

Supplementary Committee Agenda



**Epping Forest
District Council**

Finance and Performance Management Cabinet Committee Monday, 21st November, 2011

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

Time: 6.30 pm

Democratic Services: Gary Woodhall, The Office of the Chief Executive
Tel: 01992 564470 Email:
democraticservices@eppingforestdc.gov.uk

6. MID YEAR TREASURY REPORT (Pages 3 - 10)

(Director of Finance & ICT) To consider the revised attached report (FPM-015-2011/12).

11. GROWTH LISTS FOR CSB & DDF (Pages 11 - 20)

(Director of Finance & ICT) To consider the attached report (FPM-020-2011/12).

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**Report to: Finance and Performance
Management Cabinet Committee**



Report reference: FPM-015-2011/12
Date of meeting: 21 November 2011

**Epping Forest
District Council**

Portfolio: Finance & Economic Development

Subject: Mid-Year Report on Treasury Management and Prudential Indicators 2011/12

Responsible Officer: Brian Moldon (01992 564455).

Democratic Services Officer: Gary Woodhall (01992 564470).

Recommendations/Decisions Required:

- (1) To note how the risks associated with Treasury Management have been dealt with in the first half of 2011/2012; and**
- (2) To note and recommend to Council the change in the strategy to reduce the minimum long term rating from A+ (or equivalent) down to A- (or equivalent) to reflect the use of our own bank (Nat West) which has fallen below the minimum credit criteria for investments.**

Executive Summary:

The mid-year treasury report is a requirement of the CIPFA Code of Practice on Treasury Management. It covers the treasury activity for the first half of year in 2011/12.

During the first half of the year: the Council has rephased its capital programme with £1.1m moving out of 2011/12 and some moving into future years; the Council has remained debt free and no borrowing has occurred; the average net investment position has been approximately £54.6m; and there have been no breaches on any of the prudential indicators.

The Council banker's (Nat West) has fallen below the minimum credit criteria for investments during the first half of the year. It is proposed that Council gives approval to reduce the minimum long term rating criteria from A+ (or equivalent) to A- (or equivalent) to allow us to use Nat West for short term liquidity investments .

This report and the appendices were considered by the Audit and Governance Committee on 10 November and an oral update will be provided on that Committee's recommendations.

Reasons for Proposed Decision:

The report is presented for noting as scrutiny is provided by the Audit and Governance Committee who make recommendations on amending the documents, if necessary.

Other Options for Action:

Members could ask for additional information about the CIPFA Codes or the Prudential Indicators.

Report:

Introduction

1. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management), which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the current year. The updated code in November 2009 also recommended that Members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing Best Practice in accordance with CIPFA's recommendations.

2. The report attached at appendix 1 shows the mid-year position of the treasury function in accordance with the revised CIPFA Treasury Management Code and the revised Prudential Code.

Capital activity for the year and how it was financed

3. The Council undertakes capital expenditure on long-term assets. These activities may either be financed immediately through capital receipts, grants etc; or through borrowing.

4. The Council does not plan to borrow in order to carry out its capital investment. The original estimate and probable outturn, along with the spend to month 6 (30 September 2011) is shown below in the table:

Capital Expenditure	Financial year 2011/12		
	Estimated £m	Revised £m	to month 6 £m
Non-HRA capital expenditure	6.431	5.278	0.683
HRA capital expenditure	6.973	7.026	2.152
Total Capital expenditure	13.404	12.304	2.835
Financed by:			
Capital grants	0.658	1.229	
Capital receipts	5.801	4.054	
Revenue	6.945	7.021	
Total resources Applied	13.404	12.304	

5. The current probable outturn for 2011/12 shows a drop in capital expenditure of £1.1m, which has been partly re-phased into future years capital programme. This will mean a reduction in the use of capital receipts in the current financial year of £1.75m, but increases in the following year. This will result in a higher than anticipated level in reserves when calculating potential investment interest for the current financial year.

6. There is a financial risk involved in reducing the balance of usable capital receipts over the next five years. This risk is included in the Council's Corporate Risk Register (No. 17) and identifies the following potential consequences; loss of interest; loss of cover for contingencies; financial strategy becoming untenable in the long run; service reductions required; and large Council Tax increases required.

7. This prudential indicator assists the Council in controlling and monitoring the level of usable capital receipts that will be available at the end of a five-year period. Currently, the Capital Programme for the next five years totals £46.4m and is fully funded. It is predicted that at the end of 2015/16 there will still be £8.3m available in usable Capital Receipts and

£14.7m in the Major Repairs Reserve. Therefore it can be concluded that adequate resources exist for the Capital Programme in the medium term.

The impact on the Council's indebtedness for capital purposes

8. The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge for the Council's debt position. The Council currently does not have an overall positive CFR (HRA and Non-HRA), and so has no underlying need to borrow for capital purpose.

CFR	Financial year 2011/12		
	Estimated £m	Revised £m	to month 6 £m
Non-HRA	37.519	31.097	31.097
HRA	-38.303	-31.881	-31.881
Total Capital expenditure	-0.784	-0.784	-0.784

9. The Director of Finance & ICT confirms that there were no breaches of the Authorised Limit (£5m), the Operational Boundary (£0.5m) and the Maturity Structure of Fixed Rate Borrowing during the period to 30 September, with no borrowing undertaken within this period.

10. The risk for most Councils associated with this section relate to Refinancing – the risk that maturing borrowings, capital project or partnership refinancing cannot be refinanced on suitable terms. As the Council is debt free, there are not currently any risks relating to refinancing.

11. These prudential indicators assist the Council in controlling the level of debt the Council may need to finance over the coming years and ensures where debt is owed it is managed, whereby the Council would not be left in a situation where it finds itself having to refinance on unsuitable terms.

The Council's overall treasury position

12. During the first half of 2011/12 the treasury function managed the debt position to remain debt-free, in accordance with Council policy. The average investment position for the first half of the year was £54.6m. The table below shows the treasury position as at 30 September 2011.

Treasury position	31/03/2011 £m	30/09/2011 £m
Total external borrowing	0.0	0.0
Short term investment		
▪ Fixed investment	43.803	44.545
▪ Variable investment	7.733	5.356
Long term investment	0.439	0.439
Debt from other Authorities	0.481	0.481
Total investments	52.456	50.821
(Net Borrowing) / Net Investment Position	52.456	50.821

13. It is important that the cash flow of the Council is carefully monitored and controlled to ensure enough funds are available each day to cover its outgoings. This will become more difficult as the Council uses up capital receipts and reduces investment balances.
14. The Director of Finance & ICT confirms that there have been no breaches of:
- a) The Upper Limit for Fixed Rate Exposure (100%) and Upper Limit for Variable Rate Exposure (50%) during the period, with the average rates of 79.68% and 20.32% being achieved;
 - b) The limit set for investment over 364 days (£30m). We made one investment of £5m for 438 days. The average investment for the period is 160 days.
 - c) The limit set for investment in non UK Country (30%).
15. The risks associated to this section are as follows:
- a) Credit and Counterparty Risk – the risk of failure by a third party to meet its contractual obligations to the Council, i.e. goes into liquidation. The Council's counter-party lists and limits reflect a prudent attitude towards organisations with which funds may be deposited and these are regularly updated by our treasury advisors.
 - b) Liquidity Risk – the risk that cash will not be available when it is needed, incurring additional unbudgeted costs for short-term loans. The Director of Finance & ICT has monthly treasury meetings with treasury staff, to go through the cash flow for the coming month. A number of instant access accounts are used to ensure adequate cash remains available.
 - c) Interest Rate Risk – the risk of fluctuations in interest rates. The Council has currently around 20% of its investments in variable rates, and the remainder are in fixed rate deposits on average for around 197 days. This allows the Council to receive reasonable rates, whilst at the same time, gives the Council flexibility to take advantage of any changes in interest rates. The view of the Council's treasury advisors is that interest rates are unlikely to change significantly in the short to medium term.
16. The prudential indicators within this section assist the Council to reduce the risk of:
- a) Counterparties going into liquidation by ensuring only highly rated institutions are used when investing the Council's money.
 - b) The Council incurring unbudgeted short-term loans, to pay unexpected expenditure items through ensuring adequate level of money are available immediately through instant access accounts.
 - c) Potentially losing out on investment income when interest rates start to increase by ensuring that deposits are kept within one year.

The Council's Banker

17. On 7 October, the Council received notification from Arlingclose that following the conclusion of the Moody's review of UK Financial Institutions, Nationwide Building Society, Nat West Bank and Royal Bank of Scotland Bank Plc no longer met our

minimum criteria and therefore we currently can not undertake any new investments with them.

18. As Nat West is the Council's banker, although it does not meet the minimum credit criteria of A+ (or equivalent) long term, it stills meet the minimum short term credit criteria of F1 (or equivalent). The table below shows our minimum criteria for short and long term as agreed in the Council Treasury Management Strategy and the latest credit rating score for National Westminster Bank PLC.

	Treasury Strategy Criteria	Nat West Bank
Long Term Rating		
Fitch	A+	A
Moody's	A1	A2
Standard & Poor's	A+	A+
Short Term Rating		
Fitch	F1	F1
Moody's	P-1	P-1
Standard & Poor's	A-1	A-1

19. It is proposed that Council gives approval that the Treasury Strategy is changed to reduce the minimum criteria for Long Term Rating of A+ (or equivalent) to A- (or equivalent) in line from advice given by our Treasury Advisors on 11 November. This will bring the counterparties mentioned in paragraph 17 back onto our counterparty list, but it should be noted that these will have a reduced maximum duration compared to a counterparty with a higher credit rating. This will allow the Council to continue to have adequate cash available to cover our outgoings each day. .
20. It is not proposed to change the short term rating criteria within the Treasury Strategy. All three credit agencies have maintained the short term rating at levels that do not breach our strategy for the above named counterparties and no long term transactions will be entered into. The position is being monitored closely by accountancy staff and our treasury advisors, any changes to the current situation will be reviewed and the position reassessed to identify the best course of action.

Heritable Bank

21. During the first half of this financial year, the Council has received further dividends of 10.37% (£258,793) from the administrators of the Heritable Bank. The latest administrators report indicates that a further dividend is due around October 2011, ultimately it is expected that total dividends will be around 90% of the value of deposits.

Housing Finance Reform

22. The PWLB has historically been the cheapest source of borrowing for local authorities. However, the Chancellor of the Exchequer increased the margin charged by the PWLB in October 2010 and it appeared that cheaper sources of finance may have existed. Indicative pricing for ten year loans showed a PWLB interest rate of 4.4% compared to a ten year bond at 4% and a private placement between 4 and 4.25%.
23. To give the Council the best chance of securing the necessary borrowing at the most favourable rate Cabinet decided on 18 July 2011 to obtain a credit rating. This decision followed informal discussions with several merchant banks and advice from the

Council's treasury management advisers, Arlingclose. Following from this decision a Member panel interviewed Moody's and Standard & Poor's and decided to appoint Moody's to provide a credit rating.

24. On 19 September 2011 it was announced, without any prior indication, that for self financing transactions PWLB rates would revert to their pre-October 2010 rates. This reduces the rates by approximately 0.85% to leave the margin over gilts at approximately 0.15%. The largest saving against post-October 2010 PWLB rates that any of the alternative providers of finance had suggested as being possible was approximately 0.4%. This means that the new PWLB rates will undercut private financing opportunities by around 0.5%. Therefore, PWLB clearly offers the cheapest financing and as PWLB offers the same rates regardless of credit ratings there is little to be gained from proceeding with the rating process. Therefore, on 24 October Cabinet will be re-considering the decision to obtain a credit rating.

Resource Implications:

The continued low interest rate will result in estimated investment income to the Council to continue around £670,000 in 2011/12.

Legal and Governance Implications:

The Council's treasury management activities are regulated by a variety of professional codes, statutes and guidance:

- The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2009/10);
- Statutory Instrument (SI) 3146 2003, as amended, develops the controls and powers within the Act;
- The SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;
- The SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;
- Under the Act the ODPM (now DCLG) has issued Investment Guidance to structure and regulate the Council's investment activities.
- Under section 238(2) of the Local Government and Public Involvement in Health Act 2007 the Secretary of State has taken powers to issue guidance on accounting practices. Guidance on Minimum Revenue Provision was issued under this section on 8 November 2007.

Safer, Cleaner and Greener Implications:

None.

Consultation Undertaken:

The Council's external Treasury advisors provided the framework for this report and have confirmed that the content satisfies all regulatory requirements.

Background Papers:

The report on the Council's Prudential Indicators for 2011/12 to 2013/14 and the Treasury Management Strategy for 2011/12 went to Council on 22 February 2011 and amended at Council on 26 July 2011.

The report on the Council's Corporate Risk Register that went to Finance & Performance Management Cabinet Committee on 20 June 2011.

Impact Assessments:

Risk Management

As detailed in the report, a risk averse position is adopted to minimise the chance of any loss of the capital invested by the Council. The specific risks associated with the different aspects of the treasury management function have been outlined within the main report.

There is little risk associated with the continued use of Nat West for overnight deposits. The bank remains in state ownership and has not had its short term ratings reduced by any of the rating agencies.

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? N/A

What equality implications were identified through the Equality Impact Assessment process? N/A

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group? N/A

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Report to the Finance and Performance Management Committee



**Epping Forest
District Council**

Report reference: FPM-020-2011/12

Date of meeting: 21 November 2011

Portfolio: Finance and Performance Management

Subject: Draft General Fund CSB and DDF lists and Savings Update

Officer contact for further information: Peter Maddock – (01992 - 56 4602)

Democratic Services Officer: Gary Woodhall - (01992 - 56 4470)

Recommendations

- (1) To note the draft Continuing Services Budget (CSB) and District Development Fund (DDF) schedules.**
- (2) To provide an update on the savings achieved as part of the 2012/13 budget process.**

Executive Summary

The report provides the first draft of the Continuing Services Budget (CSB) growth and District Development Fund (DDF) Schedules and also an update on the budget process for 2012/13 and what savings have been achieved so far.

Reasons for proposed action

Members are asked to note the first draft of these schedules and savings achieved and make comments as appropriate.

Other options for action

No other options applicable.

Report

1. The Financial Issues Paper was presented to this committee on 26 September 2011. The report highlighted a number of financial uncertainties and risk facing the Authority including Self Financing for the Housing Revenue Account, the Localisation of Council Tax Benefit, Possible Double-Dip recession, the Council's ability or otherwise to Capitalise Pension Deficit Payments and the possible effect of Changes to Service delivery as a result of shared services.

2. The Medium Term Financial Strategy (MTFS), which forms part of the Financial Issues Paper, identified that further savings of around £1.4 million were required over the forecast period. The previous Strategy had identified £2.3 million of which £1.3 million were for 2012/13. Following a number of initiatives being brought forward and various meetings with spending officers the savings necessary for 2012/13 have been achieved. Having said that further savings are required in both 2013/14 (£0.6 million) and 2014/15 (£0.5 million) and work to identify further savings will contribute to these targets.

3. As in the previous year there was again a saving on the revenue budget in 2010/11.

The outturn for 2010/11 was considered by this Committee on 20 June 2011 it was noted that the General Fund budget was underspent by a little under £600,000. During the 2011/12 budget cycle an exercise was undertaken to identify whether there were specific areas that consistently underspent and where these were. A number of savings were identified as a result and an amount of £356,000 was removed from various General Fund budgets. The outturn for 2010/11 suggests there is further scope for continuing this exercise during 2012/13 so a similar approach is being adopted.

4. The budget process for 2012/13 is well underway and progress in removing budgetary allocations from the budget where a good reason for its retention cannot be made is part of this. The amount identified is inevitably less than last year and progress has so far been better than last year. Where removing unspent budgets has been less successful there may need to be further consultation with Service Directors agreeing whichever course of action is appropriate in each case.

5. Within each directorate a line has been included under CSB with the amount of savings identified so far. Of the £356,000 savings achieved for 2011/12 during the previous budget cycle £262,000 came into affect for the 2010/11 Probable Outturn, therefore the remaining £94,000 was effective from the 2011/12 Original Budget. The process for the 2012/13 budget has identified a further £130,000 all of which is effective for the 2011/12 probable outturn and beyond. Much of this will fall on the General Fund but due to the cost allocation process some will benefit the Housing Revenue Account (HRA). The current MTFS in 2011/12 has not taken account of any further savings arising from this exercise however the updated version later in the cycle clearly will. The table below summarises the position with regard to savings achieved so far.

Directorate	Savings identified using 3 year actual	Savings identified during budget process	Difference
	£'000	£'000	£'000
Office of the Chief Executive	21	19	2
Corporate Support Services	70	32	38
Environment and Street Scene	44	41	3
Finance & ICT	13	5	8
Housing GF	3	2	1
Planning & Economic Development	31	31	0
Total	182	130	52

6. No savings are listed in the table above for the Deputy Chief Executive as these will not be determined until after the Cabinet have considered a report on future options for the provision of various information services.

7. There are also a few CSB budgets that in reality have a one off element to them. It is proposed that the CSB/DDF split be ascertained within them and expenditure apportioned as appropriate. It is felt that this has in the past led to a degree of over budgeting which should where possible be avoided.

8. The schedules of CSB growth/savings and DDF expenditure are attached and these include entries at directorate level relating to the above exercise. These are at Annexes 1 & 2 and represent best estimates at this time.

9. There are a number of areas where further work is required before figures to be included within the budget can be finalised. Clearly the emphasis in this budget cycle will need to be on CSB savings rather than growth but there are some areas, particular relating to pension deficit payments, where some CSB growth is inevitable. The figures generally need

to be viewed in the context of this being quite early in the budget preparation process and will clearly need to be revisited over the next two months or so as the budget comes together.

Consultations Undertaken

This is the first draft of the CSB and DDF schedules. Consultations with spending officers regarding their budgets are ongoing at the moment but apart from this further consultation will take place later in the budget cycle.

Resource Implications

The schedules represent potential additions and reductions to the budget depending on decisions made during the budget process.

Legal and Governance Implications

The preparation of budgets well in advance of the financial year to which they apply, enable sound financial planning to take place. They subsequently provide a basis against which financial monitoring can take place during the year in question.

Safer, Cleaner, Greener Implications

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

Background Papers

Various budget working papers held in Accountancy.

Impact Assessments

Risk Management

The setting of the budget has an impact on all areas of the Council there is a risk that the budget might be set at an unaffordable level, however setting guidelines early in the process means that the level of budget that is acceptable is known in advance.

Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications? No

Where equality implications were identified through the initial assessment process, has a formal Equality Impact Assessment been undertaken? No

What equality implications were identified through the Equality Impact Assessment process?

None

How have the equality implications identified through the Equality Impact Assessment been addressed in this report in order to avoid discrimination against any particular group?

N/A

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CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2011/12 £000's	Revised 2011/12 £000's	Estimate 2012/13 £000's	Estimate 2013/14 £000's	Estimate 2014/15 £000's	Estimate 2015/16 £000's
Chief Executive	Civic Ceremonial	Chairman`s Awards- Saving			(6)			
	Internal Audit	Consultants Fees- Saving		(24)	(13)			
	Directorate Savings	General		(19)				
	Total Chief Executive		0	(49)	(13)	0	0	0
Corporate Support Services	Business Premises	NNDR on void property				21		
	Business Premises	Transfer to General Fund from HRA	(1,429)	(1,412)				
	Civic Offices	Car Park Rental - Black Lion	(5)	(5)				
	Estates & Valuation	Additional Fees from re-assignments etc		(8)				
	Fleet Operations	MOT Income - additional tests		(5)	(15)			
	Greenyard Waltham Abbey	Increased Rental Income			(5)			
	Industrial Estates - O Hill Workshops	Reduced (Increased) Rental Income	4		(5)			
	Industrial Estates- Brooker Rd	Increased Rental Income	(10)	(8)	(7)			
	Industrial Estates- Oakwood Hill	Reduced (Increased) Rental Income	4	(13)				
	Langston Road Depot	WRVS Termination of lease	32	32				
	Limes Farm Hall/Offices	Net income		(4)	(11)			
	Local Land Charges	ECC Charge for highways LLC search			6			
	Local Land Charges	Removal of Personal Search charges (LLC Amendment Rules 2010	35	35				
	Offices & Depots	Gas & Electricity				14		
	Offices & Depots	NNDR Re-assessment	63	63	8			
	Directorate Savings	General	(37)	(69)				
Total Corporate Support Services		(1,343)	(1,388)	0	0	0	0	

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2011/12 £000's	Revised 2011/12 £000's	Estimate 2012/13 £000's	Estimate 2013/14 £000's	Estimate 2014/15 £000's	Estimate 2015/16 £000's
Deputy Chief Executive	All Weather Pitch	Townmead Project	(17)		(35)			
	Directorate Savings	General	(100)	(100)				
Total Deputy Chief Executive			(117)	(100)	(35)	0	0	0
Environment & Street	Contaminated Land & Water Quality	Contaminated land investigations			(51)			
	Engineering, Drainage & Water	Deletion of Drainage Technician post			(12)	(12)		
	Food Safety	Inspections			(5)			
	Grounds Maintenance	Fuel			11			
	Leisure Facilities	Epping Sports Centre management fee reduction	(11)	(6)	(17)			
	Leisure Facilities	Loughton Leisure management fee reduction	(75)	(75)				
	Leisure Facilities	Ongar Leisure Centre management fee reduction	(7)	(8)	(22)			
	Naming and Numbering	Introduction of charging			(3)	(2)		
	North Weald Airfield	Increase in Events Income			(13)			
	North Weald Airfield	Increase in Maintenance cost			19			
	North Weald Airfield	Increase in Market Income			(14)			
	North Weald Airfield	Increase in NNDR			18			
	North Weald Airfield	Loss of income Training Room			25			
	Off Street Parking	Contract allocations			(34)	(22)		
	Off Street Parking	Drop in PCN income			120			
	Off Street Parking	Fluctuations in NDR	15	10	15			
	Off Street Parking	Loss of income through VAT increase	12	15				
	Safer Communities	Reduction in Contributions	1					
	Safer Communities	Reduction of 2 PCSO's	(29)	(29)				
	Waste Management	Abandoned vehicles			(15)			
	Waste Management	Advertising			(3)			
	Waste Management	Contract savings			(213)	(637)		
	Waste Management	Gate fees			(128)			
	Waste Management	Publicity			(20)			
	Waste Management	Wheeled Bin Maintenance	8					
	Directorate Savings	General	(18)	(59)				
	Total Environment & Street Scene			(104)	(470)	(697)	0	0
Finance & ICT	Council Tax Collection	Reduction in court cost income			30			
	Finance Miscellaneous	Decrease in Employers Pension Conts (Act Val 2010)	(10)	(10)				
	Housing Benefits	Housing Benefit Admin Subsidy settlement reductions	25	25	25			
	Housing Benefits	Scanning Contract			(23)			
	Housing Benefits	Limes Farm Office	7					
	ICT	Equipment Savings			(20)			
	Mobile Telephones	Saving from New contract (T Mobile to O2)			(6)			
	NNDR	Reduction in court cost income	2					
	Revenues	Additional postage costs			5			
	Directorate Savings	General	(24)	(29)				
Total Finance and ICT			0	(5)	2	0	0	0

CONTINUING SERVICES BUDGET - GROWTH / (SAVINGS) LIST

Directorate	Service		Original 2011/12 £000's	Revised 2011/12 £000's	Estimate 2012/13 £000's	Estimate 2013/14 £000's	Estimate 2014/15 £000's	Estimate 2015/16 £000's
Housing	Private Sector Housing	Technical Officer Post (HPS/13)			7	26		
	Directorate Savings	General	(15)	(17)				
	Total Housing		(15)	(17)	7	26		
Planning & Economic Development	Countrycare	Staff restructure	(7)	(7)				
	Development Control	Addl Fees re Govt proposals for Planning Appl fees	(100)		(100)			
	Development Control	Publicity		(10)				
	Planning Appeals	Professional Fees			(11)			
	Directorate Savings	General		(10)				
	Total Planning & Economic Development		(107)	(27)	(111)	0	0	0
Other Items	Investment Interest	Reduction due to shops transfer	278	101	2	60	109	45
	New Homes Bonus			(295)	(385)			
	Pensions	Deficit Payments		564	51	53		
	Total CSB		(1,408)	(1,686)	(1,180)	139	109	45

DISTRICT DEVELOPMENT FUND

Directorate	Description	Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate	
		2011/12 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015/16 £000's	
Chief Executive	Corporate Management			(185)					
	Elections			(45)					
	Elections			148					
	Elections	160		(148)					
	Elections	(160)							
	Elections				148				
	Elections				(148)				
	Grants to Voluntary Orgs Members	Furniture Exchange Scheme Standards Committee additional investigations		20 6	20				
Total Chief Executive		0	26	(210)	0	0	0	0	
Corporate Support Services	Emergency Planning			(7)					
	Estates & Valuation			25					
	Estates & Valuation			130					
	Estates & Valuation	35	95	(19)					
	Greenyard Waltham Abbey			8					
	Industrial Estates- O Hill Workshops			20					
	Industrial Ests- Lang Road Seed Bed			8					
	Local Land Charges			(63)					
	Local Land Charges			100					
	Non HRA Building Maintenance	Planned Building Maintenance Programme	15	75	70	45	19	10	
	Office Accommodation	Essential Work to Civic Offices	71	54	95				
Total Corporate Support Services		121	330	367	45	19	10	0	
Deputy Chief Executive	Deputy Chief Executive			75		53	38		
	Deputy Chief Executive			(75)		(53)	(38)		
	Limes Farm Hall			19	(4)	19			
	NWA Strategy Action Plan			20			20		
	NWA Strategy Action Plan			2	(1)	1			
	Public Relations			3		3			
	Public Relations & Information	Website Officer	25		14	11	11	11	3
	Youth Council	Youth Council	12		12	12			
Total Deputy Chief Executive		81	(5)	49	43	11	11	3	
Environment & Street Scene	Abandoned Vehicles			3		4			
	Contaminated Land & Water Quality					25			
	Food Safety					2		3	
	Leisure Facilities					(17)			
	Leisure Facilities			10		10	5		
	North Weald Airfield					(5)			
	North Weald Airfield			(18)		17			
	North Weald Airfield			34		34	24	14	4
	North Weald Airfield						3		
	North Weald Airfield				5	5			
	Off Street Parking			(40)		(40)			
	Parks & Grounds			3	(3)	10	10		
	Parks & Grounds			(3)	3	(10)	(10)		
	Pest Control					(25)			
	Pollution Control					5			
	Waste Management					3	3		
	Waste Management			(102)		(102)			
Waste Management					10				
Waste Management					10	10			
Total Environment & Street Scene		(113)	9	(66)	72	17	4	0	

DISTRICT DEVELOPMENT FUND

Directorate	Description	Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate	
		2011/12 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015/16 £000's	
Finance & ICT	Audit Fee				(11)				
	Concessionary Fares				(45)				
	Concessionary Fares	72			72				
	Council Tax Collection			6	8	4			
	Housing Benefits				1	3			
	Housing Benefits				(1)	(3)			
	Housing Benefits				(3)				
	Housing Benefits			3	3				
	Housing Benefits				(15)				
	Housing Benefits				15	20			
	Housing Benefits			2	2				
	ICT	GCSX connection			(5)	(2)			
	Insurance Services	Additional income re Uttlesford Insurance work			(6)	(6)			
	NNDR	New Burdens Small Business Rate Relief Costs		9		9			
	Procurement	Essex Procurement Hub	(10)		(24)	(6)			
	Total Finance & ICT		27	20	(9)	19	0	0	0
	Housing	Handy Person Scheme		10		5	15		
Homelessness			26		26	26			
Homelessness			(26)		(26)	(26)			
Homelessness			26		26	26			
Homelessness			(26)		(26)	(26)			
Private Sector Housing		Handyperson Scheme	15	(6)	19	0			
Private Sector Housing		House Condition Survey	52	4	28	28			
Private Sector Housing		Technical Officer	27			27			
Total Housing			104	8	52	70	0	0	0
Planning & Economic Development	Building Control Group					(63)			
	Building Control Group					74			
	Building Control Ring Fenced Accnt				(10)	(10)			
	Building Control Ring Fenced Accnt				10	10			
	Conservation Policy				10				
	Development Control				51	25			
	Development Control					(75)			
	Development Control					(10)			
	Development Control					5			
	Economic Development			2	2				
	Economic Development		3	3	3	3			
	Economic Development		4						
	Economic Development		12		12				
	Economic Development		9	3	11				
	Forward Planning						21		
	Forward Planning		395		165	586	100		
	Forward Planning		35		24	22			
	Planning Services		7			17			
	Tourism		5		5				
Town Centre Enhancements		12							
Town Centre Regeneration					46				
Total Planning & Economic Development		543	8	168	731	100	0	0	
Total Service Specific District Development Fund		763	396	351	980	147	25	3	

DISTRICT DEVELOPMENT FUND

Directorate	Description	Original	B/F from	Revised	Estimate	Estimate	Estimate	Estimate
		2011/12 £000's	2010/11 £000's	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's	2015/16 £000's
Other Items	Capital Expenditure Funded from Revenue	22		65	13			
	LABGI Contribution	40		40				
	Local Services Support Grant			(117)				
	Lost Investment Interest	363		342	267	217	67	
	Second Homes Discount Allowance	(84)		(75)	(75)			
Total District Development Fund		1,104	396	606	1,185	364	92	3