

NOTICE OF COUNCIL MEETING

You are hereby summoned to a meeting of the EPPING FOREST DISTRICT COUNCIL to be held in the VIRTUALLY at 7.30 pm on Thursday, 21 May 2020 for the purpose of transacting the business set out in the agenda.

A handwritten signature in blue ink, appearing to read "G Blakemore".

Georgina Blakemore
Chief Executive

**Democratic Services
Officer:**

Democratic Services Officer Tel: (01992) 564243
Email: democraticservices@eppingforestdc.gov.uk

WEBCASTING/FILMING NOTICE

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

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

Therefore by participating in this virtual meeting, you are consenting to being filmed and to the possible use of those images and sound recordings for webcasting and/or training purposes. If members of the public do not wish to have their image captured they should ensure that their video setting throughout the virtual meeting is turned off and set to audio only.

In the event that technical difficulties interrupt the virtual meeting that cannot be overcome, the Chairman may need to adjourn the meeting

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

BUSINESS**1. WEBCASTING INTRODUCTION**

1. This virtual meeting is to be webcast. Members are reminded of the need to unmute before speaking.

2. The Democratic Services Officer will read the following announcement:

“The Chairman would like to remind everyone present that this meeting will be broadcast live to the internet (or filmed) and will be capable of repeated viewing (or another use by such third parties).

Please also be aware that if technical difficulties interrupt the meeting that cannot be overcome, I may need to adjourn the meeting.”

2. MINUTES (Pages 5 - 124)

To approve as a correct record and sign the minutes of the meeting held on 25 February 2020 (attached).

3. DECLARATIONS OF INTEREST

To declare interests in any item on the agenda.

4. ELECTION OF CHAIRMAN

To elect a Chairman of the Council for the Municipal year 2020/21.

The new Chairman will then make a declaration of acceptance of office.

5. APPOINTMENT OF VICE-CHAIRMAN

To appoint a member to be a Vice-Chairman of the Council for the municipal year 2020/21. (Nominations to follow).

The new Vice-Chairman will then make a declaration of acceptance of office.

6. ANNOUNCEMENTS

- (a) Apologies for Absence
- (b) Chairman's Announcements

7. APPOINTMENTS

Leader of Council will present the report (to follow) regarding:

- (a) Notice of Constitution of Political Groups, Group Leaders and Deputies;
- (b) Appointment made by the Leader to the cabinet, Cabinet Committees and Outside organisations carrying out Executive Functions;
- (c) Membership, Chairmanship and Vice-Chairmanship of Committees, Sub-Committees and Panels (Non-Executive Bodies);

(d) Appointments to Outside Organisations carrying out Council, Regulatory or Non-Cabinet Functions.

The Council will need to vote on (c) and (d) where the number of nominations exceeds the number of places available.

8. SCHEME OF DELEGATIONS

Recommendation:

To note the scheme of delegation which are the responsibility of the Council to determine.

The constitution requires that the scheme of delegation should be agreed at the annual meeting. No new delegations have been made and details of the delegations can be found within the Constitution.

9. APPOINTMENT OF THE CHIEF FINANCIAL OFFICER (Pages 125 - 126)

(Monitoring Officer) To consider the attached report.

10. LOCAL GOVERNMENT ACT 1972, SECTION 85 - EXEMPTION FROM THE 'SIX MONTH RULE' (Pages 127 - 128)

(Chairman) To consider the attached report.

11. COUNCIL MEETING DATES FOR 2020/21

Recommendation:

That during 2020/21 ordinary meetings of Council be held on the following dates;

30 July 2020;
29 October 2020;
17 December 2020;
25 February 2021;
29 April 2021; and
25 May 2021.

It is a requirement of the Constitution that the program of ordinary meetings of the Council be approved at the annual meeting of the Council.

12. EXCLUSION OF PUBLIC AND PRESS

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

Agenda Item No	Subject	Exempt Paragraph Number	Info
Nil	Nil	Nil	

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

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

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

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

EPPING FOREST DISTRICT COUNCIL COUNCIL MINUTES

Committee:	Council	Date:	25 February 2020
Place:	Council Chamber, Civic Offices, High Street, Epping	Time:	7.30 - 10.08 pm
Members Present:	Councillors R Bassett (Chairman), H Kane (Vice-Chairman), N Avey, R Baldwin, N Bedford, P Bolton, H Brady, R Brookes, L Burrows, D Dorrell, S Heap, S Heather, R Jennings, J Jennings, S Jones, S Kane, H Kauffman, J Knapman, J Lea, J Leppert, A Lion, C McCredie, J McIvor, S Murray, S Neville, A Patel, J Philip, D Plummer, C P Pond, C C Pond, S Rackham, B Rolfe, M Sartin, J Share-Bernia, P Stalker, D Stocker, B Vaz, C Whitbread, H Whitbread, J H Whitehouse, J M Whitehouse and D Wixley		
Apologies:	Councillors A Beales, I Hadley, Y Knight, M McEwen, L Mead, A Mitchell, G Mohindra, R Morgan, M Owen, C Roberts, D Roberts, S Stavrou and D Sunger		
Officers Present:	G Blakemore (Chief Executive), N Dawe (Chief Operating Officer), S Jevans (Strategic Director), S Kits (Social Media and Customer Services Officer), S Mitchell (PR Website Editor), A Hendry (Democratic Services Officer) and R Perrin (Democratic Services Officer)		

79. WEBCASTING INTRODUCTION

The Democratic Services Officer reminded everyone present that the meeting would be broadcast live to the Internet, and that the Council had adopted a protocol for the webcasting of its meetings.

80. DAVID BARRETT

It was with much sadness that the Chairman informed the Council that David Barrett, the former Area Housing Manager (South) had recently passed away.

The Council stood for a minute's silence in tribute to his memory.

Members were informed that David Barrett had worked for the Council for 23 years and had been instrumental in the setting up of Limes Farm. He had worked closely with residents, members and officers in relation to the Debden area of the District and several members paid tribute to him.

81. MINUTES

RESOLVED:

That the minutes of the Council meeting held on 17 December 2019 be taken as read and signed by the Chairman as a correct record.

82. DECLARATIONS OF INTEREST

(a) Pursuant to the Council's Code of Member Conduct, Councillor J McIvor declared a non-pecuniary interest in agenda item 10 ((a) Impact of Sky Lanterns and

helium-filled balloons) by virtue of his business retailing the items. Councillor J McIvor advised that he would abstain from voting on this item.

(b) Pursuant to the Council's Code of Member Conduct, Councillors J Philip, N Avey and H Kauffman declared a non-pecuniary interest in agenda item 14 (Council Budget 2020/21) by virtue of being Interim Non-Executive Directors of Qualis. The Councillors advised that they would remain and vote on this item.

(c) Pursuant to the Council's Code of member Conduct, Councillor S Murray declared a non-pecuniary interest in agenda item 9 (Questions by Members without Notice) by virtue of being a Loughton Town Councillor. Councillor S Murray advised that he would remain in the Chamber for this item.

83. ANNOUNCEMENTS

(a) The Chairman's Announcements

The Chairman informed members that he had attended many interesting events around the District which included digging the first turf for the construction of the Essex & Herts Air Ambulance Airbase at North Weald.

The Chairman also advised that he would be hosting a private tour and afternoon tea event at the Council's Museum in Waltham Abbey on Thursday 2 April 2020, which would be in aid of this charities. All members were welcome to attend.

(b) Flowers

The Chairman announced that he intended to send the flowers from the meeting to David Barrett's daughter.

84. PUBLIC QUESTIONS

The Council noted that there were no public questions that had been submitted for consideration at this meeting.

85. QUESTIONS BY MEMBERS UNDER NOTICE

Question by Councillor C C Pond to the Planning Services Portfolio Holder

"What was his reasoning behind the release of planning permission on EPF/2092/18, Lippitts Hill, Waltham Abbey, when the increase in emissions in an area very close to the Special Area of Conservation would be likely to be significant when compared with the current (as opposed to some theoretical maximisation of the currently permitted) use."

Answer to Councillor C C Pond from Councillor J Philip, Planning Services Portfolio Holder

"As Portfolio Holder for Planning, I was not involved in the decision as it was taken under delegated authority by duly authorised officers of the Council.

The planning application was assessed as not causing harm to the integrity of the Epping Forest Special Area of Conservation in respect of the air pollution impact pathway. This conclusion was drawn based on the fact that the use as stables did not cease until September 2017 (as verified by both an affidavit and a signed letter provided in support of an application for a Certificate of Lawful Existing Use granted

under planning reference CLU/EPF/0920/18). As such the traffic movements associated with the stables would have been included in the baseline traffic data collected during 2017 to inform the air quality modelling for the Council's updated Habitats Regulations Assessment 2019. During the course of the application officers raised questions regarding the number of horses stated to have been kept at the site (40), and a further Transport Statement submitted in September 2019 therefore provided calculations for a reduced number of horses (16) based on the content of a past appeal decision dating back to 1986 referring to stabling space being available for at least 16 horses. This assessment confirmed a likely overall reduction in trips to and from the site. On this basis, it was accepted that the application proposal would not result in a net increase in Annual Average Daily Traffic over and above that generated by the lawful use as stables, and the granting of planning permission is considered to accord with the advice provided by Natural England to the Council in June 2018 and subsequently with regard to the acceptability of such proposals under the Habitats Regulations.

86. REPORTS FROM THE LEADER & MEMBERS OF THE CABINET

The Council received written reports from Portfolio Holders. The Chairman invited the Leader of Council to provide an oral report and the opportunity for other members of the Cabinet to give updates on matters concerning their relevant portfolios.

(a) The Leader of Council

The Leader advised that the Council had successfully recruited the two Strategic Directors and a Chief Operating Officer. There had been 120 applications and the Senior Selection Panel and Solace, the Council's recruitment advisors had selected 14 candidates that had undergone various assessments.

The successful candidates were Andrew Small, an external candidate who would become one of the Strategic Directors and Chief 151 Officer; the Interim Strategic Director, Sacha Jevans and Nick Dawe, who would become the Chief Operating Officer.

(b) Community and Partnership Services Portfolio Holder

Councillor N Bedford advised that the Police, Fire and Crime Commissioner for Essex, Roger Hirst had attended a members briefing before the Council meeting. He had reported that 750 police officers had now been recruited which brought the total of officers across Essex to 3400. Overall, there had been prudent savings, a reinvest of police assets, reduction in crime activity and hot spots were being dealt with across the District. The priorities going forward would be violent crime and drug related crime.

(c) Strategic Projects Portfolio Holder

Councillor A Lion commented that he had attended the 'Be Part of the Next Generation of Digital Adoption' conference held at the BT Tower in London this evening and around 60 business and local authorities had attended the event, which the Council had been instrumental in organising.

87. QUESTIONS BY MEMBERS WITHOUT NOTICE

(a) Waltham Abbey Swimming Pool

Councillor D Dorrell asked the Contract and Technical Services Portfolio Holder whether he could provide an explanation for the recent closure of the swimming pools at Waltham Abbey Leisure Centre.

Councillor N Avey advised that Waltham Abbey Leisure Centre had experienced a boiler failure on 14 February 2020, which had resulted in both the main and learner pools being closed for five days. This had coincided with the school half term period and had caused public concern. The Leisure Contract Manager had been informed immediately and was updated on the progress of the repairs throughout this period. Customers were informed that the pools were closed through social media, notices boards at the leisure centre and by staff as customers arrived, although the gym and studios remained open.

The repairs were carried out and both pools were fully re-open on the afternoon of Friday 21 February 2020. There had been no costs to the Council, as the repairs were met by the warranty. A report on the issue had been requested and members would be update at the next meeting.

(b) National Apprenticeship Week

Councillor S Murray asked the Leader whether he would like to comment on the Council's Apprenticeship scheme following National Apprenticeship Week earlier this month.

Councillor C Whitbread advised that he fully supported the Council's Apprenticeship scheme and the opportunities it provided the residents of the District.

The Chairman of Council, Councillor R Bassett commented that he had worked with a number of the apprentices and praised them for their skills and helpfulness. In addition, the Strategic Projects Portfolio Holder advised that the BT conference had been organised by one of the Council's Higher Level Apprentices, which demonstrated the values and skills that the apprentices were obtaining through the Council's scheme.

(c) No. 87 Bus Service

Councillor S Jones asked the Strategic Projects Portfolio Holder what the Council was doing to prevent the demise of the No. 87 bus, which provided a bus service from Harlow through to the Epping Forest Retail Park in Loughton.

Councillor A Lion advised that he had been working closely with Essex County Council and Councillor C C Pond, concerning the closure of the route. In conjunction with Epping Forest Transport there was a belief that the service could be provided at a lower cost. In the meantime, the Council would provide £50,000 match funding with Essex County Council to provide an interim service, whilst a longer term solution could be found.

(d) Climate Emergency

Councillor S Neville asked the Community and Partnership Services Portfolio Holder and Climate Emergency Champion, what plans the Council had to scrutinize the Cabinets decisions regarding the Climate Emergency.

Councillor N Bedford advised that currently no considerations had been made, although the Council was hosting a Green conference in March/April where this would be discussed .

Councillor J Philip advised that the Council planned to recruit a Climate Change Officer and a Sustainable Transport Officer, and the Cabinet decisions concerning the climate emergency would be considered by the Stronger Place Select Committee, which also considered the Local Plan.

(e) Natural England

Councillor J Knapman asked the Planning Services Portfolio Holder what measures he proposed to undertake to break the deadlock with Natural England.

Councillor J Philip advised that the Council had started to make progress and a meeting with Natural England, Dame Eleanor Laing MP, the Leader of Council and himself had been arranged at the Houses of Parliament in March 2020. The Council had also suggested to either sponsor or support a Natural England post based at the Council to ensure a good working relationship which awaited a response.

He also had taken detailed legal advice on what the Council could do to address some or all of the planning applications that were held up by the issues with Natural England. The Council continued with the traffic and equality modelling in the Forest which fed into the habitat regulations and following a recent meeting with Natural England, progress had been made on the methodology for the mitigation and this would be submitted to the inspector imminently.

(f) Retaining Shrubbery in Front Gardens

Councillor J H Whitehouse asked whether the Council could raise public awareness of the importance of retaining planting including trees, shrubs or lawn at the front of their properties when converting their front gardens for parking.

Councillor J Philip advised that planning regulations did not permit the Council to prevent the complete paving of resident's front gardens, although the Council could try to encourage residents not to pave the entire area. There were regulations that prevented impermeable surfaces being used but residents did have the right to design and plan their own front gardens.

Councillor N Bedford added that through Green Arc, the Council did encourage people to plant trees in their gardens and provided information and advice on the conversion of front gardens for parking purposes.

(g) Bus Services

Councillor D Plummer asked the Strategic Projects Portfolio Holder what had been the process that determined funding should be given to the 87 bus service, when there were other services that had been reduced or removed in the District?

Councillor A Lion advised that this had been dealt with on an emergency basis and the Council would not generally fund buses services. If Councillor D Plummer had concerns he should contact Essex County Council directly.

(h) Museum

Councillor R Brookes asked the Community and Partnership Services Portfolio Holder what the reference to the 'EFD Museum Collection Review & Rationalisation Development Proposal' were in the budget.

Councillor N Bedford advised that it related to the collection and storage facilities and how the Council could rationalise the collection. Therefore, making better use of it and sharing of the collection with other service areas rather than everything being stored.

(i) Green Arc

Councillor D Wixley asked the Community and Partnership Services Portfolio Holder whether the Green Arc could be given more publicity and recognition, through signage and logos at the various locations across the District.

Councillor N Bedford advised that a wider campaign to promote the Green Arc was being carried out and this included the design of a logo. There were plans for primary school pupils to be involved with tree planting at secondary school sites, so they could see the trees progress and he would suggest displaying notice boards at the various location.

(j) Election of Verderers for Epping Forest (North)

Councillor C C Pond advised that a election of Verderers for Epping Forest (North) was being held tomorrow. He would like to know who would be voting on behalf the Council and which two candidates would they be voting for, as the ballot was not anonymous.

The Chairman advised that officers would investigate this and try to ensure that a representative would vote tomorrow on behalf of the Council.

The Vice-Chairman, Councillor H Kane, later confirmed that she would vote on behalf of the Council and would inform members who she had voted for in the Members Bulletin.

(k) Housing Delivery Test Results

Councillor J M Whitehouse asked the Planning Services Portfolio Holder that following the publication of the Housing Delivery Test results, what if any, was the Council's status as a buffer authority and what effect did this have in relation to the main modification of the emerging Local Plan.

Councillor J Philip advised that the Housing Delivery Test results were based on the Governments revised figures and not those that were assessed under 2012 version of the NPPF, which was what the Council had been examined under. Although the issues with Natural England were not helping the Council excel on the housing numbers, the Council had been able to demonstrate the housing trajectory and a five year land supply.

88. MOTIONS

(a) Impact of Sky Lanterns and Helium-filled Balloons

Moved by Councillor S Murray and seconded by Councillor S Neville

"That Epping Forest District Council

(1) Notes the environmental and biological impact of the release of sky lanterns and helium-filled balloons;

- (2) Asks our environmental services team to prepare a report on the possibility and practicalities of banning their release on Council owned land; and
- (3) Resolves to write to the new Government to ask them to actively consider a general legal ban on their release”.

Carried

Motion as first proposed ADOPTED

RESOLVED:

That Epping Forest District Council

- (1) Notes the environmental and biological impact of the release of sky lanterns and helium-filled balloons;
- (2) Asks our environmental services team to prepare a report on the possibility and practicalities of banning their release on Council owned land; and
- (3) Resolves to write to the new Government to ask them to actively consider a general legal ban on their release.

(b) International Holocaust Remembrance Alliance (IHRA) Guidelines on Antisemitism

Moved by Councillor C Whitbread and seconded by Councillor J Philip

“Epping Forest District Council abhors racism in all forms and is particularly concerned at the rise in profile and frequency of antisemitism nationally.

We therefore welcome the Government’s announcement on 11 December 2016 that it will sign up to the internationally recognised International Holocaust Remembrance Alliance (IHRA) guidelines on antisemitism which define antisemitism as:

‘Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, towards Jewish Community institutions and religious facilities.’

The guidelines highlight manifestations of antisemitism as including:

- calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion;
- making mendacious, dehumanising, demonising or stereotypical allegations about Jews as such or the power of Jews as collective, such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions;
- accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews;
- denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust);
- accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust;

- accusing Jewish citizens as being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations;
- denying the Jewish people their right to self-determination, e.g. by claiming that the existence of the State of Israel is a racist endeavour;
- applying double standards by requiring of it a behaviour not expected or demanded of any other democratic nation;
- using the symbols and images associated with classic antisemitism (e.g. claims of Jews killing Jesus or blood libel) to characterise Israel or Israelis;
- drawing comparisons of contemporary Israeli policy to that of the Nazis; and
- holding Jews collectively responsible for the actions of the state of Israel;

This Council therefore resolves to:

- (1) State its condemnation of all forms of racism in all of its manifestations; and
- (2) Adopt the IHRA definition of antisemitism as the working model for challenging and confronting incidents of this form of racism.”

Carried

Motion as first moved ADOPTED

RESOLVED:

That the Council therefore resolves to:

- (1) State its condemnation of all forms of racism in all of its manifestations; and
- (2) Adopt the IHRA definition of antisemitism as the working model for challenging and confronting incidents of this form of racism.

89. PAY POLICY STATEMENT 2020/21

Mover: Councillor A Lion, Strategic Projects Portfolio Holder

Councillor A Lion presented a report regarding the Council's Pay Policy Statement for 2020/21, which was required by Section 38 (1) of the Localism Act 2011 and set out details of the Council's current practices and policies. This specifically included the Council's approach to its highest and lowest paid employees.

Report as first moved ADOPTED

RESOLVED:

That, the Council's Pay Policy Statement for 2020/21 attached to these minutes be adopted.

90. CALENDAR OF MEETINGS 2020/21

Mover: Councillor S Kane, Customer Services Portfolio Holder

Councillor S Kane submitted a report regarding the Calendar of Council meetings for 2020/21.

Councillor M Sartin requested that the Joint Meeting of the Overview & Scrutiny Chairmen & Vice-Chairmen Committee be altered, if possible and be held outside the school holiday period.

Report as first moved ADOPTED

RESOLVED:

That subject to the alteration of the Overview and Scrutiny Chairmen and Vice-Chairmen Committee on 28 July 2020, the draft Calendar of Council meetings for 2020/21 as attached be adopted.

91. STATUTORY STATEMENT OF ACCOUNTS - 2018/19

Mover: Councillor C Whitbread, Leader of Council

Councillor C Whitbread presented the Statutory Statement of Accounts for 2018/19. He advised that there had been delays in the completion of the accounts although only minor changes to the original draft accounts had been required and the external auditors would be submitting their formal opinion shortly.

The Chairman of the Audit & Governance Committee, Councillor J Knapman advised that following significant delays, the Audit and Governance Committee had been kept informed and the process would be improved for the future.

Report as first moved ADOPTED

RESOLVED:

That the Statutory Statement of Accounts for 2018/19 be adopted.

92. COUNCIL BUDGET 2020/21

Mover: Councillor C Whitbread, on behalf of the Business Support Services Portfolio Holder

Councillor C Whitbread presented a report on the Council Budget and Council Tax Declarations for 2020/21 and thanked all officers involved in the process.

There voted for the recommendations (39) namely:

N Avey, R Baldwin, R Bassett, N Bedford, P Bolton, H Brady, R Brookes, L Burrows, D Dorrell, S Heap, S Heather, B Jennings, J Jennings, S Jones, H Kane, S Kane, H Kauffman, J Knapman, J Lea, J Leppert, A Lion, C McCredie, J McIvor, S Murray, S Neville, A Patel, C C Pond, C P Pond, S Rackham, B Rolfe, M Sartin, J Share-Bernia, P Stalker, D Stocker, B Vaz, C Whitbread, H Whitbread, J H Whitehouse, J M Whitehouse and D Wixley.

There voted against the recommendations (0).

There voted to abstain (1) namely: D Plummer.

Report as first moved ADOPTED.

RESOLVED:

- (1) That the changed format of the Financial Strategy of the Authority which contained the same information as in previous years be noted;
- (2) That the budget and recharges set out in appendix C1-C9 were correct in total but may require further redistribution before the issue of operational budgets to managers on the 31 March 2020 be noted;
- (3) That following the Cabinet meeting on the 6 February 2020, the figures and assumptions had been reviewed and took in account the further details received and comments made by members;
- (4) That the Medium-Term Financial Strategy as attached to these minutes be approved;
- (5) That the importance of income from Qualis in respect to the Medium-Term Financial Strategy and the Budget and the value and importance of developments that Qualis income would support, be noted.
- (6) That the 2020/21 Budget as set out in detail to these minutes be adopted;
- (7) That the approach to cost and income inflation would be 3.0%; rents would rise per the national formula of 2.7% and car parking income would not rise at all, pending the outcome of the review be noted;
- (8) That the list of revenue developments including additional income assumptions, capital schemes and loan requirements be approved;
- (9) That the revenue developments and additional income assumptions as set out in Appendix B.1 to a net value of £512,886 be approved;
- (10) That the General and HRA capital spend of £26,549,250 in total as detailed in Appendix B.1 be approved;
- (11) That loans to Qualis totalling up to £120m in 2020/21 and 2021/22 and further borrowing of up to £30m to fund the housing and general capital programme and provide cash-flow flexibility on a week by week basis be approved;
- (12) That net staff and management savings to a value of £1,130,686 for 2020/21 had been included in the service budget figures and no further savings were required to balance the budget for 2020/21, be noted;
- (13) That the District Development Fund funded developments for 2020/21 which indicated a draw of £1,164,590 and a replenishment of £851,704 be approved;
- (14) That 2% had been added to pay and non-pay budgets to cover the costs of inflation and a further £1,095,540 had been set aside to fund other inflation pressures as they arose, be noted;
- (15) That in addition to the Budget a net amount of £450,000 provided by HMRC was available to used, be noted;
- (16) That the Treasury Strategy as set out in the minutes attached which included the statement and indicators be approved;

Declaration of Council Tax

(17) That it be noted that under delegated authority the Interim Strategic Director (Chief Finance Officer), in consultation with the Leader, calculated the Council Tax Base 2020/21:

- (a) For the whole Council area as 54,398.0 (Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended); and
- (b) For dwellings in those parts of its area to which a Parish precept relates as set out below.

	Tax Base
Abbess, Beauchamp & Berners Roding	232.6
Buckhurst Hill	5,255.6
Chigwell	6,309.9
Epping Town	5,332.5
Epping Upland	409.9
Fyfield	407.4
High Ongar	566.2
Lambourne	903.3
Loughton Town	12,719.6
Matching	462.0
Moreton, Bobbingworth and The Lavers	590.3
Nazeing	2,135.6
North Weald Bassett	2,590.5
Ongar	2,791.8
Roydon	1,401.5
Sheering	1,359.3
Stanford Rivers	368.5
Stapleford Abbots	534.5
Stapleford Tawney	85.6
Theydon Bois	2,002.0
Theydon Garnon	88.6
Theydon Mount	117.2
Waltham Abbey Town	7,820.5
Willingale	243.7

(18) That the following amounts be calculated for the year 2020/21 in accordance with sections 31 to 36 of the Local Government Finance Act 1992:

- (a) £123,543,801 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils;
- (b) £111,389,769 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act;
- (c) £12,154,032 being the amount by which the aggregate at 13 (a) above exceeds the aggregate at 13 (b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act);

- (d) £222.08 being the amount at 13 (c) above (Item R), all divided by Item T (the amount at 9 (a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts);
- (e) £3,810,110 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act;
- (f) £152.46 being the amount at 13 (d) above less the result given by dividing the amount at 10 (e) above by Item T (9 (a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates.

(19) That it be noted that the County Council, the Police Authority and the Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each of the category of dwellings in the Council's area;

(20) That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts in Annex D1 as the amounts of Council Tax for 2019/20 for each part of its area and for each of the categories of dwellings.

(21) That in accordance with section 52ZB of the Local Government Finance Act 1992, Council determines that the amount of Council Tax shown at (9) (f) of £152.46 for 2020/21, being an increase of 0% from 2019/20 is not excessive and therefore there is no need to hold a local referendum.

93. COMMITTEE APPOINTMENTS 2019/20

Mover: Councillor C Whitbread, Leader of the Council

Councillor C Whitbread advised that following Councillor G Mohindra recent election to Parliament and increased commitments in this role, he would be unable to attend meetings on a regular basis and would like to stand down as chairman of the Area Planning Sub-Committee South. Therefore, the Council was requested to appoint a replacement for this role for the remainder of the current municipal year.

In addition to this, the Leader had indicated that he wished to formally replace the appointment of Councillor G Mohindra on the District Development Management Committee for the remainder of the 2019/20 municipal year.

RESOLVED:

- (1) That Councillor J Share-Bernia be appointed as the chairman of the Areas Plans Sub-Committee South for the remainder of the 2019/20 municipal year; and
- (2) That Councillor G Mohindra be removed as a member of the District Development Management Committee and Councillor N Bedford be appointed for the remainder of the 2019/20 municipal year.

94. OVERVIEW AND SCRUTINY COMMITTEE

The Council received a written report from Councillor M Sartin, the Chairman of the Overview and Scrutiny Committee which was noted.

95. JOINT ARRANGEMENTS & EXTERNAL ORGANISATIONS

(a) Epping Forest Local Liaison Group (EFLLG)

Councillor B Jennings commented that the EFLLG had recently met and he would like a representative to report back to the Council.

Councillor J Philip advised that there were a number of representatives for this organisation and he would collate the information.

(b) Health and Wellbeing Board

Councillor J H Whitehouse asked for an update from the Health & Wellbeing Board for the next meeting.

(c) Board of New City College and Local Advisory Board for the Epping Forest Campus College

Councillor R Bassett advised that he would be bring a report to the next Council meeting.

CHAIRMAN

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EPHING FOREST DISTRICT COUNCIL

PAY POLICY STATEMENT 2020/21

Introduction

Epping Forest District Council is located adjacent to three outer London boroughs and on the Central Line into the City of London. Residents have easy access to major motorway routes as both the M11 and M25 run through the district. There is a high incidence of commuting from the district which impacts on the local labour market and levels of pay, particularly for jobs that require skills that are in relatively short supply. There are some long standing recruitment difficulties and retention issues in key skill areas. The situation is not static and is capable of changing very rapidly, but the Council continually considers steps over pay and allowances that are designed to assist with recruitment and retention.

This Statement reflects the Council's current pay, pension and leave policies and strategies which will be amended over time to deal with changing circumstances (the consultation process referred to above may require this document to be amended at a later date). These documents play an important role in attracting and retaining the best people to the Council.

All decisions on pay and reward for Chief Officers will comply with the Council's current Pay Policy Statement.

Legislation

Section 38 (1) of the Localism Act 2011 requires English and Welsh Councils to produce a Pay Policy Statement for 2012/2013 and for each financial year thereafter.

The Council's Pay Policy Statement;

- Must be approved formally by the Council;
- Must be approved each year;
- May be amended during the course of the financial year; and
- Must be published on the Council's website.

The Pay Policy Statement must include;

- The level and elements of remuneration for each of the Chief Officers;
- The remuneration of its lowest paid employees (together with its definition of 'lowest paid employees' and the Council's reasons for adopting that definition);
- The relationship between the remuneration of its Chief Officers and other Officers; and
- Other aspects of Chief Officers' remuneration; remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments and transparency.

Remuneration is defined widely, to include not just pay but also charges, fees, allowances, benefits in kind, increases/enhancements of pension entitlements and termination payments.

All salaries and calculations are based on full time equivalent (fte).

Publication of the Pay Policy Statement

The Policy has been made available on the Council's website.

Effect of this Policy Statement

Nothing in this Policy Statement enables unilateral changes to employee's terms and conditions. Changes to terms and conditions of employment must follow consultation and negotiation with individuals and recognised trade unions as set out in other agreements and in line with legislation. At the time of approving of this Statement by full Council, a consultation process to change pay and allowances arrangements is ongoing.

Pay Arrangements

During 2018/19 negotiations took place with the recognised trade unions to move pay away from National Conditions to local arrangements.

The outcome of these negotiations resulted in a Collective Agreement and local pay arrangements were implemented with effect from 1 October 2019. The local pay scales can be found at Appendix 1. At this point, Inner Fringe London Allowance was incorporated into salary scales, and no longer forms part of separate pay bargaining.

Grades no longer contain incremental points, and employees are paid at a spot salary within the grade range. Incremental progression, therefore, no longer applies but progression within grade can be applied in accordance with pay policy. Placement within the respective Grade Zones is also in accordance with pay policy.

Grades for roles will continue to be determined by the NJC Job Evaluation Scheme implemented through our Job Family Framework.

Pay Awards

For the future, Epping Forest salary ranges will be benchmarked against the Public & Not for Profit Market, and NJC pay awards will no longer apply, although the Council has agreed that annual pay awards will be no less than the NJC Award.

The Council will consider pay awards annually, and any award agreed will be applied at 1 April.

Remuneration of Chief Officers

The Council will not agree any pay arrangement which does not reflect the correct employment and/or tax/NI status of a Chief Officer or employee.

It will be the responsibility of Council to agree the initial salaries for Chief Officers following external advice/evaluation/benchmarking. At Epping, Chief Officers are determined as the Chief Executive, Strategic Directors and Chief Operating Officer.

Chief Executive

The Chief Executive is paid a spot salary of £140,000 which includes compensation for all other allowances that might normally apply (i.e. evening meeting payments). The Chief Executive may also benefit from a performance payment of up to £5,000 (which will be consolidated into base salary) if targets and objectives, set by the Leader of the Council and Chair of the Overview and Scrutiny and Committee, together with an independent facilitator, are met. For future years, any performance payment will be unconsolidated unless a further review of base salary is undertaken.

The Chief Executive is also the Council's Head of Paid Service and the Returning Officer (for which additional fees are paid).

Strategic Directors

In January 2020, Cabinet agreed a new organisation structure which permanently established 2 Strategic Director roles and a role of Chief Operating Officer, all at a spot salary of £115,000 together with the opportunity of flexibility of benefits.

Termination Payments

On ceasing to be employed by the Council, individuals will only receive compensation:

- in circumstances that are relevant (e.g. redundancy), and
- in accordance with our published Pension Policy on how we exercise the various employer discretions provided by the Local Government Pension Scheme (LGPS), and/or that complies with the specific term(s) of a compromise agreement.

All employees with contracts of 3 months or more are automatically enrolled into the Local Government Pension Scheme (LGPS), which is administered by Essex County Council. Payments on grounds of Redundancy are covered by the Council's Redundancy and Efficiency Payments Policy.

All employees are treated in the same way with regard to the calculation of severance payments in situations of redundancy.

Statutory Roles

The statutory roles of Monitoring Officer and 'Section 151' Officer will be carried out by the Head of Legal and the Strategic Lead for Finance. These positions do not need to be held by Chief Officers. The relevant postholders will receive an additional £5,000 supplement for these statutory responsibilities.

Definition of Lowest Paid Employees

For the purpose of this Policy Statement, employees on grade A are defined as our lowest-paid employees.

At 1 April 2019, the fte annual value of the minimum of the Growth Zone of Grade A was £18,300.

The exceptions to the lowest grade are Apprentices who are paid £150 per week.

Pay Multiples

The Hutton Review raised concerns about multiples in the order of 20 or higher between the lowest and the highest paid employees in local authorities. However the Interim Report noted that the most top to bottom pay multiples in the public sector are in the region of 8:1 to 12:1. The Council is therefore content that having due regard for the level of responsibilities and personal accountability between the lowest and highest paid roles, the current multiple of 7.7 seems to be both justifiable and equitable.

The council does not set the remuneration of any individual or group of posts by reference to a multiple. However, as suggested by the Hutton Review the Council will monitor multiples over time to ensure they are appropriate and fair and will explain significant changes in pay multiples. The multiples are as following;

Role	2019/2020	
	Multiple	Salary
Chief Executive compared to lowest salary	x 7.7	£140,000
Strategic Directors compared to lowest salary	x 6.3	£115,000
Average salary compared to Chief Executive	x 4	£35,365
Average salary compared to lowest salary	x 1.9	£35,365

- The Director salary used for 2019/20 was the mid-point of the range
- The average salary is based on fte and has not been pro-rata'd for part-time employees
- The lowest fte salary in the Council is £18,300 in 2019/20

Other Payments

Market Supplements may be paid in accordance with the Council's Policy for Payment of Market Supplements (although where necessary to secure or retain the employment of essential staff, other means may be applied to achieve the same outcome).

Honorarium or ex-gratia payments will be paid in accordance with our Additional Payments Policy.

The Council does not currently apply performance related pay or bonuses (except for in the case of the Chief Executive), but this may change generally at a future date, and may be applied as part of a personal contract of employment if required to secure the employment and retention of essential employees. Under local pay arrangements, the Council may consider the award of a Council wide or Team bonus at any point paid, on the basis of agreed targets/outputs . Such bonus will take the form of an unconsolidated payment and will not affect substantive pay.

These policies are applied consistently to all employees.

APPENDIX 1

Grade	Growth Zone £	Core Zone £	Exception Zone £
A	18,300 – 18,500	18,501 – 18,726	18,951 – 19,100
B	19,150 – 19,300	19,301 – 19,551	19,801 – 20,100
C	20,400 – 20,900	20,901 – 21,201	20,501 – 22,000
D	22,400 – 23,000	23,001 – 23,876	24,751 – 25,500
E	25,700 – 26,500	26,501 – 27,651	28,801 – 29,500
F	29,700 – 30,300	30,301 – 31,626	32,951 – 33,400
G	33,500 – 35,000	35,001 – 36,401	37,801 – 38,400
H	38,500 – 40,000	40,001 – 41,301	42,601 – 43,300
I	43,600 – 45,100	45,101 – 46,301	47,501 – 50,000
J	50,300 – 51,800	51,801 – 53,001	54,201 – 56,200
K	57,500 – 58,500	58,501 – 59,626	60,751 – 63,000

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The colours relate to each cycle of meetings enabling decisions to be scrutinised and considered before they are made.

The first meetings of Council, O&S and Cabinet are highlighted in blue.

Easter Bank Hols: 2/4 and 5/4/20.

Elections 2021: 6/5/21

Year													
Meeting	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Executive													
Council	21		30			29		17		25		29	25
Cabinet		1 / 11	20		17	19		3		11	11	20	
AMED			7		10			10			2		
CHBCC		23			8			8			16		
LPCC					1			14				1	
Scrutiny													
O&S		4	16			15	19			2		15	
Str Council			14			13			19			13	
Str Com		30			15				14		30		
Str Place		22			29				12		29		
Con Wkg Grp		18			22						18		
Planning													
DDMC	27		22		16		11		20		17		
Plans East		10	8	5	2 / 30	28	25		6	3	3 / 31	28	
Plans West	13	17	15	12	9	7	4	2	13	10	10	7	12
Plans South		3	1 / 29	26	23	21	18	16	27	24	24	21	
Licensing													
Lic Com						14					17		
Lic Sub-Com		2	7	4	1	6	3	1	5	2	2	6	
Miscellaneous													
Members Briefing	18	15	13	10	21	12	16	7	21	15	23	19	
A&G			27		28		23		25		22		
LCLC					7						15		
App Panel	14												18
DDMC Chair					14							8	
O&S Chair									11				
JCC		8				5			18			12	
Standards													

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**CHIEF EXECUTIVE
ESTIMATES 2020/21**

CHIEF EXECUTIVE

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Chief Executive Support Serv	178	208	856	407	- 11	396
Corporate Activities	1,017	953	973	972	-	972
Other Activities	202	137	745	756	-	756
Grand Total	1,396	1,298	2,574	2,136	- 11	2,125
Continuing Services Budget	1,396	1,298	2,574			2,125
Continuing Services Budget - Growth						
Continuing Services Budget - Savings						
Total Continuing Services Budget	-	-	-			-
District Development Fund - Expenditure						
District Development Fund - Savings						
Invest to Save						
Total District Development Fund / Invest to Save	-	-	-			-
Directorate Total	1,396	1,298	2,574			2,125

**CHIEF EXECUTIVE
OTHER ACTIVITIES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Corporate Fraud Investigation	21	31	31	42	(11)	31
Internal Audit	156	177	177	180	-	180
Project & Programme Management	(0)	-	2	(0)	-	(0)
Chief Executive - Policy	1	-	647	185	-	185
Grand Total	178	208	856	407	(11)	396

CHIEF EXECUTIVE
Corporate Activities

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Corporate Policy Making	992	919	929	937	-	937
Subscriptions	24	35	44	35	-	35
Grand Total	1,017	953	973	972	-	972

CHIEF EXECUTIVE
Other Activities

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Transformation Projects	202	137	173	173	-	173
Company Structure	-	-	572	583	-	583
Grand Total	202	137	745	756	-	756

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**BUSINESS SUPPORT SERVICES
ESTIMATES 2020/21**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Other Activities	93	(92)	(106)	3,209	(4,554)	(1,345)
Finance Misc	(3)	365	380			1,619
Grand Total	90	273	274	3,209	(4,554)	274
Accommodation	1,791	1,970	1,971	2,018	(7)	2,011
Business Support	2,609	2,828	2,508	2,925	(166)	2,759
Finance Support Services	860	851	1,043	961	-	961
ICT & Other	3,994	4,085	4,022	3,779	-	3,779
Other Support Services	1,777	1,222	1,492	1,398	(4)	1,394
Cost Centres - Business Support	675	622	692	815	(109)	706
Finance Misc	3	(365)	(380)			(1,619)
Internally Recharged	(7,810)	(7,859)	(7,858)	(7,803)		(7,803)
Grand Total	3,899	3,354	3,490	4,092	(286)	2,187
Directorate Total	3,989	3,628	3,763	7,301	(4,840)	2,461
Continuing Services Budget	3,303	2,906	3,763			2,461
Continuing Services Budget - Growth	461	-	-			-
Continuing Services Budget - Savings	(34)	-	-			-
Total Continuing Services Budget	3,730	2,906	3,763			2,461
District Development Fund - Expenditure	259	722	-			-
District Development Fund - Savings	-	-	-			-
Invest to Save	-	-	-			-
Total District Development Fund / Invest to Save	259	722	-			-
Directorate Total	3,989	3,628	3,763			2,461

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
OTHER ACTIVITIES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Burials (National Assist Act)	2	-	-	-	-	-
Concessionary Fares	5	6	5	6	-	6
Prov Bad And Doubt Debts	-	100	100	102	-	102
Sundry Non-Distributable Costs	83	168	168	197	(31)	167
Grand Total	90	274	273	305	(31)	274

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
FINANCE MISC**

32

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Finance Miscellaneous	3	(365)	(380)	2,904	(4,523)	(1,619)
Grand Total	3	(365)	(380)	2,904	(4,523)	(1,619)

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
ACCOMMODATION**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Central Services - Catering	-	-	-	-	-	-
Civic Offices	(3)	0	0	6	(6)	0
Debden Broadway Offices	(0)	(0)	1	1	-	1
Hemnall Street Offices	(1)	0	1	2	(1)	1
Grand Total	(4)	0	2	9	(7)	2

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
BUSINESS SUPPORT**

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Accounts Payable	71	-	-	-	-	-
Civic Offices Superintendents	103	-	-	-	-	-
Community & Culture Admin	145	165	73	74	-	74
Development Management	755	-	-	-	-	-
Governance Admin	43	-	-	-	-	-
Housing Services Admin	92	-	-	-	-	-
Neighbourhoods Business Unit	316	-	-	-	-	-
Resources Administration	473	-	-	-	-	-
Finance Support	-	338	301	307	-	307
Correspondence & Operational	-	207	234	238	-	238
Service Support 1	-	428	179	183	-	183
Service Support 2	-	554	623	635	-	635
Business Services Admin	-	362	206	212	(3)	210
Service Support 3 (Llc)	41	14	132	298	(163)	135
Performance Team	-	-	-	201	-	201
Grand Total	2,038	2,068	1,748	2,149	(166)	1,984

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**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
FINANCE SUPPORT SERVICES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Accountancy	517	535	727	639	-	639
Treasury Management	-	5	5	6	-	6
Grand Total	517	540	733	645	-	645

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
ICT AND OTHER**

36

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Bank & Audit Charges	(0)	(0)	40	0	-	0
Information & Comms Technology	5	(0)	(143)	(175)	-	(175)
Reprographics	1	0	40	-	-	-
Grand Total	6	(0)	(62)	(175)	-	(175)

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
OTHER SUPPORT SERVICES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Apprenticeships	155	186	181	187	(3)	184
Business Support - Policy	276	178	250	255	-	255
Hr Corporate Improvement	229	82	82	84	(1)	84
Human Resources	323	308	437	454	-	454
Out Of Hours Service	12	18	18	18	-	18
Payroll	89	74	148	16	(1)	15
Grand Total	1,084	846	1,115	1,013	(4)	1,009

**BUSINESS SUPPORT SERVICES
ESTIMATES 2019/20
BUSINESS SUPPORT-COST CENTRES**

38

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Corporate Filing Store	0	0	0	0	-	0
Corporate Training	0	(0)	117	119	-	119
Legal Services	255	265	218	331	(109)	222
Grand Total	255	265	335	450	(109)	341

**COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2020/21**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Commercial & Reg Support Servi	606	446	599	607	(20)	587
Cost Centres - Commercial & Re	39	67	(116)	(100)	0	(100)
Emergency Planning & Other	73	78	86	88	-	88
Environmental Health	741	819	815	848	(28)	820
Land & Property	(5,076)	(6,333)	(6,333)	340	(6,666)	(6,326)
North Weald Centre	59	96	48	1,119	(914)	205
Private Sector Housing	(1)	516	519	1,285	(756)	528
Regulatory Services	211	274	268	1,136	(863)	273
Grand Total	(3,348)	(4,037)	(4,114)	5,322	(9,247)	(3,926)

Internally Recharged

Continuing Services Budget	(3,348)	(4,037)	-	(3,926)
Continuing Services Budget - Growth				
Continuing Services Budget - Savings				
Total Continuing Services Budget	-	-	-	-
District Development Fund - Expenditure				
District Development Fund - Savings				
Invest to Save				
Total District Development Fund / Invest to Save	-	-	-	-
Directorate Total	(3,348)	(4,037)		(3,926)

COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
SUPPORT

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Estates & Valuation	525	374	377	381	(20)	360
Commercial & Reg - Policy	81	72	222	226	-	226
Grand Total	606	446	599	607	(20)	587

COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
COST CENTRES

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Building Control Group	(0)	0	(32)	(33)	-	(33)
Licensing Group	1	(0)	15	21	-	21
Private Hsg Policy Grants Care	0	0	(52)	(53)	-	(53)
Private Hsg Technical	0	0	(82)	(84)	-	(84)
Public & Environmental Health	(0)	-	38	39	0	39
Debt & Insurance Services	37	67	(3)	10	-	10
Grand Total	39	67	(116)	(100)	0	(100)

**COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
EMERGENCY PLANNING AND HEALTH AND SAFETY**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Emergency Planning	73	78	86	88	-	88
Grand Total	73	78	86	88	-	88

**COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
ENVIRONMENTAL HEALTH**

44

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Animal Welfare Service	46	70	88	94	(14)	80
Food Inspection	189	218	219	224	(2)	222
Industrial Activities - Regula	17	15	15	27	(12)	15
Inspection Of Workplaces	100	116	116	119	-	119
Pest Control	42	46	46	47	-	47
Pollution Control	147	155	132	135	-	135
Public Conveniences	201	198	199	203	(1)	202
Grand Total	741	819	815	848	(28)	820

**COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
LAND AND PROPERTY**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Asset Rationalisation	806	45	45	46	-	46
Brooker Rd Industrial Estate	(544)	(556)	(556)	8	(563)	(556)
Business Premises	(2,118)	(2,364)	(2,364)	215	(2,575)	(2,360)
David Lloyd Centre	(207)	(195)	(195)	-	(195)	(195)
Epping Forest Shopping Park	(2,233)	(2,497)	(2,497)	1	(2,498)	(2,497)
General Improvement Areas	9	39	39	40	-	40
Greenyards, Waltham Abbey	(15)	(15)	(15)	-	(15)	(15)
Langston Rd Industrial Estate	(143)	(142)	(142)	-	(142)	(142)
Oakwood Hill Plots	(428)	(435)	(435)	1	(437)	(435)
Oakwood Hill Units	(203)	(207)	(207)	29	(236)	(207)
Wayleaves	(2)	(4)	(4)	-	(4)	(4)
Grand Total	(5,076)	(6,333)	(6,333)	340	(6,666)	(6,326)

COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
NORTH WEALD AIRFIELD

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
North Weald Centre	59	96	48	1,119	(914)	205
Grand Total	59	96	48	1,119	(914)	205

**COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
PRIVATE SECTOR HOUSING**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
Care And Repair	53	62	62	157	(94)	63
Private Housing Grants	(324)	132	132	777	(643)	134
Private Sector Housing Matters	270	322	324	350	(20)	331
Traveller Matters	0	0	0	0	-	0
Grand Total	(1)	516	518	1,285	(756)	528

COMMERCIAL AND REGULATORY SERVICES
ESTIMATES 2019/20
REGULATORY SERVICES

48

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Building Control	(47)	2	(4)	563	(567)	(4)
Building Control Non Fee	190	215	215	219	-	219
Licensing & Registrations	12	29	29	146	(117)	30
Public Hire Licensing	56	28	28	207	(179)	28
Grand Total	211	274	268	1,136	(863)	273

COMMUNITY & PARTNERSHIP SERVICES
ESTIMATES 2020/21

COMMUNITY PARTNERSHIP SERVICES
ESTIMATES 2020/21

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	2018/19	2019/20		2020/21		
	Actual	Original	Probable	Gross	Gross Income	Net
	£000	Estimate	Outturn	Expenditure	£000	Expenditure
		£000	£000	£000		£000
Voluntary Sector Support	376	370	370	378	-	378
Museum, Heritage & Culture	891	926	953	1,157	(114)	1,043
Community, Health & Wellbeing	784	947	997	1,200	(206)	994
Community & Partnership	1,119	1,545	1,357	1,449	(107)	1,342
Grand Total	3,169	3,789	3,677	4,183	(427)	3,757
Cost Centres - Community & Par	2,528	2,338	2,136	2,387	(122)	2,264
Com & Partnership Support Serv	150	124	326	276	-	276
Grand Total	2,677	2,462	2,462	2,662	(122)	2,540
Internally Recharged	(2,590)	(2,399)	(2,350)	(2,448)	122	(2,448)
Directorate Total	3,256	3,851	3,789	4,398	(305)	3,849
Continuing Services Budget	2,976	3,607	3,789			3,849
Continuing Services Budget - Growth	-	-	-			-
Continuing Services Budget - Savings	(31)	(23)	-			-
Total Continuing Services Budget	2,945	3,584	3,789			3,849
District Development Fund - Expenditure	311	267	-			-
Total District Development Fund/Invest to Save	311	267	-			-
Directorate Total	3,256	3,851	3,789			3,849

COMMUNITY AND PARTNERSHIP SERVICES
ESTIMATES 2020/21
VOLUNTARY SUPPORT

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Community Transport	16	16	16	16	-	16
Grant - Citizens Advice Bureau	147	147	147	150	-	150
Grant - Voluntary Action Ef	50	39	39	40	-	40
Grants To Voluntary Orgs	162	168	168	171	-	171
Grand Total	376	370	370	378	-	378

COMMUNITY AND PARTNERSHIP SERVICES
ESTIMATES 2020/21
MUSEUM, HERITAGE AND CULTURE

52

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Lowewood Museum	(22)	(18)	(18)	63	(81)	(18)
Museum	881	928	929	1,057	(32)	1,025
Projects	6	15	40	38	(1)	37
Project	25	-	2	-	-	-
Grand Total	891	926	953	1,157	(114)	1,043

COMMUNITY AND PARTNERSHIP SERVICES
ESTIMATES 2020/21
COMMUNITY, HEALTH AND WELLBEING

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
All Weather Pitch	23	10	10	39	- 29	10
Community, Health & Wellbeing	479	553	588	671	- 60	611
Limes Centre Hall/office	5	23	23	68	- 44	24
Limes Centre	0	0	0	15	0	15
Marketing And Promotions	25	24	24	24	-	24
North Weald Gymnasium	36	42	43	43	-	43
Sports Development Ext Funding	68	91	104	162	- 74	89
South Council	51	70	70	71	-	71
South Strategy	98	134	134	137	-	137
Grand Total	784	947	997	1,200	- 206	994

COMMUNITY AND PARTNERSHIP SERVICES
ESTIMATES 2020/21
COMMUNITY AND PARTNERSHIP

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	2019/20	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Bio Boost	6	1	1	32	- 31	2
Economic Development	298	647	380	703	- 71	632
Neighbourhood & Rapid Respons	374	418	441	454	- 5	450
Safer Communities Programme	417	463	519	243	-	243
Tourism Promotion	24	15	15	15	-	15
Grand Total	1,119	1,545	1,357	1,449	- 107	1,342

COMMUNITY PARTNERSHIP SERVICES
ESTIMATES 20/21
SUPPORT/COST CENTRES COMMUNITY PARTNERSHIP

	2019/20	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Comm & Partnership - Policy	88	62	264	213	0	213
Grand Total	88	62	264	213	0	213

	2019/20	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Cost Centres - Community & Par	0.00	0.00	-152	1	-122	-121
Grand Total	0	0	-152	1	-122	-121

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**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2020/21**

CONTRACT AND TECHNICAL SERVICES

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Car Parking	(390)	(498)	(749)	1,694	(2,182)	(487)
Cost Centres - Contract & Tech	0	28	179	149	-	149
Land Drainage/Sewerage	696	723	700	731	(22)	709
Leisure Facilities	1,824	54	56	1,196	(1,471)	(275)
Parks & Grounds	1,228	1,067	1,038	1,071	(13)	1,057
Waste Management	4,941	5,486	5,414	7,354	(1,922)	5,432
Contract & Tech Support Servic	165	95	305	480	(176)	304
Grand Total	8,466	6,955	6,943	12,675	(5,787)	6,888
Internally Recharged						
Continuing Services Budget	8,300	8,465	6,943			6,888
Continuing Services Budget - Growth	-	-	-			
Continuing Services Budget - Savings						
Total Continuing Services Budget	-	-	-			-
District Development Fund - Expenditure						
District Development Fund - Savings						
Invest to Save						-
Total District Development Fund / Invest to Save	-	-	-			-
Directorate Total	8,300	8,465	6,943			6,888

**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
CAR PARKING**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Highways G F Other	115	10	10	24	(14)	10
Highways G F Trees	(0)	-	(15)	86	(101)	(15)
Highways G F Verge Maintenance	164	162	162	208	(43)	166
Off-Street Car Parking	(698)	(700)	(954)	1,082	(1,786)	(704)
Street Furniture	66	79	70	82	(11)	71
Fleet Operations Dso Account	(36)	(49)	(22)	212	(226)	(14)
Grand Total	(390)	(498)	(749)	1,694	(2,182)	(487)

**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
COST CENTRES**

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Countryside Group	(0)	-	-	-	-	-
Engineering, Drainage & Water	(0)	28	55	23	-	23
Parking Group	0	-	-	-	-	-
Waste Management Group	0	0	(52)	(53)	-	(53)
Leisure & Car Parking	-	-	51	52	-	52
Countryside & Landscape	-	-	125	127	-	127
Grand Total	0	28	179	149	-	149

**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
LAND DRAINAGE\SEWERAGE**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
General Drainage	45	52	52	53	(0)	53
Flood Defence/Land Drainage	293	293	293	311	(6)	305
Contaminated Land & Water Qual	358	378	355	368	(16)	351
Grand Total	696	723	700	731	(22)	709

CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
LEISURE SERVICES CONTRACT

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Leisure Services Contract	1,824	54	56	1,196	(1,471)	(275)
Grand Total	1,824	54	56	1,196	(1,471)	(275)

**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
PARKS AND GROUNDS**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Charity - Chigwell Row Rec	72	56	56	57	-	57
Contribution To Hra	343	343	343	350	-	350
Countrysidecare	253	284	284	295	(5)	290
Open Spaces	256	270	270	282	(7)	275
Roding Valley Development	239	45	17	17	-	17
Tree Service	65	70	68	69	(1)	68
Grand Total	1,228	1,067	1,038	1,071	(13)	1,057

**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
WASTE MANAGEMENT**

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Abandoned Vehicles	32	41	41	45	(3)	42
Recycling	2,127	2,303	2,278	3,750	(1,484)	2,265
Refuse Collection	1,664	1,777	1,777	1,889	(88)	1,801
Street Cleansing	1,122	1,373	1,355	1,657	(286)	1,371
Trade Waste	(3)	(9)	(37)	14	(61)	(47)
Grand Total	4,941	5,486	5,414	7,354	(1,922)	5,432

**CONTRACT AND TECHNICAL SERVICES
ESTIMATES 2019/20
SUPPORT**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Grounds Maintenance	- 0	0	-	-	-	-
Contract & Technical - Policy	60	55	207	211	-	211
Procurement	105	40	-	-	-	-
Grounds Maintenance North	-	-	45	47	13	34
Grounds Maintenance South	-	-	136	29	163	134
Procurement & Contract Dev	-	-	189	193	-	193
Grand Total	165	95	305	480	(176)	304

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**CUSTOMER SERVICES
ESTIMATES 2020/21**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Housing Benefits	763	928	954	31,384	(30,309)	1,075
Local Taxation	1,005	1,173	1,173	1,742	(546)	1,197
Grand Total	1,768	2,101	2,127	33,127	(30,854)	2,272
Customer Support Services	1,646	1,078	1,244	1,256	(0)	1,255
Member Activities	1,168	1,108	1,108	1,130	-	1,130
Elections	340	467	456	476	(3)	474
Cost Centres - Customer Services	4,208	4,451	4,437	4,486	-	4,486
Internally Recharged	(4,476)	(4,590)	(4,590)	(4,682)	0	(4,682)
Grand Total	2,886	2,514	2,655	2,666	(3)	2,663
Directorate Total	4,654	4,615	4,782	35,792	(30,857)	4,935
Continuing Services Budget	4,640	4,175	4,782			4,935
Continuing Services Budget - Growth	44	-	-			-
Continuing Services Budget - Savings	(42)	-	-			-
Total Continuing Services Budget	4,642	4,175	4,782			4,935
District Development Fund - Expenditure	311	440	-			-
District Development Fund - Savings	(299)	-	-			-
Invest to Save	-	-	-			-
Total District Development Fund / Invest to Save	12	440	-			-
Directorate Total	4,654	4,615	4,782			4,935

**CUSTOMER SERVICES
ESTIMATES 2019/20
HOUSING BENEFITS**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Council Tax Benefits	(18)	-	-	-	-	-
Housing Benefit Administration	1,003	1,104	1,134	1,750	(491)	1,259
Hra Rent Rebates	(3)	53	50	12,639	(12,588)	51
Non Hra Rent Rebates	129	137	137	301	(161)	140
Rent Allowances	(347)	(367)	(367)	16,694	(17,069)	(375)
Grand Total	763	928	954	31,384	(30,309)	1,075

CUSTOMER SERVICES
ESTIMATES 2019/20
LOCAL TAXATION

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Council Tax Collection	855	1,017	1,017	1,391	(354)	1,037
Nndr Collection	150	157	157	351	(191)	160
Grand Total	1,005	1,173	1,173	1,742	(546)	1,197

**CUSTOMER SERVICES
ESTIMATES 2019/20
SUPPORT SERVICES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Cashiers	399	402	206	197	-	197
Customer Services - Policy	301	236	203	207	-	207
Democratic Services	401	409	157	160	(0)	160
Governance & Member - Policy	488	-	-	-	-	-
Website	56	31	20	21	-	21
Grand Total	1,646	1,078	586	584	(0)	584

**CUSTOMER SERVICES
ESTIMATES 2019/20
MEMBER ACTIVITIES**

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Civic & Member Expenditure	669	524	383	391	-	391
Civic Ceremonial	69	81	68	69	-	69
Local Council Liaison	1	-	-	-	-	-
Members Allowances	365	371	278	284	-	284
Overview & Scrutiny	66	97	73	74	-	74
Standards Committee	(2)	35	35	36	-	36
Grand Total	1,168	1,108	838	854	-	854

**CUSTOMER SERVICES
ESTIMATES 2019/20
ELECTIONS**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Elections	188	264	249	270	(1)	270
Electoral Registration	152	203	207	206	(2)	204
Grand Total	340	467	456	476	(3)	474

**CUSTOMER SERVICES
ESTIMATES 2019/20
COST CENTRES**

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Benefits	1,587	1,604	(238)	(243)	-	(243)
Customer Service	611	688	706	694	-	694
Elections Group	144	157	(23)	(24)	-	(24)
Public Relations & Information	336	355	277	283	-	283
Revenues	1,530	1,647	14	14	-	14
Systems Admin & Contracts	-	-	40	26	-	26
Grand Total	4,208	4,451	775	751	-	751

**HOUSING & PROPERTY SERVICES
ESTIMATES 2020/21**

HOUSING AND PROPERTY SERVICES ESTIMATES 2019/20

Appendix C7

	2018/19 Actual £000	2019/20 Original Estimate £000	2019/20 Probable Outturn £000	Gross Expenditure £000	2020/21 Gross Income £000	Net Expenditure £000
Homelessness	464	449	246	1,027	(832)	195
Housing Policy	44	63	77	30	-	30
Grand Total	508	512	323	1,057	(832)	225
Facilities & Depot Management	1,278	1,592	1,503	1,491	(25)	1,466
Housing Prop Support Services	943	165	393	981	(254)	728
Cost Centres - Housing & Prop	621	646	582	680	-	680
Grand Total	2,842	2,404	2,478	3,152	(279)	2,874
Internally Recharged	(2,620)	(1,636)	(2,279)	(2,603)	279	(2,325)
Directorate Total	730	634	522	1,605	(832)	774
Continuing Services Budget	588	377	-			-
Continuing Services Budget - Growth	-	-	-			-
Continuing Services Budget - Savings	-	(47)	-			-
Total Continuing Services Budget	588	330	-			-
District Development Fund - Expenditure	213	367	-			-
District Development Fund - Savings	(71)	(63)	-			-
Invest to Save	-	-	-			
Total District Development Fund / Invest to Save	142	304	-			-
Directorate Total	730	634	522			774

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020/21
FACILITIES AND DEPOT MANAGEMENT**

Appendix C7

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
All Saints Churchyard	16	15	15	15	-	15
Building Maintenance - General	921	1,123	1,034	987	-	987
Depots	342	455	455	489	(25)	464
Total Facilities & Depot Management	1,278	1,592	1,503	1,491	(25)	1,466

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020/21
HOMELESSNESS**

	2018/19	2019/20		2020/21		
	Actual	Original	Probable	Gross	Gross	Net
	£000	Estimate	Outturn	Expenditure	Income	Expenditure
	£000	£000	£000	£000	£000	£000
Bed Breakfast Accommodation	166	49	49	410	(360)	50
Grant - Essex Womens Refuge	17	17	17	17	-	17
Homelessness Advice	280	381	176	591	(466)	125
Zinc Arts Scheme	1	3	4	9	(6)	3
Total Homelessness	464	449	246	1,027	(832)	195

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020/21
HOUSING POLICY**

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Community Housing Fund	18	33	47	-	-	-
Registered Social Landlords	26	30	30	30	-	30
Total Housing Policy	44	63	77	30	-	30

HOUSING AND PROPERTY SERVICES ESTIMATES 2020/21

	2018/19	2019/20	2020/21			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Leaseholders Admin	(0)	(0)	(0)	254	(254)	0
Housing & Property - Policy	943	165	335	669	-	669
Grand Total	943	165	335	922	(254)	669

	2018/19	2019/20	2020/21			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Cost Centres - Housing & Prop	621	646	(61)	23	-	23
Grand Total	621	646	(61)	23	-	23

**PLANNING SERVICES
ESTIMATES 2020/21**

Local Plan Implementation
Planning & Development

Grand Total

Planning Support Services
Cost Centres - Planning Services

Internally Recharged

Grand Total**Directorate Total**

Continuing Services Budget

Continuing Services Budget - Growth

Continuing Services Budget - Savings

Total Continuing Services Budget

District Development Fund - Expenditure

District Development Fund - Savings

Invest to Save

**Total District Development Fund /
Invest to Save****Directorate Total**

2018/19	2019/20		2020/21		
Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
£000's	£000's	£000's	£000's	£000's	£000's
878	2,267	3,304	2,812	(1,010)	1,802
443	541	638	1,892	(1,355)	537
1,320	2,808	3,942	4,704	(2,365)	2,338
197	194	507	590	-	590
2,052	2,197	2,123	1,990	-	1,990
(2,116)	(2,264)	(2,248)	(2,293)	-	(2,293)
133	128	382	288	-	288
1,454	2,935	4,324	4,991	(2,365)	2,626
1,554	1,457	-			2,626
143	117	-			-
(260)	(168)	-			-
1,437	1,406	-			2,626
1,304	1,957	-			-
(1,287)	(451)	-			-
-	-	-			-
17	1,506	-			-
1,454	2,935	4,324			2,626

**PLANNING SERVICES
ESTIMATES 2019/20
LOCAL PLAN IMPLEMENTATION**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Garden Town	(148)	710	1,350	1,274	(746)	528
Local Plan	444	896	1,151	605	-	605
Neighbourhood Planning	16	132	134	128	-	128
Planning Policy	312	340	340	347	-	347
Strategic Implementation Team	254	188	328	458	(264)	194
Grand Total	878	2,267	3,304	2,812	(1,010)	1,802

**PLANNING SERVICES
ESTIMATES 2019/20
PLANNING AND DEVELOPMENT**

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	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Conservation Policy	303	291	292	300	-	300
Development Control	(324)	(210)	(118)	1,143	(1,354)	(211)
Enforcement	368	370	381	378	(1)	377
Planning Appeals	96	89	83	70	-	70
Grand Total	443	541	638	1,892	(1,355)	537

**PLANNING SERVICES
ESTIMATES 2019/20
PLANNING SUPPORT SERVICES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000's	£000's	£000's	£000's	£000's	£000's
Planning Services - Policy	134	128	441	523	-	523
Grand Total	134	128	441	523	-	523

**PLANNING SERVICES
ESTIMATES 2019/20
PLANNING COST CENTRES**

	2018/19	2019/20		2020/21		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
Development Control Group	(1)	(0)	(109)	(282)	-	(282)
Enforcement/Trees & Landscape	0	(0)	51	53	-	53
Planning Policy Group	0	0	(1)	(5)	-	(5)
Grand Total	(0)	(0)	(59)	(235)	-	(235)

**HOUSING & PROPERTY SERVICES
HOUSING REVENUE ACCOUNT
ESTIMATES 2020/21**

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
HOUSING REVENUE ACCOUNT SUMMARY**

2018/19	2019/20			2020/21
Actual	Original	Probable		Original
£000's	Estimate	Outturn		Estimate
	£000's	£000's		£000's
EXPENDITURE				
7,243	6,400	6,885	Supervision & Management General	7,023
3,334	3,522	3,561	Supervision & Management Special	3,665
532	505	509	Rents, Rates Taxes & Insurances	520
6,000	6,000	6,000	Contribution to Repairs Fund	6,000
-	43	-	Improvements / Service Enhancements	
17,109	16,470	16,955	MANAGEMENT & MAINTENANCE	17,208
8,544	8,078	8,078	Capital Charges	8,078
107	300	328	Major Repairs on Leasehold Properties	306
59	57	57	Treasury Management Expenses	57
64	68	68	Provision for Bad/Doubtful Debts	70
25,883	24,973	25,487		25,719
INCOME				
(31,083)	(31,579)	(31,705)	Gross Rent of Dwellings	(31,997)
(865)	(898)	(823)	Non Dwellings Rent	(831)
(1,521)	(1,827)	(1,867)	Charges for Services & Facilities	(1,834)
(343)	(343)	(343)	Contribution from General Fund	(350)
(33,812)	(34,647)	(34,738)		(35,012)
(7,929)	(9,674)	(9,251)	NET COST OF SERVICES	(9,293)

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
HOUSING REVENUE ACCOUNT SUMMARY (2)**

2018/19	2019/20			2020/21
Actual	Original	Probable		Original
£000's	Estimate	Outturn		Estimate
	£000's	£000's		£000's
(7,929)	(9,674)	(9,251)	NET COST OF SERVICES	(9,293)
(384)	(378)	(378)	Interest on Receipts and Balances	(378)
5,575	5,668	5,668	Interest Payable on Loans	5,668
(160)	(65)	(65)	Reversal of Repairs Service depreciation	(66)
612	627	627	Pensions Interest Payable/Return on Assets	640
(2,287)	(3,822)	(3,399)	NET OPERATING INCOME	(3,430)
			APPROPRIATIONS	
3,650	4,430	4,430	Direct Revenue Contributions to Capital Expenditure	4,430
(1,341)	(1,137)	(1,137)	IAS 19 Adjustment	(1,160)
0	500	100	Transfer to Self Financing Reserve	130
(50)	0	0	Leave Accruals	0
2,259	3,793	3,393		3,400
(28)	(29)	(6)	(SURPLUS)/DEFICIT FOR YEAR	(30)
2,287	2,028	2,315	BALANCE BROUGHT FORWARD	2,321
(28)	(29)	(6)	(SURPLUS)/DEFICIT FOR YEAR	(30)
2,315	2,057	2,321	BALANCE CARRIED FORWARD	2,351

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**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
HOUSING REPAIR FUND SUMMARY**

<i>2018/19</i>	<i>2019/20</i>			<i>2020/21</i>
<i>Actual</i>	<i>Original</i>	<i>Probable</i>		<i>Original</i>
<i>£000's</i>	<i>Estimate</i>	<i>Outturn</i>		<i>Estimate</i>
	<i>£000's</i>	<i>£000's</i>		<i>£000's</i>
			EXPENDITURE	
4,562	4,107	4,076	Responsive and Void Repairs	4,157
2,126	2,167	2,108	Planned & Cyclical Maintenance	2,189
(125)	(119)	(88)	Other items	(122)
6,563	6,156	6,095	TOTAL EXPENDITURE	6,224
				-
(6,000)	(6,000)	(6,000)	CONTRIBUTION FROM HRA	(6,000)
563	156	95	(SURPLUS)/DEFICIT FOR YEAR	224
1,255	1,162	692	BALANCE BROUGHT FORWARD	597
563	156	95	(SURPLUS)/DEFICIT FOR YEAR	224
692	1,006	597	BALANCE CARRIED FORWARD	373

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
MAJOR REPAIRS RESERVE SUMMARY**

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<i>2018/19</i>	<i>2019/20</i>			<i>2020/21</i>
<i>Actual</i>	<i>Original</i>	<i>Probable</i>		<i>Original</i>
<i>£000's</i>	<i>Estimate</i>	<i>Outturn</i>		<i>Estimate</i>
	<i>£000's</i>	<i>£000's</i>		<i>£000's</i>
10,982	10,341	10,341	EXPENDITURE	
			CAPITAL EXPENDITURE	10,548
10,982	10,341	10,341	TOTAL EXPENDITURE	10,548
(8,414)	(8,051)	(8,051)	DEPRECIATION	(8,051)
2,568	2,290	2,290	(SURPLUS)/DEFICIT FOR YEAR	2,497
11,693	8,402	9,125	BALANCE BROUGHT FORWARD	6,835
2,568	2,290	2,290	(SURPLUS)/DEFICIT FOR YEAR	2,497
9,125	6,112	6,835	BALANCE CARRIED FORWARD	4,338

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
SUPERVISION AND MAINTENANCE GENERAL**

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Capital Monitoring	68	83	83	85	0	85
Comp.Costs New Hsg.System	9	25	10	10	0	10
Contribution To General Fund	731	538	929	948	0	948
Hsg. Man. Support Servs.	200	201	201	205	0	205
Managing Tenancies	765	673	783	798	0	798
New House Builds	237	210	213	217	0	217
Policy & Management	74	62	62	63	0	63
Rent Accounting & Collection	580	611	611	623	0	623
Repairs Management	886	978	978	998	0	998
Sale Of Council Houses	(0)	9	6	9	(4)	6
Tenant Participation	7	13	13	13	0	13
Waiting Lists & Allocations	360	406	406	414	0	414
Hra Support Services	3,326	2,590	2,590	2,642	0	2,642
Total Supervision & Management General	7,243	6,400	6,885	7,026	(4)	7,023

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
SUPERVISION AND MAINTENANCE SPECIAL**

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Aged Person Management	579	632	625	712	-	712
Aged Person Support	331	329	329	336	-	336
Homeless - Management	292	343	343	368	-	368
Homelessness Support	23	26	26	26	-	26
Special Items	2,108	2,193	2,238	2,224	-	2,224
Total Supervision & Management Special	3,334	3,522	3,561	3,665	-	3,665

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
RENT, RATES AND OTHER EXPENDITURE**

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Direct Revenue Contributions to Capital Expenditure	3,650	4,430	4,430	4,430	-	4,430
Treasury Management	59	57	57	57	-	57
Increase Bad & Doubtful Debts	64	68	68	70	-	70
Rents/ Rates/Taxes/Insurance	532	505	509	520	-	520
Total	4,305	5,060	5,064	5,077	-	5,077

**HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
CAPITAL CHARGES AND INTEREST PAYABLE ON LOANS**

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Depreciation	8,498	8,051	8,051	8,051	-	8,051
Amortisation	32	27	27	27	-	27
Total Capital Charges	8,530	8,078	8,078	8,078	-	8,078

Self Financing Interest	5,621	5,668	5,668	5,668	-	5,668
Total Self Financing Interest	5,621	5,668	5,668	5,668	-	5,668

HOUSING AND PROPERTY SERVICES
ESTIMATES 2020-21
PROPERTY RELATED INCOME AND INTEREST RECEIVABLE ON BALANCES

	2018/19	2019/20		2020/21		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Gross Rent of Dwellings	(31,083)	(31,579)	(31,705)	-	(31,997)	(31,997)
Charges Services & Facilities	(1,521)	(1,827)	(1,867)	-	(1,834)	(1,834)
Contribution From General Fund	(343)	(343)	(343)	-	(350)	(350)
Garages	(806)	(856)	(780)	-	(788)	(788)
Ground Rents	(11)	(10)	(11)	-	(11)	(11)
Other Miscellaneous Rents	(48)	(32)	(32)	-	(32)	(32)
Total Property Related Income	(33,812)	(34,647)	(34,738)	-	(35,012)	(35,012)

Interest On Capital Balances	(230)	(236)	(236)	-	(236)	(236)
Interest On Revenue Balances	(154)	(142)	(142)	-	(142)	(142)
Total Interest on Receipts & Balances	(384)	(378)	(378)	-	(378)	(378)

A. Medium Term Financial Strategy (MTFS)

1. Executive Summary

The main aims of the financial strategy are to support the priorities of the Authority through self-sufficiency and autonomy through sustainable growth.

In most respects the financial plan for the next five years takes a prudent approach to cost and income change and neither increases nor depletes reserves.

The most significant change in this MTFS is the forecast growing income stream from Qualis, a wholly owned group of companies. The income from Qualis is designed to grow to be significant and to ensure sustainability, certain, allowing a new fiscal approach to evolve.

The MTFS ensures that the Authority continues to take a prudent approach to financial challenges and opportunities with borrowing and reserve balances being very prudent (when compared to other authorities).

2. General Economic Outlook

The general economic outlook for the next five-years is marked by a slow recovery from the economic recession of 2008 and increased protectionism in terms of the working of the world economy.

The key impacts of this outlook on the Authority are:

- That general economic growth will remain low, unless there is a specific, political, economic or fiscal stimulus to this growth. An assumption of 1% per annum is assumed.
- That pay and non-pay inflationary pressures will remain low, at 2.5% per annum but due to increased economic uncertainty in 2020/21 the inflation rate is likely to be 3.0%.
- That the cost of money will remain low despite the recent increase in Public Works Loan-Fund Board (PWLFB) rates. The strategy is pegged to current PWLFB rates, although available funds from other sources may be marginally cheaper.

The MTFS is modelled on the assumptions indicated above.

3. Local Economic Outlook

The local economic outlook is more fully described in the Local Development Plan (LDP) and is not repeated here, other than to note, sustainable housing and business growth has been assumed through the planning period. The good position of the Authority, its rural outlook and its proximity to London and its rail and road links should be noted, and their association with growth.

- That the current discussion with Natural England around air quality and the forest may delay and retard the sustainable housing and business growth predicted with consequence on business rate growth and council tax base growth.

- That the actions of the Authority could stimulate local housing and business growth in future years.
- The MTFS is modelled on the assumptions indicated above.

The MTFS is purposefully linked to the assumptions within the LDP, other than in 2020/21 the current trend in council tax base growth and the current trend in business rate growth for 2020/21 has been used until the position with Natural England has been resolved.

The MTFS reflects the direct and indirect implications of the Authority being more active in the local economy through its wholly owned company, Qualis.

4. Costs of Services

The impact on the cost of services mainly arises from inflation and growth and increases in efficiency and effectiveness.

4.1 Inflation

The assumption around inflation is that it will broadly remain at low and predicted levels of around 2.5% with increased general economic uncertainty meaning that in 2020/21 inflation will run at 3.0%.

It is also assumed that the underlying drivers for pay and non-pay will move closely together at 3.0% for 2020/21 and 2.5% for the years after that. It is appreciated that scarcity and demand may influence defined groups of staff and/or items of consumption and this variability will need to be accommodated with the plan.

This accommodation sees the same overall headline figures used for pay and non-pay headings but in practice for each year in question a proportion of inflation is applied to each budget line and amount is assumed spent but is deployed to individual staff and non-staff pressure points as required.

It is also recognised that certain economic drivers may impact items that do not move with either the Consumer Price Index (CPI) or the Retail Price Index (RPI). An example of this is the price of recycled material which has dropped significantly, and this would impact on the cost of our waste collection contract.

Individual contracts that are significant in size and/or several years in duration have specific inflation adjustment, normally linked to the CPI or RPI index. The only such contracts that are taken account of in the MTFS are the Leisure Services and Waste Collection contracts.

4.2 Growth

Growth is assumed at the steady and sustainable rate of no less than 1% for the following five years as is set out in the LDP and verified by recent trends in housing and business growth.

Growth has both an overall effect on the Authority's services and specific impacts, e.g. waste collection, demand for social housing. There are services that will not be directly impacted by growth but will need to become more efficient to deal with this pressure, e.g. corporate services.

In formulating individual budget adjustments, note is taken of evidenced demand pressures and contract requirements.

4.3 Efficiency. Effectiveness and Economy

Improvements in technology and the approach to simple and reliable processes should ensure a year on year improvement in the efficiency of services with no negative impact on service quality.

Commonly in the public sector, efficiency improvements are set at around the 3% level, especially if financial performance is not already at the upper quartile.

It is recognised that improvements in efficiency where the benefit totally stays in the service to meet inflation and growth costs for example, work better than efficiency savings where significant amounts of money are removed and redeployed.

It is intended that in 2020/21 financial benchmarks with similar authorities are established and a move (if necessary) towards upper quartile financial performance for services is planned. At this point specific efficiency savings targets by service can be set.

For the MTFS an efficiency target of 0.50% has been set per annum for all services. This target can include income generation schemes and 0.25% as a minimum need to be generated by staff savings.

5. Income

Most of the income raised by the Authority comes from local sources and the last payment of central grant support from Government came in 2018/19. It should be noted that the Government do determine, currently, the system, rules and limits that apply to; council tax increases, business rates, housing rentals and other specified fees.

5.1 Housing Rents

Housing rents increase is calculated in line with the Housing Strategy and as per the national formula guidance resulting in a 2.7% rise.

5.2 Parking Charges

There is no increase in parking charges assumed for 2020/21 pending the outcome of the Car Parking Review. For subsequent years, car parking charges are expected to rise in line with inflation.

5.3 Other Fees and Charges

Other fees and charges are expected to rise in line with inflation, i.e. 3.0% in 2020/21 and 2.5% in the years that follow.

It should be noted that it is several year's since service fees for rental properties have been fully calculated. It is intended to calculate these fees in 2020/21 and for now the MTFS assumes that the review of these charges is neutral.

5.4 Business Rates

The mechanism for business rates is determined by Government. For the sake of the MTFS model the approach is considered consistent throughout the period with rates increasing in line with target inflation, i.e. just 2.0%.

It should be noted however that the Government have indicated that the Business rate system may be subject to review in a year's time, essentially to reflect pressures on the high street that arise

from on-line retailing. It is probable that any change to business rates to benefit companies will result in reduced revenues to the Authority but that these reduced revenues will be made up from other Government sources.

Caution should also be expressed that a review of business rates may have an overall neutral impact but may be further redistributive in moving resource from affluent areas to those requiring a further economic stimulus.

5.5 Business Rates Growth Incentive

The mechanism is designed to reward Authorities who enable and support business growth. The mechanism however only gives the Authority a proportion of the benefit of this growth. Although it is possible for the mechanism to be reviewed and changed, it is likely that an incentive will remain to stimulate business growth in view of its importance to the UK economy.

5.6 Other Grants and Sources of Income

The Authority bids for and receives a variety of small grants and benefits occasionally from bids to funds and foundations such as the National Lottery Fund. For the purpose of this MTFS these income sources are expected to stay the same but increased attention to non-Governmental income sources is intended.

5.7 Council Tax Base

The Authority benefits from a year on year growth in the council tax base because of new dwellings and/or the division of existing dwellings. The rate of increase in council tax base is also a result of prior year council tax increases.

The MTFS assumes that council tax base increases as in previous years but that this growth may be accentuated by the cessation of the Natural England concerns about growth and the impact of Qualis.

5.8 Council Tax Increase

The broad assumption in the plan is that council tax increases will rise with inflation. In 2020/21 the council tax increase is pegged at half the forecast inflation increase at 1.5%.

In future years council tax increase may not be required as alternative sources of income from Qualis increase and are sustained. This approach may be signalled in next year's MTFS when the success of Qualis can be more fully gauged.

5.9 Qualis

The Qualis group of companies were set-up in October 2019. The group currently consists of; a holding company, a development company, a company to manage privately rented property and a company to deliver support services, (in the first instance housing maintenance).

The authority is forecast to make a return on its initial and subsequent investment in the Qualis group of companies by;

- Benefiting on the interest margin of working capital loans provided to Qualis.
- Benefiting on the interest margin of asset purchase loans provided to Qualis.
- Benefiting on the interest margin of construction finance loans provided to Qualis.
- Profit on the provision of corporate services and rented space to Qualis.

- Return by means of dividend, on Qualis activities, e.g. development sales, private residential lets and maintenance services.

Although some risk is associated with this investment, most loans are secured against assets and constructed buildings. In addition, the Authority will have open book working with Qualis as well as exercising normal shareholder control over the Qualis Group.

Income from Qualis is forecast from 2020/21 and within a decade it is possible that income from this source may reach council tax income levels. For the next three years, to allow Qualis to establish itself and for development income to flow, EDFC are only assuming 50% of the predicted benefit will flow to the Authority to be prudent.

6. Reserves

The Authority's approach to using and replenishing reserves is not intended to change for this MTFS period. The current policy is to keep usable reserves of 25% in respect of the General Fund that could be used to meet the running costs of services for 3 months. This would mean that usable reserves of £5.3m will need to be retained. The current balance on reserves is £6.7m.

The Authority will also maintain its approach to using recurrent funding underwrite its Continuous Service Budgets and non-recurrent income to fund ad hoc or time defined projects through the District Development Fund.

The current useable reserve balances are as follows:

GF Reserve	£6,697k
HRA Reserve	£2,316k
Earmarked Reserves	£19,092k
Capital Reserve	£9,781k
MRR	£9,125k
Capital Grants (applied)	£687k
TOTAL	£45,931k

7. Loans

The Authority has a strong balance sheet and wishes to keep this though in the future, to success and development of Qualis by means of taking loans and granting them at a premium to Qualis.

Loans given will be heavily secured and risk priced, which will also eliminate concerns around Qualis receiving "state aid".

It is envisaged that over a three-year period the loan exposure to Qualis will be as follows:

- £5m working capital loan, duration 5 years, risk priced interest rate of three times Public Sector Works Loans Fund Board rate.
- £30m of market asset purchase loan, duration 30 years, risk priced interest rate of two times Public Sector Works Loans Fund Board rate.
- £85m of market asset purchase from EFDC and construction loans, duration 30 years, risk priced interest rate of two times Public Sector Works Loans Fund Board rate. Noting that these loans may be drawn down over two-years.

In addition £30m of loans is required to support the Authority's own house building and general capital programme.

8. Risk and Sensitivity Analysis

The MTFS has been the subject to an overall consideration of risk and sensitivity and is considered both robust and realistic. A summary of the risks and how they are managed is shown below:

Risk	Management Action
Increased inflation pressures	Initially met from a 1% contingency set aside. Slowing down agreed developments. After that temporarily covered by reserves whilst additional efficiency savings confirmed.
Increased demand pressures	Initially met from a 1% contingency set aside. Slowing down agreed developments. After that temporarily covered by reserves whilst additional efficiency savings confirmed.
Shortfall in efficiency savings	Ensure initial plan is an over-plan, identifying savings for two years. Bring forward following years schemes and cover with contingency and general reserves as necessary.
Major changes in Government business rates or council tax approach	Unlikely without a year's notice and initially covered by reserves whilst a new MTDS is produced and appropriate charge and tax rates set.
Delays in Qualis delivering real additional income	Qualis earnings for year one and two are set at prudent levels and are more certain because of the nature of activities undertaken.

9. Other Key Financial Issues

The other major issue that the MTFS needs to accommodate is the appropriate legislative and evidenced separation between Housing Resource Account (HRA) items and general account (GA) items.

The separation is ensured by an appropriate review of all accounting classifications and recharges once a year before the final Budget is formulated. This approach is subject to review and audit.

10. Overall MTFS Model Income and Expenditure

	2020/21	2021/22	2022/23	2023/24	2024/25
	£0	£0	£0	£0	£0
Income					
Rents, fees and charges	85,554	87693	89885	92132	94436
Business rates	14,468	14,757	15,053	15,354	15,661
Business rate growth incentive	0	0	0	0	0
Council Tax EFDC	8,469	8681	8898	9120	9348
Council Tax Parish Precepts	3,728	3821	3917	4015	4115
Other grants and income sources*	2,789	2,845	2,901	2,959	3,019
Net Call on District Development Fund	246	-440	0	0	0
DDF Net Movement From Reserve	313	0	0	0	0
Added to Usable Reserves	-2,476	-1,004	-73	0	
Total Income	113,091	116,353	120,581	123,580	126,579
Spend					
General and HRA	107,754	111,571	115,512	119,565	122,464
Developments less Qualis contribution including debt servicing cost changes	513	-163	-	-	-
Parish Precepts Distributed	3,728	3,821	3,917	4,015	4,115
Contingency to be used, inflation and general and Qualis start up optimism bias assessment	1,096	1,123	1,151	-	-
Total Spend	113,091	116,353	120,580	123,580	126,579
Variance	0	0	0	0	0

11. Overall MTFS Model Balance Sheet

	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Long-Term Assets (including loans given)	1050	1063	1079	1096	1114
Current Assets	42	45	46	46	46
Current Liabilities	-21	-21	-21	-21	-21
Long Term Liabilities	-398	-393	-388	-384	-379
Total Assets Less Liabilities	672	694	716	738	760
Usable Reserves	53	59	65	71	77
Unuseable Reserves	619	635	650	667	683
Total	672	694	716	738	760

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Appendix B.1 : Development Summary

as at 12/02/20

Ordered by Theme / Used for Council February

New Ref	General or Hosung	DDF	Theme	Theme Group	Executive Area	Service	Item	Revenue			Capital			Loan				
								2020/21 Revenue Cost Change	2021/22 Revenue Cost Change	Recurring CSB, Non-recurring DDF or other source	20/21 Capital Cost	21/22 Capital Cost	Item Previously Capital	2019/20	Loan	20/21	Loan	21/22 Loan
1	Devco		Stronger Place	A	Qualis	Qualis	Argus Scheme costing System				8,000							
2a	General		Stronger Place	A	Qualis	Qualis	Working Capital	-225,000	0	5 years							5,000,000	
2b	General		Stronger Place	A	Qualis	Qualis	Asset Purchase Market Rent Hand Through at 6% Gross (interest and rent handthrough)	-1,800,000	0	30 years							30,000,000	
2bb				A	Qualis	Qualis	Asset Purchase Market Rent Hand Through 2019/20 at 6% Gross (rent only)	-900,000	0	Annual								
2c	General		Stronger Place	A	Qualis	Qualis	EDFC Land and Development	-1,605,000	-945,000	30 years							22,000,000	63,000,000
2d	General		Stronger Place	A	Qualis	Qualis	Dividend	0	0	Annual								
2e	General		Stronger Place	A	Qualis	Qualis	Recharges	-192,338	0	Annual								
3	Housing		Stronger Council	A	Qualis	ICT006	Procurement & Implementation of new Repairs/Maintenance system	199,000	-134,000	Yes £65000 recurrent	179,000							
4	General	DDF	Stronger Place	B	Commercial and Regulatory	North Weald	North Weald Masterplan Exercise	140,000	-140,000									
5	General	DDF	Stronger Place	B	Commercial and Regulatory	North Weald	North Weald Preparations Phase 1	2,500	5,000	No	100,000	200,000						
6	General		Aviation Safety	B	North Weald Airfield		NW meteorological station equipment				44,000							
7	General	DDF	Stronger Place	B	Planning	Strategic Planning	Continuation of Local Development Plan	240,000	-240,000	No								
8	Mixed	DDF	Stronger Council	C	Accomodation Strategy	ICT	Accomodation Strategy Project Management Option 2 Evaluation	80,000	-80,000	Non-recurrent			Yes					
9	Mixed		Stronger Council	C	Accomodation Strategy		Accomodation Strategy Works	179,000			7,160,000							
10	Mixed		Stronger Council	C	Business Services	ICT	ICT infrastructure to support Flexible Working strategy	5,000		Yes	229,000	15,000						
11	Mixed		Stronger Council	C	Business Services	ICT	Resilience Phase 1	120,000		Non-recurrent		50,000						
12	Mixed		Stronger Council	C	Business Services	ICT	Increased Storage				60,000							
13	General		Stronger Council	C	Business Services	ICT	ICT Infrastructure to support Accommodation Strategy	38,000		Recurrent	678,000							
14	General		Stronger Council	C	Business Services	ICT	ICT training and knowledge	50,000		No								
15	General		Stronger Council	C	Contract and Technical	Car Parking	Staff Travel Plan	20,000		Non-recurrent	50,000		Yes					
16	General		Stronger Council	C	Accommodation Strategy	Facilities	Accommodation Project - Separation works				150,000							
17	Housing		Stronger Council	D	Housing	ICT	Maintenance of Existing Northgate System (already budgeted for)	50,000	50,000	No			Yes					
18	General	DDF	Stronger Communities	E	Customer	Customer Services	Data Insight Homelessness Prevention	18,500	-18,500				Yes					
19	General	DDF	Stronger Communities	E	Customer	Customer Services	Customer notification solution	25,000	-7,000	Yes, £18,000 a year			Yes					
20	General		Stronger Communities	E	Customer	Customer Services	Printing for Revenues and Benefits	14,000		Recurrent								
21	General	DDF	Stronger Communities	E	Customer	Customer Services	Firmstep Form & Portal Development	25,000	-13,000	Yes, £12,000 a year								
22	General		Stronger Communities	F	Community & Partnership	Neighbourhood Police	Continuation of project recurrently and expansion from 3 to 4 WTE in 2021/22	215,000	287,000	Yes, £287,000 for four officers, (currently 3) a year								
23	Housing	DDF	Stronger Communities	G	Housing	Sheltered Housing	Sheltered Housing Review	40,000	-40,000									
24	Housing	DDF	Stronger Communities	G	Housing	Tennants	STAR review	20,000	-20,000									
25	Housing		Stronger Communities	G	Housing	Estates	Traffic Regulation Orders				50,000							
26	Housing		Stronger Council	G	Housing	ICT005	Procurement of new housing system and asset Mgmt solution	389,619	105,000	Yes £121000 recurrent	572,000	30,000						
27	Housing		Stronger Communities	G	Housing	CCTV	CCTV schemes ratified by Cabinet				25,000	15,000						
28	Housing		Stronger Council	G	Housing		Info @ Work upgrade				20,000							
29	Housing		Stronger Place	G	Housing	Tenants	Window cleaning system	2,000			20,000							
30	Housing		Stogner Place	G	Housing	Tenants	Estate improvement programme	7,000			70,000							
31	Housing		Stronger Communities	G	Housing & Property	HRA	HRA Capital Programme				9,124,000	9,124,000	Yes					
32	Housing		Stronger Communities	G	Housing & Property	HRA	HRA Capital Housebuilding Programme (Current)				4,346,200	13,963,500	Yes					
33	General		Stronger Communities	G	Housing & Property	Active Planned Maintenance	Pyramid Building Roof & Gutter				12,250							
34	General		Stronger Communities	G	Housing & Property	Active Planned Maintenance	63 The Broadway shop front				17,000							
35	General		Stronger Communities	G	Housing & Property	Active Planned Maintenance	Ongar Public Toilets refurb				25,000							
36	General		Stronger Communities	G	Housing & Property	Active Planned Maintenance	Trend Building Services					18,000						
37	General		Stronger Communities	G	Housing & Property	Active Planned Maintenance	Civic main building roofing				165,000							
38	General		Stronger Communities	G	Housing & Property	Invest Property Works	Overlay roof felt - Broadway				28,000							
39	General		Stronger Communities	G	Housing & Property	Invest Property Works	Roof Covering Limes Ave Shops				203,000							
40	General		Stronger Communities	G	Housing & Property	Invest Property Works	Lower Queens Road Roofing				5,000							

41	General		Stronger Communities	G	Housing & Property	Invest Property Works	Coopersale Shops Roofing				9,000			
42	General		Stronger Communities	G	Housing & Property	Invest Property Works	Shops HRA/GF Contingency - GF element				25,000	25,000	Yes	
43	General		Stronger Communities	G	Housing & Property	Invest Property Works	Hemnal Street offices					14,500		
44	General		Stronger Communities	G	Housing & Property	Invest Property Works	83 Loughton Way roofing					9,000		
45	General		Stronger Communities	G	Housing & Property	Invest Property Works	63 Wellfields Roofing					31,100		
46	General		Stronger Communities	G	Housing & Property	Security	Pyrles lane Nursery site closure				55,000			
47	General		Stronger Communities	G	Housing & Property	Building Maintenance - Non HRA	Planned Building Maintenance Programme	123,000						
48	General		Stronger Communities	G	Housing & Property	Homelessness	Homelessness Reduction Activities	34,000						
49	General		Stronger Communities	G	Housing & Property	Housing Strategy	Community Housing	22,000						
50	General		Stronger Communities	G	North Weald Airfield	Facilities	High Voltage Network upgrade				45,000			
51	General		Stronger Place	H	Planning	Strategic Planning	Neighbourhood Plans Preparations	7,000		3 year requirement				
52	General	DDF	Stronger Place	H	Planning	Strategic Planning	Planning Performance Agreements	-272,000						
53	General		Stronger Place	H	Planning	Development Management	Planning Approval Service improvements	45,000						
54	General		Stronger Place	H	Planning	Development Management	External Consultant - Ecology	45,000		Two years only				
55	General		Stronger Place	H	Planning	Development	MHCLG - Planning Enforcement Fund	-40,000						
56	General	DDF	Stronger Place	H	Planning	Development	Defending Roydon Chalet Gypsy & Traveller Appeals	22,000	-22,000	Non-recurrent				
57	General	DDF	Stronger Place	H	Planning	Development	Clearing backlog caused by SAC issue	40,000	-40,000					
58	General	DDF	Stronger Place	H	Planning	Strategic Planning	New technology to support redesigned Applications and Appeals service.	45,000	-25,000	Yes				
59	General	DDF	Stronger Place	H	Planning	Strategic Planning	New technology to support monitoring of planning obligation contributions	14,000	-11,000					
60	General		Stronger Communities	I	Community & Partnership	Community Resilience	CCTV Replacement/maintenance							
61	General		Stronger Communities	I	Community & Partnership	Community, Culture &	Museum & Library Joint facility	23,000	208,000	Non-recurrent	300,000			
62	General		Stronger Communities	I	Community & Partnership	CCTV	CCTV schemes ratified by Cabinet				215,000	100,000		
63	General		Stronger Communities	I	Community & Partnership	Community, Culture &	EFD Museum Collections Review & Rationalisation Development Proposal) 1	24,200						
64	General		Stronger Communities	I	Community & Partnership	Community, Culture &	Professional Fees	9,750						
65	General		Economic Development	I	Community & Partnership	Community, Culture &	Digital Innovation Zone	27,000						
66	General		Stronger Place	I	Community & Partnership	Digital Innovation	Superfast Boadband EFDC contribution				350,000			
67	General	DDF	Stronger Place	J	Contract and Technical	Car Parking	Tariff Review	20,000	-20,000	Non-recurrent			Yes	
68 removed	General		Stronger Place	J	Contract and Technical	Highways	Parish Choice, Street Lighting	0		Yes				
69	General		Stronger Place	J	Contract and Technical	Highways	Highway Rangers	20,000		Recurrent	40,000		Yes	
70	General		Stronger Place	J	Contract and Technical	Highways	Road Network	2,500			100,000		Yes	
71	General		Stronger Communities	K	Contract & Technical	Car parking	EV charging installation (£23k in 19/20 budget load)				60,000			
72	General		Stronger Communities	K	Contract & Technical	Car Parking	Loughton Parking Review				266,000			
73	General		Stronger Communities	K	Contract & Technical	Environmental	Digitise C & T Environmental Protection Team documents	50,000						
74	General	DDF	Stronger Place	K	Contract and Technical	Car Parking	Vere Road Car Park,	15,000	-15,000	Non-recurrent	133,000		Yes	
75	General	DDF	Stronger Place	K	Contract and Technical	Waste Management	Trade Waste Collections	20,000	-20,000	Non-recurrent	40,000		Yes	
76	General	DDF	Stronger Place	K	Contract and Technical	Car Parking	Car Parking Upgrades	40,000	-40,000	No				
77	General		Stronger Place	K	Contract and Technical	Water	Charging for private water supplies – increased CSB allocation, cost of	10,000		Recurrent for 3 years				
78	General	DDF	Stronger Place	K	Contract and Technical	Contamination	Undertake Council contaminated land investigation.	75,000	-75,000	Non-recurrent				
79	General		Stronger Communities	K	Contracts and Technical	Leisure	Ongar Leisure Centre Caary Forward Works				49,800	0		
80	General		Stronger Communities	K	Contract & Technical	Car parking	LED lighting - car parks (19/20 budget £93k moved into 20/21)				186,000			
81	General		Stronger Place	L	Contract and Technical	Leisure	Ongar Leisure Centre	50,000	32,500	Non-recurrent		1,300,000	Yes	
82	General		Stronger Place	M	Contract and Technical	Fleet	Fleet vehicle replacement			Assumed recurrent	680,000	380,000	Yes	
83	General		Stronger Place	M	Contract and Technical	Fleet	Business development	0	0		70,000	3,000	No	
84	General	DDF	Stronger Place	M	Contract and Technical	Roads	Review/replace EFDC bridges Roding Valley Recreation Ground	5,000	-5,000	Non-recurrent	0	20,000		
85	General		Climate Emergency	N	Contract & Technical		Sustainable Travel Officer and Sustainable Travel Projects	62,278			300,000	500,000		
86	General		Climate Emergency	N	Contract and Technical		Environmental Projects	62,000		Two years only	50,000			
87	General	DDF	Climate Emergency	N	Contract and Technical	Roding Valley Development	Environmental improvement works	50,000	-50,000	No				
88	General	DDF	Climate Emergency	N	Contract and Technical	Roding Valley	Erosion control minor works	8,000	-8,000	Yes				
89	General	DDF	Climate Emergency	N	Contract and Technical	Open Spaces	Parks improvements	20,000	-20,000	No				
90	General	DDF	Climate Emergency	N	Contract and Technical	Street Cleansing	Community clean up	23,000	-23,000	Yes				
91	General		Climate Emergency	N	Planning	Planning	Climate Emergency							
92	General		Climate Emergency	N	Contracts and Technical	Waste	Roll Forward of Recycling Interest Costs	32,000						
93	General		Stronger Place	O	Customer	ICT	Assure/Elections Gazetteer/migrate Confirm/GPS tech refresh	5,000			30,000			
94	General		Stronger Council	P	Business Services	ICT	Firewall additions				15,000	0		
95	General		Stronger Council	P	Business Services	ICT	E Financials Upgrade or Lower Cost New System (e.g. SAGE)					35,000		
96	General		Stronger Place	M	Contract and Technical	Grounds Maintenance	Grounds maintenance				30,000	30,000		
97	General		Stronger Council	P	Business Services	ICT - C Ferrigi	20.01.20 - Maintenance agreement for disk drives 3 yr agreement				30,000			
98	General		Stronger Council	P	Business Services	ICT - C Ferrigi	Disaster Recovery backup disk provision for move	120,000	-120,000					
99	General		Stronger Council	C	Business Services	GB	OD advice to CEO	30,000	-120,000	Non-recurrent				
100	General		Stronger Place	O	Community & Wellbeing	GB	Economic Development and Local Hight Street Initiative	65,000	15,000	Recurrent	50,000	75,000		
101	General		Stronger Council	P	Business Services	ICT	Late Carry Forwards				80,000	0		
997						Creation of Contingency	1% of Relevant Turnover	1,095,540						
998	General		Gross		Cost of Borrowing	Cost of Capital Loans	Interest Costs to PWLB	451,337	440,948					
999	General		Gross		Cost of Borrowing	Cost of Qualis Loans	Interest Costs to PWLB	855,000	945,000					

			Additional Amount Sort		Per Year			512,886	-163,052	0	26,549,250	25,938,100	0	0	57,000,000	63,000,000

WIP	Option A			
WIP	New DDF	1,164,590	0	
WIP	Replenishment of DDF	-851,704	-163,052	
WIP	Savings Programme (already delivered in main budget figures).	0	0	
WIP	Development Recruitment Phasing (possible of offset Qualis income risk)	0	0	
WIP	Qualis Benefit Now Reflects Loan Phasing (low risk)	0	0	
WIP	Council Tax Base Growth	65,000	0	
WIP	New Home Bonus Change	0	0	
WIP	Business Rate Growth EFDC Share	0	0	
WIP	Council Tax Increase	135,000	0	
WIP	Total Recources	512,886	- 163,052	
WIP	Equivalent to Council Tax Change of	1.50%	0.00%	

By Theme	A	- 4,523,338	- 1,079,000	187,000	-	-	-	57,000,000	63,000,000
	B	382,500	- 375,000	144,000	200,000	-	-	-	-
	C	522,000	- 200,000	8,327,000	65,000	-	-	-	-
	D	50,000	50,000	-	-	-	-	-	-
	E	82,500	- 38,500	-	-	-	-	-	-
	F	215,000	287,000	-	-	-	-	-	-
	G	637,619	45,000	14,816,450	23,230,100	-	-	-	-
	H	- 94,000	- 98,000	-	-	-	-	-	-
	I	83,950	208,000	865,000	100,000	-	-	-	-
	J	42,500	- 20,000	140,000	-	-	-	-	-
	K	210,000	- 150,000	734,800	-	-	-	-	-
	L	50,000	32,500	-	1,300,000	-	-	-	-
	M	5,000	- 5,000	780,000	433,000	-	-	-	-
	N	257,278	- 101,000	350,000	500,000	-	-	-	-
	O	70,000	15,000	80,000	75,000	-	-	-	-
	P	120,000	- 120,000	125,000	35,000	-	-	-	-
	Borrowing Costs and Contingency Reserve	2,401,877	1,385,948	-	-	-	-	-	-
		512,886	- 163,052	26,549,250	25,938,100	-	-	57,000,000	63,000,000

By Category	General developments	4,577,605	870,948	12,155,050	2,805,600	-	-	-
	HRA	458,619	45,000	14,207,200	23,132,500	0	0	0
	Qualis	-4,523,338	-1,079,000	187,000	0	0	57,000,000	63,000,000
		512,886	- 163,052	26,549,250	25,938,100	-	57,000,000	63,000,000

General	Stronger Council	C	Business Services	ICT	Delivery of ICT Strategy - management support	60,000
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Appendix B.2 : Development Summary as at 12/02/20

Ordered by Service / Used for Council February

								Revenue			Capital			Loan					
New Ref	General or Hosung	DDF	Theme	Theme Grouper	Service	Area	Item	2020/21 Revenue Cost Change	2021/22 Revenue Cost Change	Recurring CSB, Non-recurring DDF or other source	20/21 Capital Cost	21/22 Capital Cost	Item Previously Capital	2019/20	Loan	20/21	Loan	21/22	Loan
8	Mixed	DDF	Stronger Council	C	Accommodation	ICT	Accomodation Strategy Project Management Option 2 Evaluation	80,000	-80,000	Non-recurrent			Yes						
9	Mixed		Stronger Council	C	Accommodation		Accomodation Strategy Works	179,000			7,160,000								
16	General		Stronger Council	C	Accommodation	Facilities	Accommodation Project - Separation works				150,000								
10	Mixed		Stronger Council	C	Business Support	ICT	ICT infrastructure to support Flexible Working strategy	5,000		Yes	229,000	15,000							
11	Mixed		Stronger Council	C	Business Support	ICT	Resilience Phase 1	120,000		Non-recurrent		50,000							
12	Mixed		Stronger Council	C	Business Support	ICT	Increased Storage				60,000								
13	General		Stronger Council	C	Business Support	ICT	ICT Infrastructure to support Accommodation Strategy	38,000		Recurrent	678,000								
14	General		Stronger Council	C	Business Support	ICT	ICT training and knowledge	50,000		No									
93	General		Stronger Place	O	Business Support	ICT	Assure/Elections Gazetteer/migrate Confirm/GPS tech	5,000			30,000								
94	General		Stronger Council	P	Business Support	ICT	Firewall additions				15,000	0							
95	General		Stronger Council	P	Business Support	ICT	E Financials Upgrade or Lower Cost New System (e.g. SAGE)					35,000							
97	General		Stronger Council	P	Business Support	ICT - C Ferrigi	20.01.20 - Maintenance agreement for disk drives 3 yr agreement				30,000								
98	General		Stronger Council	P	Business Support	ICT - C Ferrigi	Disaster Recovery backup disk provision for move	120,000	-120,000										
99	General		Stronger Council	C	Business Support	GB	OD advice to CEO	30,000	-120,000	Non-recurrent									
101	General		Stronger Council	P	Business Support	ICT	Late Carry Forwards				80,000	0							
4	General	DDF	Stronger Place	B	Commercial and Regulatory	North Weald	North Weald Masterplan Exercise	140,000	-140,000										
5	General	DDF	Stronger Place	B	Commercial and Regulatory	North Weald	North Weald Preparations Phase 1	2,500	5,000	No	100,000	200,000							
6	General		Aviation Safety	B	Commercial and Regulatory		NW meteorological station equipment				44,000								
22	General		Stronger Communities	F	Community and Partnership	Neighbourhood Police	Continuation of project recurrently and expansion from 3 to 4 WTE in 2021/22	215,000	287,000	Yes, £287,000 for four officers, (currently 3) a year									
60	General		Stronger Communities	I	Community and Partnership	Community Resilience	CCTV Replacement/maintenance												
61	General		Stronger Communities	I	Community and Partnership	Community, Culture & Wellbeing	Museum & Library Joint facility	23,000	208,000	Non-recurrent	300,000								
62	General		Stronger Communities	I	Community and Partnership	CCTV	CCTV schemes ratified by Cabinet				215,000	100,000							
63	General		Stronger Communities	I	Community and Partnership	Community, Culture & Wellbeing	EFD Museum Collections Review & Rationalisation Development Proposal) 1 X Grade D P/T Staff (28Hrs)	24,200											
64	General		Stronger Communities	I	Community and Partnership	Community, Culture & Wellbeing	Professional Fees	9,750											
65	General		Economic Development	I	Community and Partnership	Community, Culture & Wellbeing	Digital Innovation Zone	27,000											
66	General		Stronger Place	I	Community and Partnership	Digital Innovation	Superfast Boadband EFDC contribution				350,000								
100	General		Stronger Place	O	Community and Partnership	GB	Economic Development and Local High Street Initiative	65,000	15,000	Recurrent	50,000	75,000							
15	General		Stronger Council	C	Contract and Technical	Car Parking	Staff Travel Plan	20,000		Non-recurrent	50,000		Yes						
67	General	DDF	Stronger Place	J	Contract and Technical	Car Parking	Tariff Review	20,000	-20,000	Non-recurrent			Yes						
68 removed	General		Stronger Place	J	Contract and Technical	Highways	Parish Choice, Street Lighting	0		Yes									
69	General		Stronger Place	J	Contract and Technical	Highways	Highway Rangers	20,000		Recurrent	40,000		Yes						
70	General		Stronger Place	J	Contract and Technical	Highways	Road Network	2,500			100,000		Yes						
71	General		Stronger Communities	K	Contract and Technical	Car parking	EV charging installation (£23k in 19/20 budget load)				60,000								
72	General		Stronger Communities	K	Contract and Technical	Car Parking	Loughton Parking Review				266,000								
73	General		Stronger Communities	K	Contract and Technical	Environmental	Digitise C & T Environmental Protection Team documents	50,000											
74	General	DDF	Stronger Place	K	Contract and Technical	Car Parking	Vere Road Car Park,	15,000	-15,000	Non-recurrent	133,000		Yes						

75	General	DDF	Stronger Place	K	Contract and Technical	Waste Management	Trade Waste Collections	20,000	-20,000	Non-recurrent	40,000		Yes	
76	General	DDF	Stronger Place	K	Contract and Technical	Car Parking	Car Parking Upgrades	40,000	-40,000	No				
77	General		Stronger Place	K	Contract and Technical	Water	Charging for private water supplies – increased CSB allocation, cost of £10,000 less income of £10,000	10,000		Recurrent for 3 years				
78	General	DDF	Stronger Place	K	Contract and Technical	Contamination	Undertake Council contaminated land investigation.	75,000	-75,000	Non-recurrent				
79	General		Stronger Communities	K	Contract and Technical	Leisure	Ongar Leisure Centre Caary Forward Works				49,800	0		
80	General		Stronger Communities	K	Contract and Technical	Car parking	LED lighting - car parks (19/20 budget £93k moved into 20/21)				186,000			
81	General		Stronger Place	L	Contract and Technical	Leisure	Ongar Leisure Centre	50,000	32,500	Non-recurrent		1,300,000	Yes	
82	General		Stronger Place	M	Contract and Technical	Fleet	Fleet vehicle replacement			Assumed recurrent	680,000	380,000	Yes	
83	General		Stronger Place	M	Contract and Technical	Fleet	Business development	0	0		70,000	3,000	No	
84	General	DDF	Stronger Place	M	Contract and Technical	Roads	Review/replace EFDC bridges Roding Valley Recreation Ground	5,000	-5,000	Non-recurrent	0	20,000		
85	General		Climate Emergency	N	Contract and Technical	?	Sustainable Travel Officer and Sustainable Travel Projects	62,278			300,000	500,000		
86	General		Climate Emergency	N	Contract and Technical		Environmental Projects	62,000		Two years only	50,000			
87	General	DDF	Climate Emergency	N	Contract and Technical	Roding Valley Development	Environmental improvement works	50,000	-50,000	No				
88	General	DDF	Climate Emergency	N	Contract and Technical	Roding Valley Development	Erosion control minor works	8,000	-8,000	Yes				
89	General	DDF	Climate Emergency	N	Contract and Technical	Open Spaces	Parks improvements	20,000	-20,000	No				
90	General	DDF	Climate Emergency	N	Contract and Technical	Street Cleansing	Community clean up	23,000	-23,000	Yes				
92	General		Climate Emergency	N	Contract and Technical	Waste	Roll Forward of Recycling Interest Costs	32,000						
96	General		Stronger Place	M	Contract and Technical	Grounds Maintenance	Grounds maintenance				30,000	30,000		
18	General	DDF	Stronger Communities	E	Customer Services	Customer Services	Data Insight Homelessness Prevention	18,500	-18,500				Yes	
19	General	DDF	Stronger Communities	E	Customer Services	Customer Services	Customer notification solution	25,000	-7,000	Yes, £18,000 a year			Yes	
20	General		Stronger Communities	E	Customer Services	Customer Services	Printing for Revenues and Benefits	14,000		Recurrent				
21	General	DDF	Stronger Communities	E	Customer Services	Customer Services	Firmstep Form & Portal Development	25,000	-13,000	Yes, £12,000 a year				
33	General		Stronger Communities	G	Housing and Property	Active Planned Maintenance	Pyramid Building Roof & Gutter				12,250			
34	General		Stronger Communities	G	Housing and Property	Active Planned	63 The Broadway shop front				17,000			
35	General		Stronger Communities	G	Housing and Property	Active Planned	Ongar Public Toilets refurb				25,000			
36	General		Stronger Communities	G	Housing and Property	Active Planned	Trend Building Services					18,000		
37	General		Stronger Communities	G	Housing and Property	Active Planned	Civic main building roofing				165,000			
38	General		Stronger Communities	G	Housing and Property	Invest Property Works	Overlay roof felt - Broadway				28,000			
39	General		Stronger Communities	G	Housing and Property	Invest Property Works	Roof Covering Limes Ave Shops				203,000			
40	General		Stronger Communities	G	Housing and Property	Invest Property Works	Lower Queens Road Roofing				5,000			
41	General		Stronger Communities	G	Housing and Property	Invest Property Works	Coopersale Shops Roofing				9,000			
42	General		Stronger Communities	G	Housing and Property	Invest Property Works	Shops HRA/GF Contingency - GF element				25,000	25,000	Yes	
43	General		Stronger Communities	G	Housing and Property	Invest Property Works	Hemnnall Street offices					14,500		
44	General		Stronger Communities	G	Housing and Property	Invest Property Works	83 Loughton Way roofing					9,000		
45	General		Stronger Communities	G	Housing and Property	Invest Property Works	63 Wellfields Roofing					31,100		
46	General		Stronger Communities	G	Housing and Property	Security	Pyrlies lane Nursery site closure				55,000			
47	General		Stronger Communities	G	Housing and Property	Building Maintenance -	Planned Building Maintenance Programme	123,000						
48	General		Stronger Communities	G	Housing and Property	Homelessness	Homeleneess Reduction Activities	34,000						
49	General		Stronger Communities	G	Housing and Property	Housing Strategy	Community Housing	22,000						
50	General		Stronger Communities	G	Housing and Property	Facilities	High Voltage Network upgrade				45,000			
17	Housing		Stronger Council	D	HRA	ICT	Maintenance of Existing Northgate System (already	50,000	50,000	No			Yes	
23	Housing	DDF	Stronger Communities	G	HRA	Sheltered Housing	Sheltered Housing Review	40,000	-40,000					
24	Housing	DDF	Stronger Communities	G	HRA	Tennants	STAR review	20,000	-20,000					
25	Housing		Stronger Communities	G	HRA	Estates	Traffic Regulation Orders				50,000			
26	Housing		Stronger Council	G	HRA	ICT005	Procurement of new housing system and asset Mgmt solution	389,619	105,000	Yes £121000 recurrent	572,000	30,000		
27	Housing		Stronger Communities	G	HRA	CCTV	CCTV schemes ratified by Cabinet				25,000	15,000		
28	Housing		Stronger Council	G	HRA		Info @ Work upgrade				20,000			
29	Housing		Stronger Place	G	HRA	Tenants	Window cleaning system	2,000			20,000			
30	Housing		Stogner Place	G	HRA	Tenants	Estate improvement programme	7,000			70,000			
31	Housing		Stronger Communities	G	HRA	HRA	HRA Capital Programme				9,124,000	9,124,000	Yes	
32	Housing		Stronger Communities	G	HRA	HRA	HRA Capital Housebuilding Programme (Current)				4,346,200	13,963,500	Yes	
7	General	DDF	Stronger Place	B	Planning	Strategic Planning	Continuation of Local Development Plan	240,000	-240,000	No				

51	General		Stronger Place	H	Planning	Strategic Planning	Neighbourhood Plans Preparations	7,000		3 year requirement							
52	General	DDF	Stronger Place	H	Planning	Strategic Planning	Planning Performance Agreements	-272,000									
53	General		Stronger Place	H	Planning	Development Management	Planning Approval Service improvements	45,000									
54	General		Stronger Place	H	Planning	Development Management	External Consultant - Ecology	45,000		Two years only							
55	General		Stronger Place	H	Planning	Development	MHCLG - Planning Enforcement Fund	-40,000									
56	General	DDF	Stronger Place	H	Planning	Development	Defending Roydon Chalet Gypsy & Traveller Appeals	22,000	-22,000	Non-recurrent							
57	General	DDF	Stronger Place	H	Planning	Development	Clearing backlog caused by SAC issue	40,000	-40,000								
58	General	DDF	Stronger Place	H	Planning	Strategic Planning	New technology to support redesigned Applications and Appeals service.	45,000	-25,000	Yes							
59	General	DDF	Stronger Place	H	Planning	Strategic Planning	New technology to support monitoring of planning	14,000	-11,000								
91	General		Climate Emergency	N	Planning	Planning	Climate Emergency										
1	Devco		Stronger Place	A	Qualis	Qualis	Argus Scheme costing System				8,000						
2a	General		Stronger Place	A	Qualis	Qualis	Working Capital	-225,000	0	5 years						5,000,000	
2b	General		Stronger Place	A	Qualis	Qualis	Asset Purchase Market Rent Hand Through at 6% Gross (interest and rent handthrough)	-1,800,000	0	30 years						30,000,000	
2bb				A	Qualis	Qualis	Asset Purchase Market Rent Hand Through 2019/20 at 6% Gross (rent only)	-900,000	0	Annual							
2c	General		Stronger Place	A	Qualis	Qualis	EDFC Land and Development	-1,605,000	-945,000	30 years						22,000,000	63,000,000
2d	General		Stronger Place	A	Qualis	Qualis	Dividend	0	0	Annual							
2e	General		Stronger Place	A	Qualis	Qualis	Recharges	-192,338	0	Annual							
3	Housing		Stronger Council	A	Qualis	Qualis	Procurement & Implementation of new Repairs/Maintenance system	199,000	-134,000	Yes £65000 recurrent	179,000						
997					Contingency	Creation of Contingency	1% of Relevant Turnover	1,095,540									
998	General		Gross		Interest	Cost of Capital Loans	Interest Costs to PWLB	451,337	440,948								
999	General		Gross		Interest	Cost of Qualis Loans	Interest Costs to PWLB	855,000	945,000								
			Additional Amount Sort					512,886	-163,052	0	26,549,250	25,938,100	0	0	57,000,000	63,000,000	

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C. Treasury Strategy and Prudential Indicators

1. Background

The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow.

The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out indicators that must be set and monitored each year.

The Authority uses Arlingclose to provide professional advice on treasury, loan and investment matters.

Whereas historically, the treasury strategy and prudential indicators were associated with financing the capital programme, from 2020/21 much of the delivery of the capital programme will be given to Qualis and much of the borrowing will be to onward loan Qualis the money for what otherwise would be direct capital investment.

The authority's loans to Qualis will be secured in the main against land and buildings and appropriately risk priced.

The strength of the authority's finances will be maintained and of course be managed over time.

2. Indicators

The key indicators that will be used in the full Treasury and Prudential Indicator Strategy, that will pass to Full Council in February will include the following:

Heading	Expected value in 2020/21 £m	Notes
Capital expenditure general and HRA	£26m	Of which £13m is HRA core house building and £8m is associated with general accommodation strategy.

Capital receipts	£14m	Sale of assets to Qualis at full open market value. Figure may alter if future sale of assets is also brought forward to 2020/21. Yet to be factored into Treasury Strategy estimates pending further discussions with the Authority's treasury advisor.
Loans to Qualis working capital	£5m	Risk priced at three-time PWLB rate.
Loans to Qualis investment purchases	£30m	Of which £20m spent in 2019/20. Risk priced at two-time PWLB rate.
Loans to Qualis EFDC land and development	£85m in 2020/21 and possibly the year after.	Risk priced at two-time PWLB rate.
Grants	Negligible	To be confirmed
Reserves	Net movement £1m	Net movement is a draw of £1m from DDF a reduction in the £2m draw from reserve that was originally estimated for this year.
Revenue (depreciation)	£15m	Will remain on or around this figure during the planning period

New EFDC Borrowing (loans to Qualis and Capital Programme less depreciation and capital receipts)	£150m	Significantly increases to fund Qualis loans, but loans are broadly secured and authority benefits on the margin of granting them. Biggest risk is working capital amount which is suitably risk priced. Also includes a working capital requirement due to recent asset purchase activity and use of right to buy receipts.
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From the above analysis the following indicators will be produced for the coming five years:

Estimates of Capital Financing Requirement. The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium-term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Operational Boundary for External Debt. The operational boundary is based on the Council's estimate of most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

Authorised Limit for External Debt. The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Ratio of Financing Costs to Net Revenue Stream. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Adoption of the CIPFA Treasury Management Code. The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2011 Edition in April 2002. It fully complies with the Codes recommendations.

Annual Minimum Revenue Provision Statement 2018/19

Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance) most recently issued in 2012.

The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

3. Information to Follow

In view of the late adjustments to the value of the capital programme, continuing discussion as to the exact timing of the sale of assets to Qualis at open market value and further discussions due on sourcing money from other appropriate sources that do not appear on our current counter party list, Additional capital, capital funding and minimum resource provision information will be available in written form on the day of the Council meeting.

Appendix D1

COUNCIL TAX RATES FOR DISTRICT AND PARISH/TOWN COUNCILS 2020/21

Authorities	TAX BASE No.s	PRECEPT 2020/21	CT BAND D	BAND A	BAND B	BAND C	BAND D	BAND E	BAND F	BAND G	BAND H
		£	£	£	£	£	£	£	£	£	£
District Expenses	54,728.6	8,469,251.0	154.75	103.17	120.36	137.56	154.75	189.14	223.53	257.92	309.50
Abbess, Beauchamp and Berners Roding	232.6	5,500	23.65	15.77	18.39	21.02	23.65	28.91	34.16	39.42	47.30
Buckhurst Hill	5,255.6	362,059	68.89	45.93	53.58	61.24	68.89	84.20	99.51	114.82	137.78
Chigwell	6,309.9	290,801	46.09	30.73	35.85	40.97	46.09	56.33	66.57	76.82	92.18
Epping Town	5,332.5	500,141	93.79	62.53	72.95	83.37	93.79	114.63	135.47	156.32	187.58
Epping Upland	409.9	17,833	43.51	29.01	33.84	38.68	43.51	53.18	62.85	72.52	87.02
Fyfield	407.4	13,534	33.22	22.15	25.84	29.53	33.22	40.60	47.98	55.37	66.44
High Ongar	566.2	10,523	18.59	12.39	14.46	16.52	18.59	22.72	26.85	30.98	37.18
Lambourne	903.3	39,482	43.71	29.14	34.00	38.85	43.71	53.42	63.14	72.85	87.42
Loughton Town	12,719.6	756,445	59.47	39.65	46.25	52.86	59.47	72.69	85.90	99.12	118.94
Matching	462.0	17,048	36.90	24.60	28.70	32.80	36.90	45.10	53.30	61.50	73.80
Moreton, Bobbingworth and the Lavers	590.3	16,285	27.59	18.39	21.46	24.52	27.59	33.72	39.85	45.98	55.18
Nazeing	2,135.6	113,000	52.91	35.27	41.15	47.03	52.91	64.67	76.43	88.18	105.82
North Weald Bassett	2,590.5	140,000	54.04	36.03	42.03	48.04	54.04	66.05	78.06	90.07	108.08
Ongar Town	2,791.8	338,390	121.21	80.81	94.27	107.74	121.21	148.15	175.08	202.02	242.42
Roydon	1,401.5	33,173	23.67	15.78	18.41	21.04	23.67	28.93	34.19	39.45	47.34
Sheering	1,359.3	42,970	31.61	21.07	24.59	28.10	31.61	38.63	45.66	52.68	63.22
Stanford Rivers	368.5	21,325	57.87	38.58	45.01	51.44	57.87	70.73	83.59	96.45	115.74
Stapleford Abbots	534.5	11,619	21.74	14.49	16.91	19.32	21.74	26.57	31.40	36.23	43.48
Stapleford Tawney	85.6	1,537	17.95	11.97	13.96	15.96	17.95	21.94	25.93	29.92	35.90
Theydon Bois	2,002.0	115,842	57.86	38.57	45.00	51.43	57.86	70.72	83.58	96.43	115.72

Theydon Garnon	88.6	1,000	11.85	7.90	9.22	10.53	11.85	14.48	17.12	19.75	23.70
Theydon Mount	117.2	1,975	16.85	11.23	13.11	14.98	16.85	20.59	24.34	28.08	33.70
Waltham Abbey Town	7,820.5	871,888	111.49	74.33	86.71	99.10	111.49	136.27	161.04	185.82	222.98
Willingale	243.7	5,195	21.31	14.21	16.57	18.94	21.31	26.05	30.78	35.52	42.62

Report to the Council

Report of: Monitoring Officer (N. Boateng (Ext 4323))

Date: 21 May 2020

1. APPOINTMENT OF CHIEF FINANCIAL OFFICER

Recommending:

- (1) That, from 4 May 2020, Andrew Small be designated as the Council's Chief Financial Officer, being the officer having responsibility under Section 151 of the Local Government Act 1972, Section 73 of the Local Government Act 1985 and Section 114 of the Local Government Finance Act 1988; and**
- (2) That pursuant to recommendation (1) above, the Monitoring Officer be authorised to make changes to the Scheme of Delegation contained within the Council's Constitution, as required to give effect the appointment of Andrew Small as the Chief Financial Officer.**

1. The Section 151 of the Local Government Act 1972 requires every local authority to appoint a suitably qualified officer to be responsible for the proper administration of its affairs. The role of the Chief Financial Officer (also known as the Section 151 Officer) is a statutory requirement.
2. Following the recruitment process for the Strategic Directors and Chief Operating Officer role, some changes were required. The existing Section 151 Officer Nick Dawe had been permanently appointed as the EFDC Chief Operating Officer and the newly appointed Strategic Director, Andrew Small would take on the role of Chief Finance Officer when he joined the organisation on 4 May 2020.
3. In the interim period Christopher Hartgrove, a Principle Accountant was appointed as the Interim Section 151 Officer. The Head of Paid Service had requested that a Deputy Section 151 Officer be appointed to ensure contingency going forward and it was proposed that Christopher Hartgrove will be appointed as Deputy 151 Officer from 4 May 2020.
4. The appointment is reserved to the Council in accordance with Article 4 (The Full Council) of the Constitution. As a result of these appointments, it will be necessary for the Monitoring Officer to make changes to the Scheme of Delegation contained within the Constitution.

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Report to the Council

Committee: Group Leaders **Date:** 8 April 2020

Subject: Local Government Act 1972, Section 85 – Exemption from the ‘Six Month Rule’

Chairman: Councillor R Bassett.

Recommending:

(1) That the following decision made by the Group Leaders at their meeting held on 8 April 2020 under Appendix 3 – Action in Designated Emergencies – of Article 7 – The Executive – of the Constitution be noted:

(a) That a blanket exemption from the ‘Six Month Rule’ within Section 85 of the Local Government Act 1972 be granted to all Members;

(b) That this exemption be granted for a period ending with the Annual Meeting of the Council in 2021; and.

(c) That this exemption be noted by the Council at its next meeting.

1. Under Section 85 of the Local Government Act 1972, if a member of a local authority fails throughout a period of six consecutive months from the date of their last attendance to attend any meeting of the authority (or the Cabinet or any committee or sub-committee of the authority), he/she shall, unless the failure was due to some reason previously approved by the authority before the expiry of that period, cease to be a member of the authority.

2. In view of the current public health emergency relating to Covid-19, which has been declared a pandemic by the World Health Organisation and for which the UK Government also announced measures for the population to stay at home unless their journey was absolutely necessary, there was a possibility that a member or members might not be able, or feel able to attend a meeting or meetings because the member:

(a) had contracted or been infected by Covid-19;

(b) had tested positive for Covid-19;

(c) was suspected of having or suspects that he/she has contracted or been infected by Covid-19;

(d) had concerns that they might contract or become infected with Covid-19;

(e) was in quarantine or self-isolating (whether or not on the instruction or advice of any public authority or medical professional) in relation to Covid-19;

(f) was unable to attend, or decided not to attend, the meeting because of any prohibition, instruction, action or advice of any public authority in relation to Covid-19 and relating to attendance at, or travel to or from, the meeting (or meetings or gatherings generally which would include the meeting); or

(g) was unable to attend the meeting because the meeting was cancelled or postponed for a reason relating to Covid-19.

3. The Group Leaders considered this issue at their virtual meeting held on Wednesday 8 April 2020. They were advised by the Council's Monitoring Officer that, due to the current difficulties in calling a meeting of the full Council, a blanket exemption from the 'Six-Month Rule' within Section 85 of the Local Government Act 1972 could be granted to all Members under the emergency powers contained with Appendix 3 – Action in Designated Emergencies – of Article 7 – The Executive – of the Constitution.

4. The Group Leaders duly took the decision and granted the exemption for all Councillors for a period ending with the Annual Meeting of the Council in 2021. In addition, it was agreed that this decision should be noted by the Council when its next meeting was actually held.

5. We recommend as set out at the commencement of this report.