next four years, meaning that over the period from 2011/12 to 2014/15 block grant is likely to reduce by £2.6 million to £6.1million.

A savings target for the 2011/12 budget was set at £500,000 and this is likely to be achieved. However, this will still leave around £2.5 million to be found through increases in income or reductions in services in subsequent years.

The picture has been complicated by the introduction of the New Homes Bonus, which will largely be funded by reductions in the money available for block grant. The consultation on the New Homes Bonus is open until late December and so the exact figure that this Council will receive from this scheme and how that will effect the block grant is unlikely to be confirmed much before the budget for 2011/12 is set in February.

Shared services are a growing trend for local authorities seeking to reduce costs and improve efficiency. Pressures to improve service delivery while cutting costs, have seen the public sector begin to embrace shared services arrangements to take advantage of economies of scale and streamlined processes. Whilst shared services models have traditionally focused on back-office functions, such as human resources and information technology, increasingly organisations are beginning to share key strategic functions.

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# On The Horizon - The Local Response

## Responding to Reduced Public Sector Spending

Improved efficiency and sharing services may not be sufficient to achieve the savings required from councils as a result of the Comprehensive Spending Review 2010. Although focus will remain on how the Council can do things more efficiently and better, reductions in local services provided may be inevitable in the future, possibly alongside differences in the quality and extent of the services. However, the Council will do everything possible to minimise any adverse effects on its services and will strive to maintain existing levels of performance where these already represent significant achievements.

Partnership working is key to ensuring that appropriate services continue to be provided to local communities in a time of reduced spending in the public sector.

The Council will actively explore shared service opportunities where these can be demonstrated to be in the authority's best interest, and/or where its expertise can be sold to others. An example of a shared service provided to another Council is insurance claims handling, where a mutually beneficial agreement has been entered into with a neighbouring local authority for the Council to provide the service for both authorities.

The Council will continue to improve its approach to joint purchasing, particularly through the Essex Procurement Hub. The Hub assists in constructing and advising on framework agreements, collaborative procurements and spend analysis, to help Essex local authorities achieve best value from purchasing.

We will continue to pursue external funding opportunities across the range of the Council's responsibilities, but particularly for the provision of sports, health and cultural activities given the importance of these to general well being.

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# On The Horizon - The National Picture

## The Recession

The economic situation is clearly a major issue for local communities and service providers. In the past severe economic downturn has led to increased unemployment and business failures, which impact on the health and well-being of local communities and the public services that support them. In particular, negative impacts on health and in crime, falling employment rates and increasing homelessness due to repossession levels might flow from the current downturn. The District has a sizeable number of residents employed in the financial sector, which has accounted for a significant proportion of employment growth over recent years, leaving the area particularly vulnerable to a contraction in this sector of the economy.

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The Council's budget contains a number of income streams such as land charges, building control and development control that have been adversely affected by the current state of the economy and the housing market. Clear direction is needed from Government on what will replace the regional planning structures and housing targets that have been set aside.

The Council's interest earnings have also been hit by the "Credit Crunch". Earlier in the crisis in 2008/09 as banks struggled for liquidity they were prepared to pay high interest rates to borrow from the Council. This position has now reversed and low interest rates show no imminent sign of upward movement.

As well as reducing income, the recession has had the effect of pushing up costs in some service areas. There has been a significant increase in the overall Housing Benefit caseload, which has been particularly noticeable in the number of more complex claims and claims from people who are experiencing the benefits system for the first time.



# On The Horizon - The Local Response

## Responding to the Recession

The Council is committed to supporting local communities throughout the recession to ensure that they remain vibrant and positive. This will be achieved by working in partnership with other organisations including the voluntary sector, to build community capacity and empower communities to contribute to local initiatives. Actions to support this include:

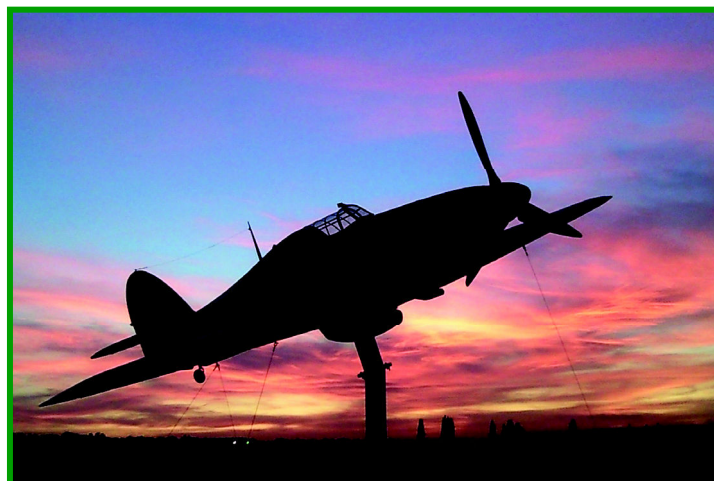
- Retaining, where possible, comparatively low car parking charges
- Creating ongoing opportunities for local companies to tender for work
- The timely processing and payment of invoices for work completed
- Developing a local loyalty card for Town Centres

The Council will engage with the Government's arrangements for Local Enterprise Partnerships between local authorities and businesses. Intended to determine local economic priorities and undertake activities to drive economic growth and the creation of local jobs, Local Enterprise Partnerships enable local authorities and businesses to work together to quicken the economic recovery based on economic areas. The Council will work with the Kent and Greater Essex and East Sussex Local Enterprise Partnership to determine the needs of the local economy, and to identify barriers to local economic growth.

The Council remains committed to further developing Town Centre Partnerships to continue to play a strong role in helping to address the challenges being faced by the District's centres

The Council is seeking to improve access to services by redeveloping Limes Farm Hall at Chigwell. This facility will be available to other public sector partners to provide surgeries and will expand the existing Housing Office. It will provide a base for Benefits staff and will mean face to face access to discuss claims is widely available without the need to travel to Epping.

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# On The Horizon - The National Picture

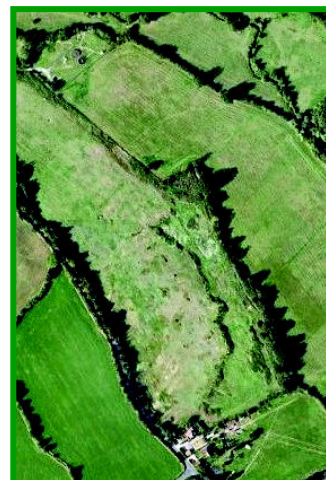
## The Environment

The Epping Forest District is a great place to live, and our residents have indicated that a major factor in people living their lives here or aspiring to live here, is its green and unique nature and environment. There is constant pressure for development in the countryside, and the Council's planning policies have traditionally been directed towards resisting any encroachment into the Green Belt. However, the District must develop as the population grows, and new creative and sustainable ways need to be found to meet the needs of future generations. This is an extremely difficult balance, particularly in an area where housing supply and affordability are key issues.

The natural environment remains a high priority for the Coalition Government and it is clear that the Council will be required to embrace this within its own environmental policies. The government's commitments up to 2015 include:

- 20
- Delivering secure energy on the way to a low carbon energy future
  - Saving energy with the Green Deal and supporting vulnerable consumers
  - Driving ambitious action on climate change at home and abroad
  - Managing our energy legacy responsibly and cost-effectively

A key environmental challenge facing the Council is the sustainable use of natural resources. By reducing consumption of electricity, gas and water we can reduce our carbon emissions, contributing to sustainable development and influencing others through the example set. The Council is also aware of the need to ensure that it constantly improves the ways in which it protects the environment, by reducing carbon emissions, recycling more, and promoting sustainable transport options.





# On The Horizon - The Local Response

## Responding to The Environment

One of the Council's most important responsibilities is to help to create a sustainable environment for the Epping Forest District. This means keeping the District clean and green and tackling climate change. In order to reduce the impact of climate change, over the next four years the Council will:

- Reduce carbon emissions from its operations;
- Use its natural resources more efficiently;
- Install SMART meters in its buildings to identify energy efficiency improvements that can be made; and
- Increase staff, public and business awareness of the effective use of natural resources, the reduction of carbon emissions and adapting to severe weather.

With fuel poverty on the rise, the Council is involved in the implementation and completion of London Commuter Belt Energy Efficiency and Fuel Poverty Initiative and we will continue to promote grants that are available to the public.

The Council has invested heavily in improvements to its waste and recycling services with recycling performance continuing to rise. Resources have been allocated to further increase public awareness and education of waste and recycling services to ensure that high levels of recycling are maintained.

The Council will develop a Corporate Climate Change Strategy, that will set out priorities and actions for the delivery of environmental objectives including, fuel poverty planning and a monitoring framework for the Council.

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# On The Horizon - The National Picture

## Planning Growth

The Council's responsibility to help to create a sustainable environment for the Epping Forest District includes planning for growth, to address issues such as the provision of affordable housing and making sure that homes are built in the right place.

The local economy should be able to provide jobs and services for local residents, with high quality and accessible employment land and premises so that there can be effective competition with adjoining areas. There is a need to reduce unemployment in those areas of significant deprivation and provide opportunities for those gaining qualifications locally. The Council is concerned that many residents shop outside of the District for a range of products and services and the District's main shopping centres need to be able to remain competitive despite significant competition from a number of much larger nearby centres.

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The Government is proposing radical changes to the provision of affordable housing. Local authorities may in future have to provide fixed-term tenancies for 2-5 years, instead of secure tenancies (sometimes referred to as "tenancies for life"). Housing associations will have to charge "affordable rents" for all newly-built properties and a proportion of re-lets, much higher than the current "social rents". The Council's Strategic Housing Market Assessment for the District identified that around 4,620 affordable homes needed to be provided within the District to meet current and forecast need. It is a considerable challenge for the Council to increase the amount of affordable housing over the next four years.



# On The Horizon - The Local Response

## Responding to Planning Growth

As the population grows and changes, provision needs to be made for additional housing in a manner appropriate to the Council's overriding priority to protect and conserve the environmental heritage of the District. This will put further pressure on available land, transport services and jobs. The continuing high cost of housing makes it difficult for people, even with good incomes, to get on the housing ladder, and in many cases this leads to young people moving out of the District to access housing. The Council will work hard with developers and housing associations to increase the amount of affordable housing over the next four years, and will carefully consider the implications of the Government's proposals for changes to the provision of affordable housing.

Decisions need to be taken on the proportion of affordable homes on new developments and at higher density provision for appropriate sections of the community, in appropriate areas and in consultation with local people. This would help meet need but also ensure that green space is not swallowed up. These will largely be questions for the new Local Development Framework (LDF) which replaces the Local Plan.

Ongoing projects such as the possible redevelopment of the St. John's Road area at Epping, the Langston Road area of Loughton and the Lee Valley White Water Centre Economic Development Study, will aid economic development and aim to boost local economies.

We must consider how we achieve the community's vision for the future of the District; the potential environmental, economic and social benefits of new development; the protection and maintenance of the rural landscape and the countryside, including protecting the Green Belt; the protection of the historic built environment; and the implications of climate change, including increased flood risk and the protection of the most valuable agricultural land.

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# On The Horizon - The National Picture

## Demographic Change & Health Inequalities

The population of the district is increasing and changing, creating a need for more and different types of housing, e.g. adapted for the elderly and those with special needs. Based on 2006 estimates, the District's population is anticipated to increase by 16% over the next 25 years. The district has fewer than average numbers of younger adults (15-34), and higher than average numbers of 35-64 and over 75 year olds. Projections for 2015 show that the population of the district will increase in the upper age bands, but see a relatively big decrease in the 35-44 age group. The need for local health and social care services is expected to increase as the population ages.

The district experiences a broad inflow of migration from London, and an outflow of migration to other Essex authorities. According to 2007 estimates, the district has the second most Black and Minority Ethnic (BME) residents in Essex (18,300). It is estimated that over 10% of residents belong to BME groups (defined as anything other than White British).

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Overall the district is relatively affluent, enjoying good health outcomes for the majority of its residents, but it also has some pockets of significant health inequality across ward areas and population groups. Waltham Abbey is one of the most deprived areas in Epping Forest, in terms of income, employment, and health, with the lowest life expectancy in Epping Forest and the second lowest life expectancy in Essex. Other wards in Loughton

Adult and childhood obesity additionally contributes to local health inequalities, with Shelley, Loughton Broadway and Paternoster exceeding national averages for obesity in adults, and Epping Forest Year 6 children identified as having the highest level of obesity in Essex.





# On The Horizon - The Local Response

## Responding to Demographic Change & Health Inequalities

We will continue to seek external funding to support our work with partners such as the health service to develop health improvement projects aimed at addressing health inequalities in our communities of greatest need and ensure that future life prospects are improved.

This will include developing joint funding bids to secure resources for specific projects such as *HealthWorks* which is a holistic programme targeted at young people from 13 – 19 years of age, to encourage them to improve their lifestyles through increased physical activity, sexual health screening and reduced alcohol and drug use. *HealthWorks* has been funded by Harlow Health Centre’s Trust and will initially focus on young people in Waltham Abbey with the aim of changing long term health prospects for the area.

We will also build on work undertaken through our Active Health Programme which over the last two years has seen improved health and well being for people over 50, through provision of walking programmes, seated exercise and allotment development.

Effective partnership working within the District and with our partners across West Essex will additionally focus on good use of existing resources, through forums such as the District Healthy Communities Group and Epping Forest Children’s Partnership, who will work to ensure that children’s and young people’s needs continue to be met.

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# Our Aims for 2011 - 2015

Taking account of national priorities; our current performance levels and future targets; the issues that our residents have identified as important; and the priorities of our partners, we have identified the Council's own improvement priorities for 2011/12 to 2014/15.

We want the Council to be a high-performing local authority that delivers top-quality services in the most cost-effective way, ensuring the views and priorities of our service users are integral to all that we do.

Over the four year period of this plan, we aim to:

**(a) Endeavour to safeguard frontline services that our local residents tell us are important against a background of diminishing resources**

**(b) Have the lowest District Council Tax in Essex and maintain that position**

**26 (c) Be recognised as an innovative and transparent council involving residents in our decisions**

**(d) Continuously improve efficiency by adopting new ways of working with our partners and maximising revenue from our assets**

**(e) Provide clear community leadership and be a strong advocate, championing the interests of the people of Epping Forest and protecting the special character of the District**



# Our Key Objectives 2011/12



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## An Action Plan For The Year Ahead

# Our Key Objectives 2011/12

Key Objective

What actions will we take to achieve this objective?

28

## Corporate Plan

**How will we measure what we have achieved?**

**Links to Medium Term Aims, the Budget and other Corporate Documents**

29

# Our Key Objectives 2011/12

Key Objective	What actions will we take to achieve this objective?
30	

## Corporate Plan

**How will we measure what we have achieved?**

**Links to Medium Term Aims, the Budget and other Corporate Documents**

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# Our Key Objectives 2011/12

Key Objective	What actions will we take to achieve this objective?

32



## Corporate Plan

**How will we measure what we have achieved?**

**Links to Medium Term Aims, the Budget and other Corporate Documents**

33

# Our Key Objectives 2011/12

Key Objective	What actions will we take to achieve this objective?
34	

## Corporate Plan

**How will we measure what we have achieved?**

**Links to Medium Term Aims, the Budget and other Corporate Documents**

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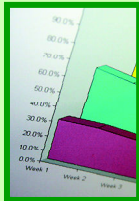
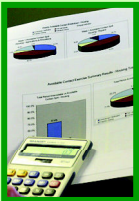
## Corporate Plan



We would like to thank the following individuals and teams that contributed and were the subjects of the photographs included in the Corporate Plan:



Epping Forest Youth Council  
Performance Improvement Unit  
Housing Directorate  
Epping Forest Arts  
Public Relations  
The Green Team  
Elaine Grimwood  
Thomas Turner  
Paul Baccarini  
Jade Blunnie  
Sue Merrick  
Christine Sobey  
Diane Butler



Additional images used courtesy of:

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Melissa Page Photography  
Brian Thomas Photography



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# **DRAFT KEY OBJECTIVES 2011/12**

Key Objective	Action(s)	Target(s)/How Measured	Links to Medium-Term Aims, the Budget and other Corporate Documents)
(1) To review the Council's commercial landholdings in order to coordinate competing land use proposals, fulfil operational requirements and achieve value for money, through the relocation or termination of current uses of the Council's depot site at Langston Road, Loughton, to enable redevelopment of the site in conjunction with the adjoining T11 site to produce additional revenue income to the Council;	(a) To relocate the Council's services from the Langston Road depot to a new permanent site in Oakwood Hill, Loughton and a temporary site at North Weald Airfield, and the co-location of the Council's Museum Store and Countrycare service to vacant units at the Brooker Road Industrial Estate in Waltham Abbey;	The relocation of the Council's services from Langston Road to other sites by 31 March 2013;	<p><b>Medium-Term Aims</b></p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets</p> <p><b>Budget 2011/12, and other corporate plans or documents</b></p> <p>Asset Management Plan 2007 – 2012</p> <p>Capital Strategy 2010–2013</p> <p>Medium Term Financial Strategy 2010-2014</p>
	(b) To develop a cost benefit analysis and budgetary cost for the construction of new depot facilities at the Oakwood Hill site, and agree capital financing;	The development of a cost benefit analysis and budgetary cost, and the agreement of capital financing by 30 September 2011;	
	(c) To prepare, submit and determine a planning application for the Oakwood Hill site;	The preparation, submission and determination of a planning application by 31 December 2011;	
	(d) To design, tender and construct a new depot facility at the Oakwood Hill site;	The design, tendering and construction of a new depot facility by 30 September 2012;	
	(e) To relocate identified services to the Oakwood Hill site;	The relocation of identified services to the Oakwood Hill site by 31 March 2013;	
	(f) To develop a cost benefit analysis and budgetary cost for the construction of temporary depot	The development of a cost benefit analysis and budgetary cost, and the agreement of capital financing by 30	

Key Objective	Action(s)	Target(s)/How Measured	Links to Medium-Term Aims, the Budget and other Corporate Documents)
	facilities at North Weald Airfield for the Waste Management Team and waste contractor, and the agreement of capital financing;	September 2011;	
	(g) To prepare, submit and determine of a planning application for the temporary depot site at North Weald Airfield;	The preparation, submission and determination of a planning application by 31 December 2011;	
	(h) To design, tender and construct the temporary depot facility at North Weald Airfield;	The design, tendering and construction of the temporary depot facility by 30 September 2012;	
	(i) To relocate identified services to the temporary depot facility at North Weald Airfield;	The relocation of identified services to the temporary depot facility by 31 March 2013;	
	(j) To develop a strategy for the redevelopment of the Langston Road depot site when vacant, in conjunction with the adjoining T11 site;	The development of a strategy for the redevelopment of the vacant Langston Road site in conjunction with the adjoining T11 site, by 31 March 2013;	
	(k) To determine a planning application submitted for the redevelopment of the Langston Road depot site and the adjoining T11 site;	The determination of a planning application submitted for the redevelopment of the Langston Road depot site and the adjoining T11 site, by 30 April 2011;	

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)	
(2) To support the Government's vision for the 'Big Society', where individuals and communities have more power and responsibility to create better neighbourhoods and local services;	(a) To work in partnership with the voluntary sector and local communities across the district to build community capacity and develop cohesive and sustainable communities;	The achievement of local community leadership and empowerment, and engagement of people of all ages in local society;	<p><b>Medium-Term Aims</b></p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p> <p>Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions</p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets;</p> <p><b>Budget 2011/12, and other corporate plans or documents</b></p> <p>Links to Community Strategy and Sustainable Communities</p> <p>Utilising existing staff resources and through securing external funding</p> <p>Budget fully funded by Harlow Health Centre's Trust through competitive bidding process. The Council's Community Services staff resources to support project development</p> <p>Links to Crime and Disorder Reduction Partnership's Strategic Needs Assessment in respect of reducing anti-social behaviour and</p>	
	(b) To secure external funding in collaboration with partners and local community groups to provide support, training and mentoring to local people;	(i) The securing of external funding to support capacity building in local communities;		
		(ii) The achievement of local residents of all ages trained and supported in leadership development;		
		(iii) The achievement of peer mentors developed to support improved life and health outcomes amongst peers;		
	(c) To develop the 'HealthWorks' programme for young people in Waltham Abbey, to raise aspirations, improve long-term health inequalities and encourage positive activity;	The engagement of young people with the 'HealthWorks' programme at anticipated participation levels identified within the action plan for the programme;		
(d) To commence outreach work with young people in Waltham Abbey to build trust and relationships, and to ascertain what activity provision would motivate them to become engaged locally;	The engagement of young people to determine preferred local activities;			



Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
	(e) To provide safe meeting places for young people in Waltham Abbey, where activities chosen by them can be provided, including the Epping Forest Museum and the Waltham Abbey Health Centre;	The use of local venues as meeting places for young people;	drugs and alcohol abuse  Direct link to Joint Strategic Needs Assessment
	(f) To identify young leaders and provide them with support, training and mentoring to enable them to assist with the delivery of activities and events for young people;	The active involvement of young people in training and mentoring opportunities;	
	(g) To work with partners including health services to provide sexual health screening, drugs awareness and other support for young people;	The delivery of health screening programmes and advice to young people;	
	(h) To work with young leaders to break down barriers between communities and particularly youth gangs;	The achievement of key young individuals working with the Council's project officers;	
	(i) To support the health services in addressing local health inequalities across the District;	The achievement of reduced health inequalities across the district;	
	(j) To seek external funding to deliver targeted initiatives in specific areas identified through the Joint Strategic Needs Assessment;	The securing of external funding to support project delivery;	
	(k) To utilise existing staff resources	The review of staff work areas to	

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
	to support the delivery of interventions and activities to improve health and well being in key areas;	accommodate targeted working;	
(3) To review and update the Council's corporate procedures and training for safeguarding local children and young people;	(a) To review the corporate Child Protection Policy and individual service procedures;	The review and update of the Child Protection Policy and local procedures in line with legislation;	<p><b>Medium-Term Aims</b></p> <p>Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions</p> <p><b>Budget 2011/12, and other corporate plans or documents</b></p> <p>Use of existing training budgets</p>
	(b) To provide appropriate training for members and officers, to ensure that they are confident in dealing with safeguarding concerns;	The training all relevant staff and members in child protection procedures at an appropriate level;	
	(c) To review the Councils recruitment and selection processes for officers working directly with children and families in line with the 'Safer Recruitment' guidelines developed by the Essex Safeguarding Children Board, and the development of a Safe Recruitment Policy;	The development and introduction of a Safe Recruitment Policy and new procedures and induction arrangements for officers of the Council that work directly with children and families;	
(4) To have regard to the views of local residents, staff, partners and other stakeholders, in reviews of the Council's priorities and service provision, in order to address reduced local authority grant and the background of diminishing public expenditure;	(a) To investigate options for undertaking priority setting and participatory budgeting consultation exercises, to encourage local residents to consider priorities for council spending, in order to identify where future efficiencies might be made or additional income generated;	The participation of local residents staff, partners and other stakeholders in the Council's priority and budget setting processes for 2012/13 and future years;	<p><b>Medium-Term Aims</b></p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p> <p>Aim 2 - Have the lowest District Council Tax in Essex and maintain that position</p> <p>Aim 3 - Be recognised as an</p>

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)	
	(b) To further improve public satisfaction with the Council's waste management service;	The achievement of increased public satisfaction with the Council's waste management service;	innovative and transparent Council, and involve residents in decisions  Aim 4 - Improve efficiency through partnership working and maximising revenue from assets  Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district  <b>Budget 2011/12, and other corporate plans or documents</b>  Improve the outcome of residents surveys on perception of the waste service	
	(c) To undertake a resident survey to establish views on the current waste management service;	(i) The completion of the waste management resident survey by ?; <b>DoESS to update</b>		
		(ii) The analysis of the waste management resident survey by ?; <b>DoESS to update</b>		
	(d) To develop an appropriate action plan to address the findings of the waste management survey;	(i) The adoption of an action plan to further improve the waste management service by ?; <b>DoESS to update</b>		
(ii) The monitoring of progress against the waste management action plan by the Safer, Cleaner, Greener Scrutiny Panel;				
(5) To seek continuous performance improvement and the best use of resources, against the background of diminishing public expenditure;	(a) To achieve overall improvement in respect of the Council's Key Performance Indicators for each of the four years from 2010/11 to 2013/14;	The achievement of a percentage improvement rate of ?% (to be determined) in respect of the Council's Key Performance Indicators for 2011/12, by 31 March 2012;	<b>Medium-Term Aims</b>  Aim 1 - Safeguard frontline services against a background of diminishing resources  Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions  Aim 4 - Improve efficiency through partnership working and maximising revenue from assets	
	(b) To work with the West Essex District Council's Group to promote the interest of West Essex;	The development of initiatives to improve value for money, service performance and responsiveness to the needs of communities, in partnership with other public, voluntary and private sector organisations;		

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
	(c) To continue to achieve high levels of revenue collection;	<p>The achievement of target performance for Local Performance Indicator 14 (Council Tax) and Local Performance Indicator 15 (National Non-Domestic Rates) for 2011/12:</p> <ul style="list-style-type: none"> <li>• to collect 97.9% of the Council Tax due for 2011/12 by 31 March 2012: and</li> <li>• to collect 98.1% of the National Non-Domestic Rates due for 2011/12 by 31 March 2012:</li> </ul>	<p><b>Budget 2011/12, and other corporate plans or documents</b></p> <p>£804,000 capital funding allocated, plus £250,000 external funding from Essex County Council</p> <p>Links to Community Strategy and Sustainable Communities</p>
	(d) To further improve the performance of the Council's Benefits Service;	(i) The processing of new benefit claims within an average of twenty days, as measured by Local Performance Indicator 16 for 2010/11, by 31 March 2012;	
		(ii) The processing of changes of circumstance within an average of seven days, as measured by Local Performance Indicator 17 for 2010/11, by 31 March 2012;	
	(e) To complete the implementation of the agreed key recommendations arising from the Benefits Service inspection undertaken in January 2010;	The implementation of the key recommendations arising from the Benefits Service inspection, within timescales agreed with the Audit Commission and the Department for Work and Pensions;	
(f) To complete the 'Repairs Refresh Programme', to further improve	The completion of the 'Repairs Refresh Programme' and the appointment of an		

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
	the Council's Housing Repairs Service, through the appointment of an External Repairs Management Contractor to manage the service and associated Council staff;	External Repairs Management Contractor by the contract commencement date of 1 May 2011;	
	(g) To introduce a scheme for 100% of housing repairs to be undertaken by appointment;	The introduction of an appropriate scheme by 31 March 2012;	
	(h) To introduce mobile working systems for housing inspectors and tradesmen, enabling them to receive works orders utilising the mobile phone network and advanced computer systems;	The introduction of appropriate mobile working systems by 31 March 2012;	
	(i) To progress and complete the redevelopment of the Limes Farm Hall at Chigwell, to provide a new multi-agency facility including the Council's Housing and Benefits services and coordinated working between Health Care Services, Children's Centre, Homestart and the Council;	The completion of the redevelopment of the Limes Farm Hall by 31 August 2011;	
(6) To complete the strategic review of North Weald Airfield;	To consider the findings of the North Weald Airfield Aviation Intensification Assessment, and to develop an appropriate strategy for the future of North Weald Airfield, based on the findings of the assessment;	(i) The consideration of the final report of the Council's aviation consultants, by... <b>(DoESS to update)</b>	<b>Medium-Term Aims</b>  Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
		(ii) The development, subject to the outcome of action (i) above, of an appropriate strategy for the future use of North Weald Airfield in conjunction with relevant partners, by... <b>(DoESS to update</b>	Aim 4 - Improve efficiency through partnership working and maximising revenue from assets  <b>Budget 2011/12, and other corporate plans or documents</b>  Local Development Framework
<p>(7) To progress the relocation of the Council's waste management depot from Langston Road at Loughton, to an alternative location;</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 316</p>	See Key Objective (1)(a) <b>DoESS to update</b>	See Key Objective (1)(a) <b>DoESS to update</b>	<p><b>Medium-Term Aims</b></p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets</p> <p><b>Budget 2011/12, and other corporate plans or documents</b></p>
<p>(8) To consider the provision and enforcement of on-street parking within the district;</p>	<p>(a) To progress the parking reviews for Epping and Buckhurst Hill in conjunction with Essex County Council, as highway authority;</p>	The completion of the parking reviews for Epping and Buckhurst Hill in accordance with the timescales in the agreed programme prepared by Essex County Council;	<p><b>Medium-Term Aims</b></p> <p>Aim 1 - Safeguard frontline services against a background of diminishing resources</p>
	<p>(b) To consider, subject to satisfactory assurances in respect of the business case and contractual arrangements with the Council's existing contractor, the benefits of engaging in parking enforcement partnership arrangements with</p>	The consideration of whether the Council should participate in parking enforcement partnership arrangements with other local authorities, by.... <b>DoESS to update</b>	<p>Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions</p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets</p>



Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
	Harlow, Uttlesford, Braintree, Colchester and Tendring Council's;		Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district
	(c) To consider the outcome of the review of on street parking enforcement undertaken by the Essex Chief Executives' Association;	The submission of reports to Management Board and the Cabinet, once the timescale for the Essex Chief Executives' Association review is clear;	<b>Budget 2011/12, and other corporate plans or documents</b> To be identified
(9) To achieve the levels of net savings necessary to maintain the Council's sound financial position;	(a) To freeze the Council Tax for 2011/12, to obtain the specific grant made available by the Government;	The level of the Council Tax increase for 2011/12;	<b>Medium-Term Aims</b> Aim 1 - Safeguard frontline services against a background of diminishing resources
Page 317	(b) To ensure that over the period of the Medium-Term Financial Strategy, there is a reducing use of reserves to balance the budget;	The success of the Medium-Term Financial Strategy in reducing the use of reserves to balance the budget for 2014/15;	Aim 2 - Have the lowest District Council Tax in Essex and maintain that position
	(c) To ensure that the General Fund Reserve Balance falls to no lower than 25% of Net Budget Requirement;	The predicted level of the General Fund Reserve Balance for 2014/15;	<b>Budget 2011/12, and other corporate plans or documents</b> To be identified
(10) To determine the level of future housing growth within the district, and to maximise the provision of affordable housing;	(a) To determine the level of future housing growth within the district, having regard to evidence already collected, the results of the community visioning exercise, the scale of the Council's housing waiting list, relevant environmental constraints, and the degree to	This action can only currently be achieved as part of the work required to achieve Key Objective (12);	<b>Medium Term Aims</b> Aim 3 - Be recognised as an innovative and transparent Council, and involve residents in decisions  Aim 4 - Improve efficiency through partnership working and maximising

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)	
	which cooperation can be achieved with Harlow District Council;		revenue from assets  <b>Budget 2011/12, and other corporate plans or documents</b>  OMSO Scheme - £435,000 and possible additional £350,000 for Phase 2  Housing Association open market purchases - £375,000  Housing Strategy 2009-2012	
	(b) To introduce the Council's Open Market Shared Ownership (OMSO) Scheme, in partnership with Broxbourne Housing Association, to provide eight interest free loans to enable housing applicants to purchase properties on the open market with a shared ownership lease;	The provision of eight interest free loans to Broxbourne Housing Association by 30 September 2011;		
	(c) To review the success of the OMSO Scheme, with a view to undertaking a second phase, to provide an additional six loans;	(i) The completion of the review of the OMSO Scheme by 30 September 2011;		
		(ii) The provision of six further interest free loans to Broxbourne Housing Association by 31 March 2012;		
	(d) To work with housing associations to complete over 120 new affordable homes in 2011/12;	The completion of the following affordable housing schemes by 31 March 2012:  Epping Forest College, Loughton (39 homes); Zinc, Ongar (9 homes); Station Approach, Ongar (6 homes); Sewardstone Road, Waltham Abbey (67 homes);		
	(e) To work with Hastoe Housing	The achievement of a start on site by		

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)	
	Association to develop Council owned land at Millfield, High Ongar to provide four affordable houses, constructed from straw bales;	30 June 2011;		
	(f) To provide grant of £375,000 to one of the Council's Preferred Housing Association Partners to fund the purchase of 5/7 two and/or three bedroomed houses off the open market to let at social rents to the Council's nominees;	The occupation of all properties by 30 June 2011;		
(1) Page 319 To help mitigate the impact of the current economic conditions on local people and businesses, through the future development of key retail sites in the district, and to introduce measures to lessen the impacts of the economic recession;	(a) To complete consultation in respect of the Development Brief for the St. John's Road area of Epping, and the agreement of the Development Brief;	The completion of consultation in respect of the Development Brief and its agreement by 30 September 2011;	<p><b>Medium-Term Aims</b></p> <p>Aim 4 - Improve efficiency through partnership working and maximising revenue from assets</p> <p>Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district</p> <p><b>Budget 2011/12, and other corporate plans or documents</b></p>	
	(b) To determine the Council's approach to the use of its own land and property assets at The Broadway, Loughton, having regard to the approval of a Design and Development Brief for the area;	The submission of planning applications for development at The Broadway that accord with the Design and Development Brief for the area;		
	(c) To continue to implement measures to mitigate the impact of the current economic conditions on local people and businesses, including: <ul style="list-style-type: none"> <li>• business engagement events</li> </ul>	The regular reporting of the Council's achievements and successes in mitigating the impact of the current economic conditions on local people and businesses		

Key Objective	Action(s)	How will we measure what we have achieved?	Links to Medium Term Aims, the Budget and other Corporate Documents)
	<p>to address subjects of importance to the business community;</p> <ul style="list-style-type: none"> <li>• sharing of information with businesses/business networks on funding, training opportunities etc;</li> <li>• press releases reporting on business events; and</li> <li>• the Council's 'Business Champion' (the Finance and Performance Management Portfolio Holder) communicating more strongly to the business community.</li> </ul>		
<p>To deliver a sound Core Planning Strategy of the Local Development Framework;</p>	<p>(a) To agree a revised timetable for the preparation of the Core Planning Strategy, having regard to the publication of the Localism Bill in December 2010;</p> <p>(b) To establish new housing targets for the district, based on community engagement (see also Key Objective (10)(a));</p> <p>(c) To complete Stage 2 (Issues and Options) of the Core Strategy consultation exercise;</p>	<p>Submission of full revised Local Development Scheme by 31 march 2012;</p> <p>The establishment of new housing targets for the district as part of the Issues and Options consultation for the Core Planning Strategy (Preferred Options Stage), by 31 March 2012;</p> <p>The completion of the Issues and Options consultation for the Core Planning Strategy by 31 March 2012;</p>	<p><b>Medium-Term Aims</b></p> <p>Aim 5 - Provide community leadership, championing the interests of residents and protecting the character of the district</p> <p><b>Budget 2011/12, and other corporate plans or documents</b></p> <p>To be identified</p>