

# Committee Agenda



**Epping Forest  
District Council**

## ***Finance and Performance Management Cabinet Committee Thursday, 15th November, 2018***

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

**Council Chamber, Civic Offices, High Street, Epping  
on Thursday, 15th November, 2018  
at 7.00 pm .**

**Derek Macnab  
Acting Chief Executive**

**Democratic Services  
Officer**

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

### **Members:**

Councillors G Mohindra (Chairman), A Lion, J Philip, S Stavrou and C Whitbread

**PLEASE NOTE THE START TIME OF THIS MEETING**

### **WEBCASTING/FILMING NOTICE**

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

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

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

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

**1. WEBCASTING INTRODUCTION**

- (a) This meeting is to be webcast;
- (b) Members are reminded of the need to activate their microphones before speaking; and
- (c) the Chairman will read the following announcement:

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

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

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

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

**2. APOLOGIES FOR ABSENCE**

**3. SUBSTITUTE MEMBERS**

(Director of Governance) To report the appointment of any substitute members for the meeting.

**4. DECLARATIONS OF INTEREST**

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

**5. MINUTES**

To confirm the minutes of the last meeting of the Committee held on 13 September 2018 (previously circulated).

[Click here for FPMCC minutes 13 September 2018.](#)

**6. CORPORATE PLAN 2018-2023 - PROGRESS REPORT Q2 2018/19 (Pages 5 - 94)**

To consider the attached report (FPM-014-2018/19).

**7. MID-YEAR REPORT ON TREASURY MANAGEMENT AND PRUDENTIAL INDICATORS 2018/19 (Pages 95 - 110)**

To consider the attached report (FPM-015-2018/19).

**8. QUARTERLY FINANCIAL MONITORING (Pages 111 - 140)**

To consider the attached report (FPM-016-2018/19).

**9. FEES AND CHARGES 2019/20 (Pages 141 - 164)**

To consider the attached report (FPM-017-2018/19).

**10. DRAFT GENERAL FUND CSB, DDF AND ITS LISTS AND SAVINGS UPDATE (Pages 165 - 174)**

To consider the attached report (FPM-018-2018/19).

**11. ANY OTHER BUSINESS**

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

**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 Information Paragraph Number
Nil	Nil	Nil

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

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

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

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

This page is intentionally left blank

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



**Epping Forest  
District Council**

**Report reference: FPM-015-2018/19**

**Date of meeting: 15 November 2018**

**Portfolio:** Leader of the Council

**Subject:** Corporate Plan 2018-2023 –  
Progress Report Q2 2018/19

**Officer contact for further  
information:** Monika Chwiedz (01992 562076)

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

---

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

- (1) That the Committee review the outturn position for Quarter 2 2018/19, in relation to the achievement of the Corporate Plan for 2018-2023;**
- (2) That the Committee identifies any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.**

### **Executive Summary:**

The Corporate Plan 2018-2023 is the authority's key strategic planning document. The Plan lays out the journey the Council will take to transform the organisation to be 'Ready for the Future'. The plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions.

A Corporate Specification for each year (previously called the Key Action Plan) details how the Corporate Plan is being delivered through operational objectives, with these in turn linked to annual Service business plans.

The success of the Corporate Plan is assessed through the achievement of a set of benefits, each measured through one or more performance indicator, focussed on what the Council achieves for customers. Strategic Board, Cabinet and the Scrutiny Committees have overview and scrutiny roles to drive improvement in performance and ensure corrective action is taken where necessary.

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

This combined report brings together the performance of the Council against the Corporate Plan and gives 'clear line of sight' for performance across the Council via the new benefits maps and performance indicator set. The benefits maps provide an opportunity for the Council to focus attention on how specific areas for improvement will be addressed, and how opportunities will be exploited and better outcomes delivered. It is important that relevant performance management processes are in place to review and monitor performance against performance indicators to ensure their continued achievability and relevance, and to identify proposals for appropriate

corrective action in areas of slippage or under performance.

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

No other options are appropriate in this respect. Failure to monitor and review performance and to consider corrective action where necessary could have negative implications for judgements made about the Council's progress and might mean that opportunities for improvement are lost.

### **Report:**

#### **The Corporate Plan – Context, Aims and Objectives**

1. The Corporate Plan is the Council's highest level strategic document. It sets the strategic direction and priorities for the organisation for the lifetime of the plan and provides a framework to demonstrate how the work of the Council fits together at a strategic level.
2. The new Corporate Plan runs from financial year 2018/19 to 2022/23 and was adopted by full Council on 21 December 2017. This plan links the key external drivers influencing Council services, with a set of corporate aims and objectives, grouped under three corporate ambitions. The Corporate Plan is the cornerstone of the Council's performance management framework, called its Benefits Management Strategy. The Corporate Plan also provides the policy foundation for the Council's Medium Term Financial Strategy (MTFS) and is essential for the prioritisation of resources to provide public services and value for money.
3. The Council's external drivers have been identified by Cabinet Members and the Council's Management Board and Leadership Team, for the next five years. They have been further refined through consultation and linked with a set of three interdependent corporate ambitions:
  - Stronger Communities;
  - Stronger Place; and
  - Stronger Council.
4. Each ambition has a set of corporate aims, which are in turn detailed by one or more corporate objective.
5. An annual Corporate Specification details how the Corporate Plan will be delivered through a set of operational objectives for that year. In turn, these operational objectives are responded to through annual Service business plans.
6. The previous regular performance reports covering the annual Corporate Plan Key Action Plan, Key Performance Indicators and Transformation Highlight Report have now been superseded by this single integrated performance report.

#### **Benefits Realisation**

7. The Corporate Plan can be viewed as a set of benefits maps – one map for each of the ten corporate aims. The content of these maps is by necessity more technical than is presented in the public document.
8. An explanation of these benefits maps is provided in this section of the report.

9. All benefits from individual corporate objectives, connect back to four key benefits, which are as follows:

- K1 Improved customer value – recognising what customers’ value about our services and placing them as the heart of everything we do;
- K2 Increased efficiency – focussing on our speed of delivery and getting things right first time;
- K3 Increased agility – reducing red tape, simplifying how we work through joined up services; and
- K4 Increased savings and income – delivery of resource savings and income generation, to keep Council Tax low.

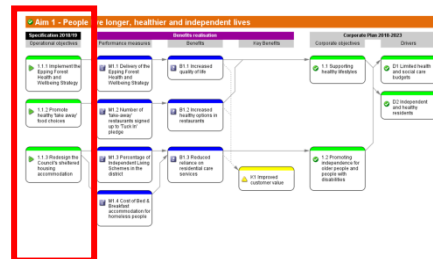
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

11. Please note that when the benefits maps are created, best practice is to start from the right-hand side and work towards the left, i.e. start with the needs of our customers or the end in mind, and work back to the solutions on the left-hand side. When the organisation delivers services, it starts on the left-hand side and works over to the right, i.e. the delivery goes from left to right.

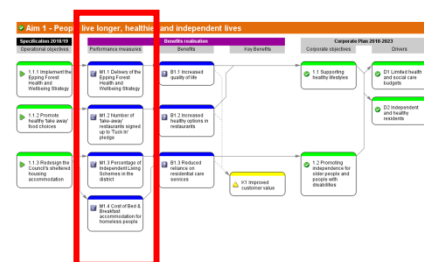
### How to Read the Performance Report

12. The Report works through each Corporate Aim in turn, starting with the headline benefits map, followed by detailed lists of the elements from the map, working from left to right: (a) operational objectives, (b) projects and programmes, and (c) performance indicators.

Working from the left hand side of the benefits maps (see example), the first column contains the annual Specification – formally the Key Action Plan – as a set of operational objectives covering both Businesses As Usual (BAU) and business transformation (projects and programmes).

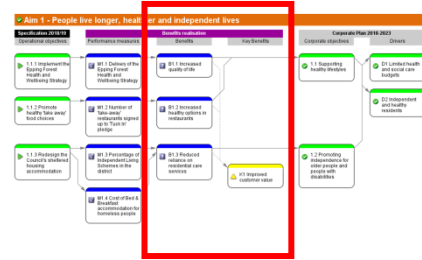


13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).



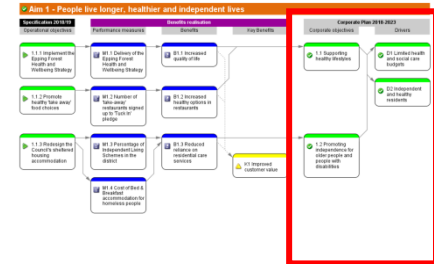
14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘roll-up’ is given. Similarly, an individual indicator may contribute to the realisation of one or more benefits.

In turn, each (intermediate) benefit contributes to one or more of the four key benefits.



15. The right hand side of the benefits maps shows the corporate aims and objectives and the environmental factors which drive them. The progress of Actions and Benefits are combined to indicate the 'rolled-up' status of the Corporate Objectives and their respective Drivers.

16. In addition, each performance indicator has been identified as either 'Corporate (C)' or 'Partnership (P)', to show whether there are factors outside of the Council's control which impact on the indicator.



### Red-Amber-Green Status, Targets and Thresholds

17. Individual elements are colour coded using the Red, Amber, Green status indicators – often abbreviated to RAG – to highlight exceptions that may require attention. This enables Members and officers to efficiently focus on areas where performance may be below target, and where remedial actions or further scrutiny may be required. By following the links left-to-right on the benefits maps – between projects / actions, indicators, benefits and objectives – the maps also show the likely cause (to the left) or impact (to the right) of any underperformance.

18. Where appropriate, each individual performance indicator has a target for the Corporate Plan period. This will be profiled across the five years of the plan, and could be a flat line, cumulative, ramp-up or tail-off in shape. In addition, where appropriate each individual performance indicator has an amber threshold tolerance. Between the target and the amber tolerance, performance would be reported as Amber, beyond this threshold, performance would be reported as Red.

19. The key to the icons used on the benefits maps is as follows:

	Green	Indicates an element that is on target or has been completed
	Green	Indicates an action that is in progress or is assigned
	Amber	Indicates: <ul style="list-style-type: none"> <li>Performance Indicator (or Risk) that is neither red nor green; or</li> <li>An Action that is unassigned, i.e. it doesn't have an owner</li> </ul>
	Red	Indicates: <ul style="list-style-type: none"> <li>A Performance Indicator below target, or</li> <li>An overdue Action based on the deadline date, or</li> <li>A Risk with a high rating</li> </ul>
	Blue	Indicates that there is data missing and Pentana Performance is unable to make a calculation for that Performance Indicator, therefore it will not show one of the other traffic light icons

20. The scrutiny committee that owns each element for scrutiny purposes is indicated by the following acronyms:

<b>O&amp;S</b>	Overview and Scrutiny Committee
<b>CSC</b>	Communities Select Committee
<b>GSC</b>	Governance Select Committee
<b>NSC</b>	Neighbourhoods Select Committee
<b>RSC</b>	Resources Select Committee



21. The progress of performance is reviewed by Strategic Board, the Finance and Performance Management Cabinet Committee and Cabinet at the conclusion of each quarter. Service Directors review performance with the relevant portfolio holder(s) on an ongoing basis throughout the year. Select Committees are each responsible for the scrutiny of quarterly performance within their areas of responsibility.

### **Performance Report**

22. The Committee is requested to review the performance outturn position against the benefits maps, in relation to the achievement of the Corporate Plan for 2018-2023.

23. The Committee is requested to identify any actions and/or projects, performance indicators and/or benefits, which require in-depth scrutiny or further report on performance.

### **Resource Implications:**

None for this report.

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

There are no legal or governance implications arising from the recommendations of this report.

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

None for this report.

### **Consultation Undertaken:**

The Finance and Performance Management Cabinet Committee – 13 September 2018  
Overview and Scrutiny Committee – 29 October 2018

### **Background Papers:**

Various reports, culminating in:

- Corporate Plan 2018-2023 Report to Cabinet (C-032-2017/18) on 7 December 2017.
- Corporate Plan 2018-2023 Report to Council (Item 12) on 21 December 2017.
- Corporate Plan 2018-2023 – Progress Reporting and Performance Indicator Set:
  - Neighbourhoods Select Committee on 20 March 2018
  - Resources Select Committee on 14 March 2018
  - Governance Select Committee on 27 March 2018
  - Communities Select Committee on 18 March 2018
  - Overview and Scrutiny Committee on 17 April 2018.
- Corporate Plan 2018-2023 – Benefits Maps, Performance Indicator Set, Targets and Progress Reporting (FPM-002-2018/19) report to Finance and Performance Management Cabinet Committee on 21 June 2018.

### **Risk Management:**

There are no risk management issues arising from the recommendations of this report. Relevant issues arising from actions to achieve specific objectives or benefits will be identified by the responsible service director during business planning and communicated to the Corporate Risk Management Group.

### **Equality Analysis**

This is quarter 2 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.

This page is intentionally left blank

## Section 1: Identifying details

Your function, service area and team: Transformation, Office of the Chief Executive

If you are submitting this EqIA on behalf of another function, service area or team, specify the originating function, service area or team: N/A

Title of policy or decision: Corporate Plan 2018-2023 – Progress Report Quarter 2 2018/19

Officer completing the EqIA: Tel: Monika Chwiedz x2076  
mail:mchwiedz@eppingfprestdc.gov.uk

Date of completing the assessment: 01/11/2018

## Section 2: Policy to be analysed

2.1	<p>Is this a new policy (or decision) or a change to an existing policy, practice or project?</p> <p>It is a regular update report on performance against the Corporate Plan 2018-2023</p>
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>This is a quarter 2 position for 2018-19, in relation to the achievement of the objectives and measures contained within the Corporate Plan. There are no equality implications arising from the specific recommendations of this report. Relevant implications arising from individual actions will be identified and considered by the responsible service director.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <ol style="list-style-type: none"><li>1. Provide an update</li><li>2. Enhanced picture of corporate performance against the benefits maps and performance indicator set.</li></ol>
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none"><li>• service users</li><li>• employees</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li></ul> <p>No. Where individual objectives or performance from the Plan require decisions, these are the subject of individual reports, each accompanied by its own Equality Impact Assessment.</p> <p>Will the policy or decision influence how organisations operate?</p> <p>No</p>

2.4	<p>Will the policy or decision involve substantial changes in resources?</p> <p>No, it is just a quarter 2 update.</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?</p> <p>The Corporate Plan is the Council's premium strategic policy. All other Council policies and decisions support the delivery of the Corporate Plan.</p>

### Section 3: Evidence/data about the user population and consultation<sup>1</sup>

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1	<p>What does the information tell you about those groups identified?</p> <p>Update report, no impact</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>Update report, no impact</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:</p> <p>Update report, no impact</p>

### Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	None in this category as there are no equality implications arising from the specific recommendations of this report	
Disability		
Gender		
Gender reassignment		

Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

## Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If 'YES', use the action plan at <b>Section 6</b> to describe the adverse impacts and what mitigating actions you could put in place.

## Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
There are no policy decisions contained in this report.	Any decision regarding a policy change would require its own report and be accompanied by a detailed Equality Impact Assessment as appropriate.	As and when any decision is brought forward

## Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.  
(A typed signature is sufficient.)**

Signature of Interim Transformation Manager: Gareth Nicholas

Date: 01/11/2018

Signature of person completing the EqlA: Monika Chwiedz

Date: 01/11/2018

### Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.

This page is intentionally left blank

# Our Corporate Plan 2018-2023

"Ready for the future"

## Stronger communities

- 1. People live longer, healthier and independent lives
- 2. Adults and children are supported in times of need
- 3. People and communities achieve their full potential

1.1 Supporting healthy lifestyles

1.2 Promoting independence for older people and people with disabilities

2.1 Safeguarding and supporting people in vulnerable situations

3.1 Enabling communities to support themselves

3.2 Provide culture and leisure

3.3 Keeping the district safe

## Stronger places

- 4. Delivering effective core services that people want
- 5. A district with planned development
- 6. An environment where new and existing businesses thrive

4.1 Keeping the district clean and green

4.2 Improving the district housing offer

5.1 Planning development priorities

5.2 Ensuring infrastructure supports growth

6.1 Supporting business enterprise and attracting investment

6.2 People develop skills to maximise their employment potential

6.3 Promoting retail, tourism and the visitor economy

## Stronger council

- 7. Customer satisfaction
- 8. Democratic engagement
- 9. A culture of innovation
- 10. Financial independence with low Council Tax

7.1 Engaging with the changing needs of our customers

8.1 Robust local democracy and governance

9.1 Enhancing skills and flexibility of our workforce

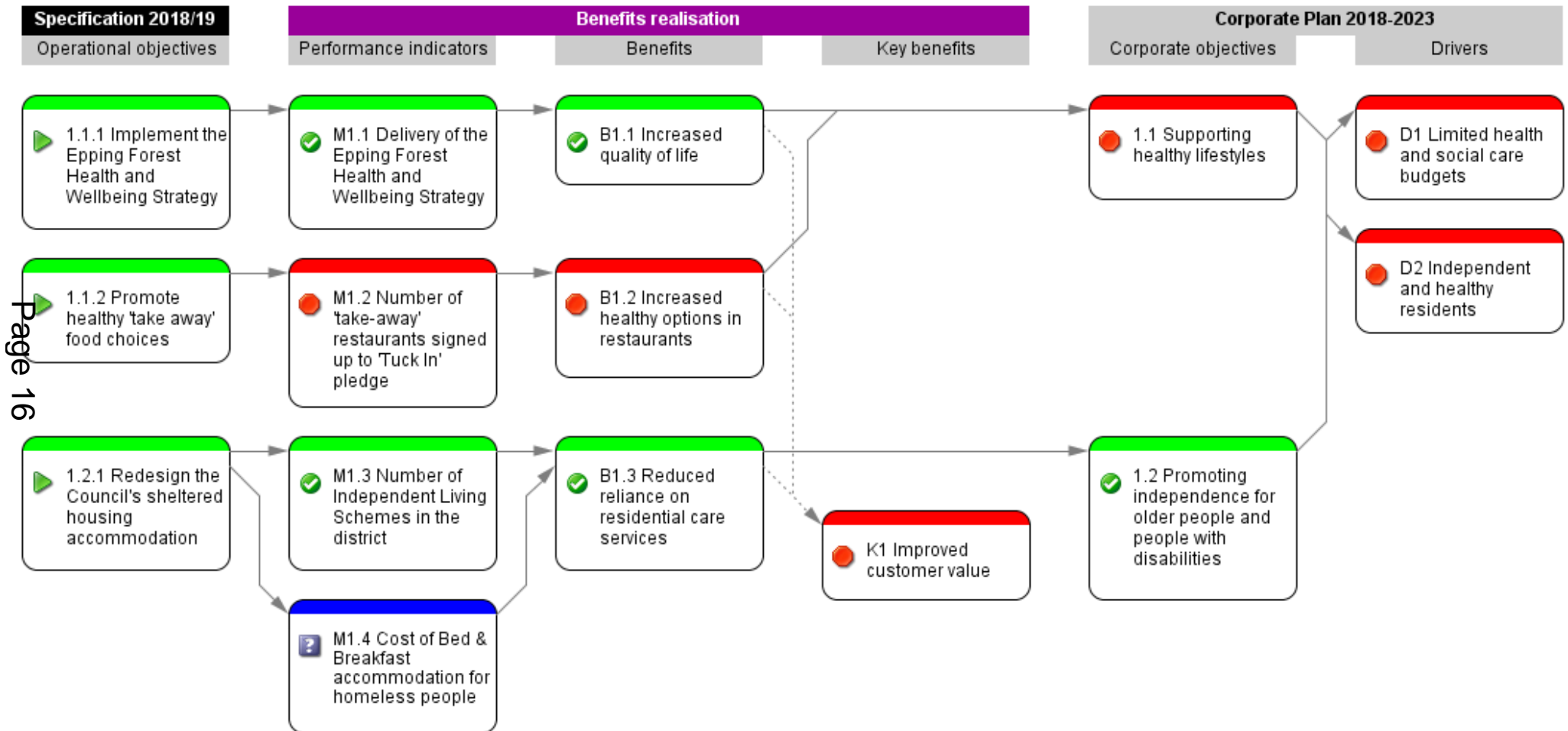
9.2 Improving performance through innovation and new technology

10.1 Efficient use of our financial resources, buildings and assets

10.2 Working with commercial partners to add value for our customers

# Aim 1 - People live longer, healthier and independent lives

Stronger communities





**Aim 1 People live longer, healthier and independent lives**

Stronger communities

To improve the quality of life and life expectancy of all our residents by promoting healthier lifestyles, as well as providing homes and facilities to reduce the future demand on social care services and support the independence of our more vulnerable residents.

**Corporate objective 1.1 Supporting healthy lifestyles**

Improving the quality of life, as well as life expectancy of all our residents by supporting and promoting healthier lifestyles, providing opportunities for physical activity and initiatives to support the emotional and mental health of our children and young people.

**Operational objective 1.1.1 Implement the Epping Forest Health and Wellbeing Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Epping Forest Health and Wellbeing Strategy	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 17	Q2 - Each of the three thematic Health & Wellbeing Action Groups have facilitated positive partnership working and are making good progress in the delivery of key projects. Each Action Group has identified and agreed its three priorities for 2018-19. Overall, projects are 30% complete. Action Plans for each multi-agency group will be taken to the next EF Health & Wellbeing Board meeting on 30th October.					
	Q1 - Multi-agency Action Groups have been established for each of the three health & wellbeing thematic priorities and Action Plans are currently being development in collaboration with the Council's partners.					

**Operational objective 1.1.2 Promote healthy 'take-away' food choices**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Promote healthy 'take-away' food choices	50%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
	Q2 - TUCK IN group have funded an evaluation of the project. Objectives of evaluation, - Identify blocks/restrictions hampering LA involvement and activities to engage businesses, what are they finding as common concerns from businesses about signing up - Businesses that are signed up; What were their main concerns about signing up, have they benefitted; what further support do they need to promote TUCK IN and healthier options. Evaluation to be undertaken at EFDC on 31st October, findings fed back in project report to TUCK IN group.					
	Q1 - 2 Premises signed up: Anchor Fish Bar and Peggoty's Fish Bar					

**Corporate objective 1.2 Promoting independence for older people and people with disabilities**



Providing additional care facilities as well as future homes which in turn will reduce the demand on social care services and help to support independence.

**Operational objective 1.2.1 Redesign the Council's sheltered housing accommodation**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Redesign the Council's sheltered housing accommodation	50%	31-Mar-2019	Action Pending	CSC	Director of Communities (CDR01)
	Q2 - This action is pending the implementation of the new Senior Management Structure					
	Q1 - Project is currently being held in abeyance, pending the introduction of the new Senior Management Structure, due to the resultant increased commitments of the Director of Communities (who was leading the project) following the departure of the former Chief Executive and two other Directors.					

 **Performance indicator M1.1 Delivery of the Epping Forest Health and Wellbeing Strategy**

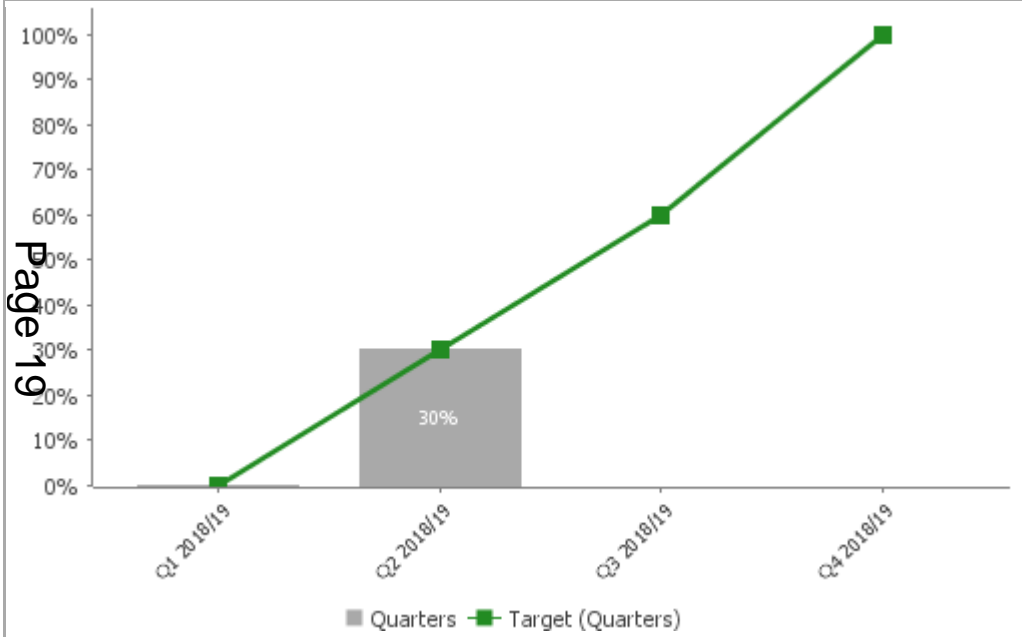
This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Yes	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Partnership	



*Trend chart*



*Comments*

Q2 - Each of the three thematic Health & Wellbeing Action Groups have facilitated positive partnership working and are making good progress in the delivery of key projects. Each Action Group has identified and agreed its three priorities for 2018-19. Overall, projects are 30% complete. Action Plans for each multi-agency group will be taken to the next EF Health & Wellbeing Board meeting on 30th October.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
0%	0%		30%	30%		60%			100%		

**Performance indicator M1.2 Number of 'take-away' restaurants signed up to 'Tuck In' pledge**

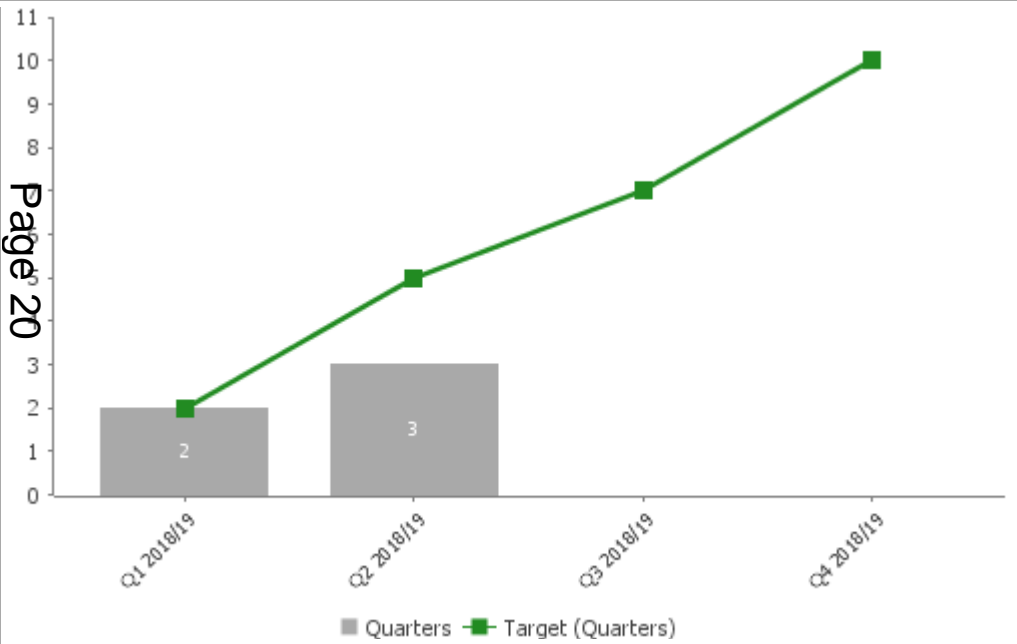
This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	NSC

*Manager*  
Assistant Director - Environment & Neighbourhoods (NNS01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Partnership	⬆️

*Trend chart*



*Comments*  
Q2 - target has not been met. 1 restaurant signed up, which is Rock N Roe in Valley Hill.

*Corrective action*

Q2 - Meeting with Fabrizio Ferrari, EFDC Public Health Improvement Officer Mon 13th October to discuss potential to target W/Abbey with TUCK IN and link with NHS/GP surgeries and patients on weight loss/health programmes. Option of healthier takeaways to enable healthy choices to be made.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
2	2	✅	5	3	⚠️	7			10		



**Performance indicator M1.3 Number of Independent Living Homes in the district**

To promote an increase in the supply of Independent Living Homes for older people in the District, over the Corporate Plan Period (2018-23).

*Is year-end target likely to be achieved?*

● Not applicable

*Live from*

2018

*Scrutiny*

CSC

*Manager*

Director of Communities (CDR01)

*Good performance*

Aim to Maximise

*Corporate or Partnership indicator*

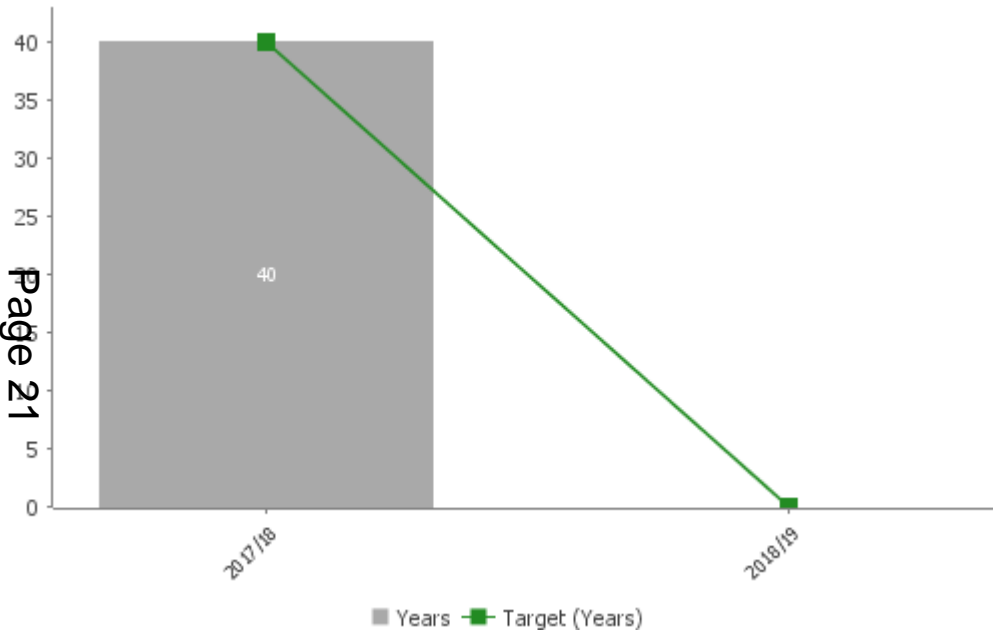
Corporate

*Annual trend*



*Trend chart*

*Comments*



Q2 - No new schemes have been commenced or completed this year. The commencement date to build a new Independent Living Scheme (ILS) has not been planned yet. The aim is to have approx. 50 new units built in 2019/20.

*Corrective action*

N/A

2018/19		
Target	Value	Status
0		

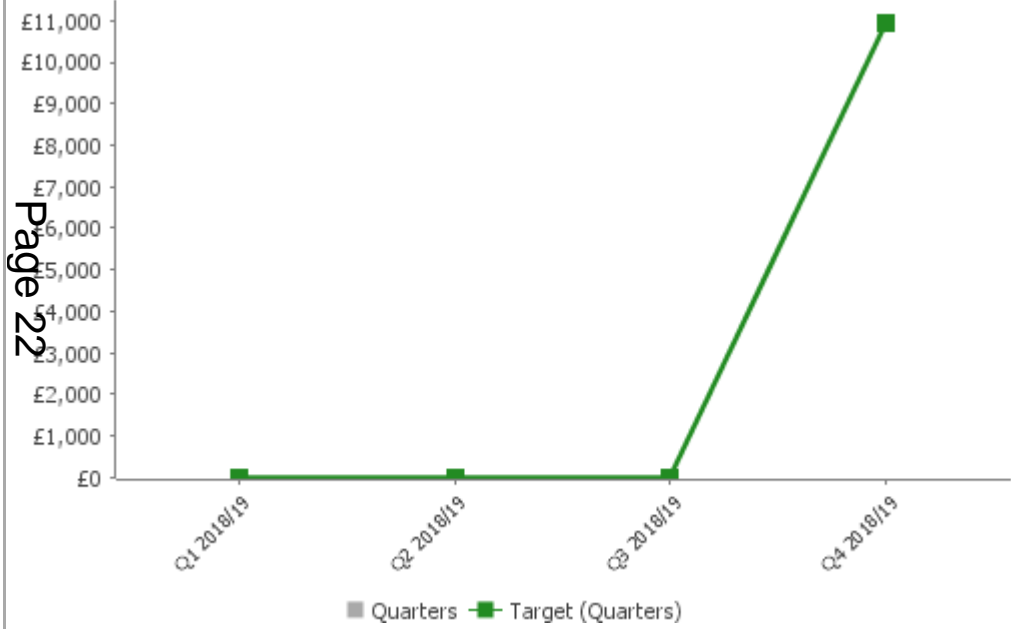
**Performance indicator M1.4 Bed & Breakfast accommodation for homeless people**

The indicator is intended to measure the savings generated by the reduction in the cost of Bed & Breakfast (B&B) accommodation for homeless people when accommodated in pods (temporary modular accommodation).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	CSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Housing Operations (COP01)	Aim to Minimise	Corporate	?

**Trend chart**



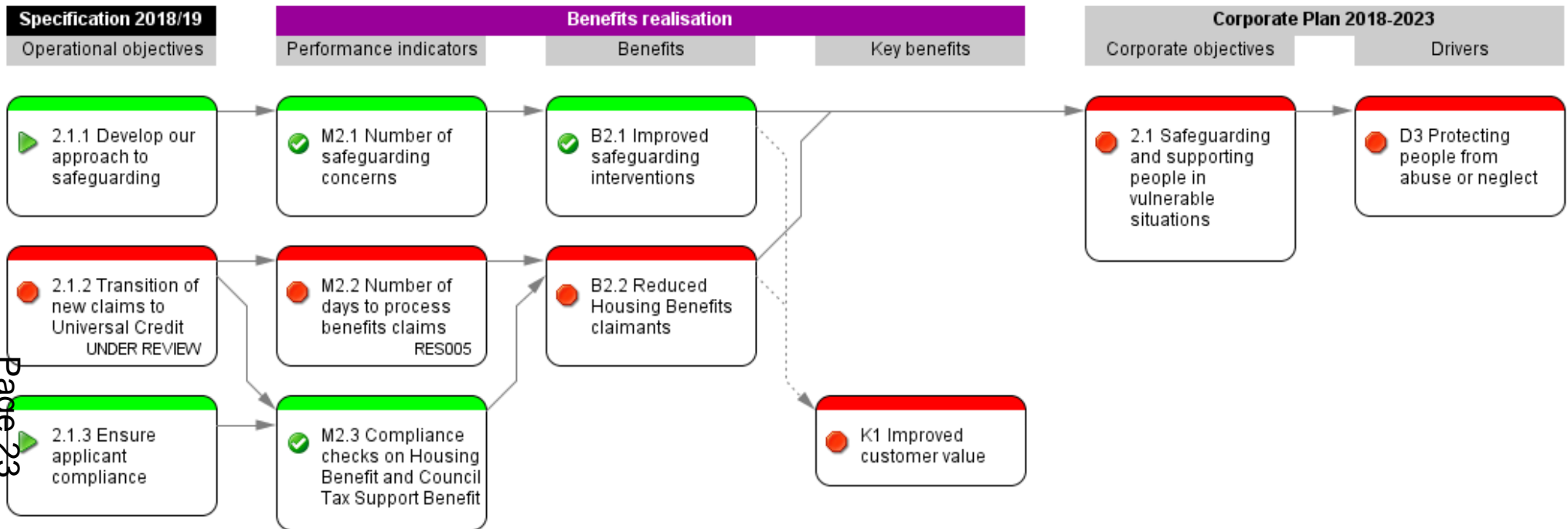
*Comments*  
Indicator not being measured until Q4 2019/20

**Corrective action**

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
£0			£0			£0			£10,950		

## Aim 2 - Adults and children are supported in times of need

Stronger communities





**Aim 2 Adults and children are supported in times of need**

Stronger communities

To protect people in vulnerable situations from abuse and neglect, and progressively remove the barriers which prevent people from accessing the help and support they need.

**Corporate objective 2.1 Safeguarding and supporting people in vulnerable situations**



Protecting people in vulnerable situations from abuse and neglect through a well-trained workforce and by challenging the barriers that prevent people from accessing the help and support they need.

**Operational objective 2.1.1 Develop our approach to safeguarding**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Develop our approach to safeguarding	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 24	Q2 - A large amount of safeguarding cases identified at EFDC involve mental health issues, we are attempting to identify improved referral pathways into the different mental health teams across the County to help support our residents to assist them getting the help and support they need earlier.					
	Q1 - The new Safeguarding Awareness e-learning course is now available on i-train and is mandatory for all EFDC staff this is to be completed by the 1 <sup>st</sup> October. The Safeguarding Team are currently piloting the face-to-face Enhanced course for all frontline/call centre staff and hope to roll this out from September onwards.					

**Operational objective 2.1.2 Transition of new claims to Universal Credit**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Transition of new claims to Universal Credit	0%	31-Mar-2019	N/A	RSC	
	Q1 & Q2 - Please note this action will be replaced by a new action.					



*Operational objective* **2.1.3 Ensure applicant compliance**


<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Ensure applicant compliance	50%	31-Mar-2019	Action On Target	RSC	Assistant Director - Benefits (RBE01)
	Q2 - Performance is on target to achieve and exceed the target					
	Q1 - Performance is on target to achieve checks on between 20% and 30% of the caseload during the year. Current performance suggests that almost 1/3 of benefit claims will have their entitlement checked during this financial year					

 Performance indicator **M2.1 Number of safeguarding concerns**

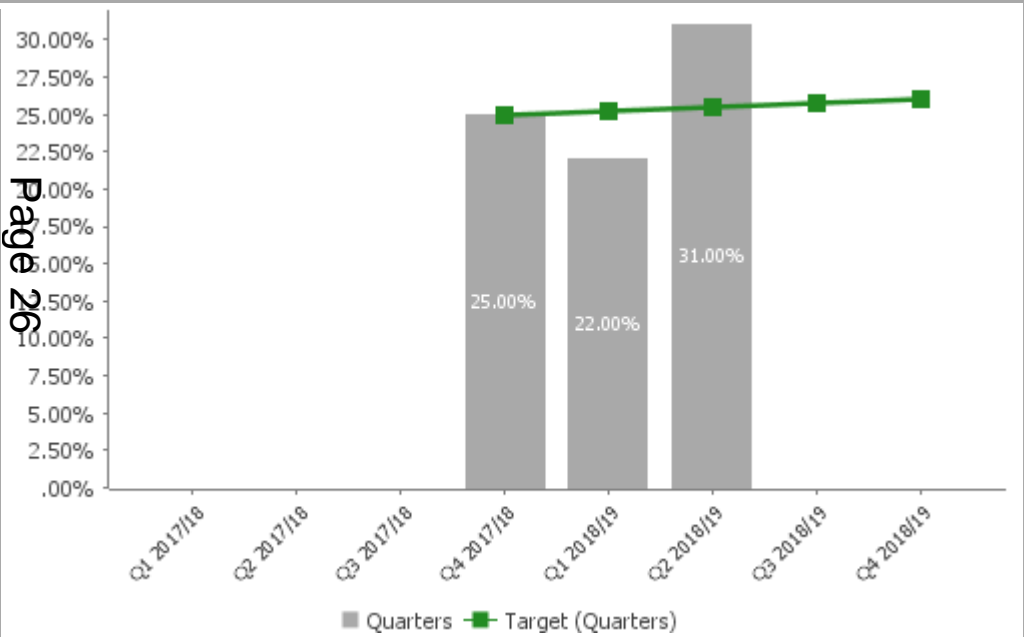
Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (*Epping Forest District Council Safeguarding Policy and Procedures*).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Uncertain	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01)



<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	

*Trend chart* *Comments*



Q2 - A large amount of safeguarding cases identified at EFDC involve mental health issues, we are attempting to identify improved referral pathways into the different mental health teams across the County to help support our residents to assist them getting the help and support they need earlier.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.25%	22.00%		25.50%	31.00%		25.75%			26.00%		

**Performance indicator M2.2 Number of days to process benefits claims**

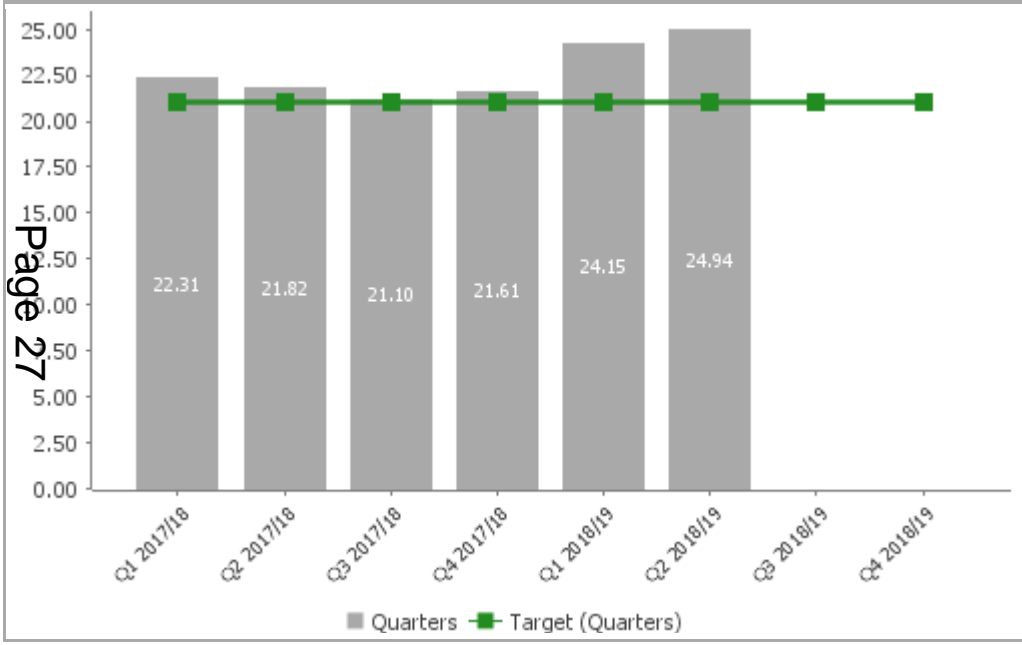
On average, how many days did it take us to process new benefit claims?  
 This indicator monitors the administration of Housing and Council Tax Benefit.  
 Targets and performance are measured in days (Previously RES005).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
No	2012	RSC

*Manager*  
 Assistant Director - Benefits (RBE01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Minimise	Corporate	

*Trend chart*



*Comments*

Q2 - Performance is monitored weekly and, following a deterioration in performance, processes have been changed. Processing times have improved and should be reflected in quarter 3.

*Corrective action*

Continue to monitor resources closely as a best effective measure

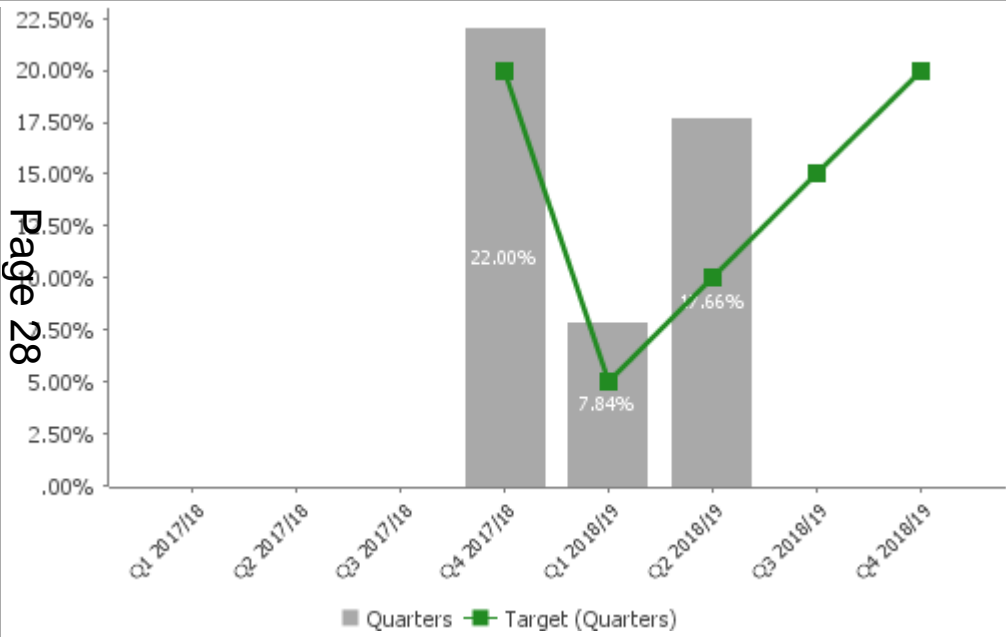
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
21.00	24.15		21.00	24.94		21.00			21.00		

**Performance indicator M2.3 Number of compliance checks on Housing Benefit and Council Tax Support Benefit**

One of the Council's roles is to ensure that its residents are paying the correct amount of Council Tax or claiming the right amount of Housing Benefit or Council Tax support benefit.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	RSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>
Director of Communities (CDR01)	Aim to Maximise	Corporate
		<i>Annual trend</i>
		↑

*Trend chart*



*Comments*

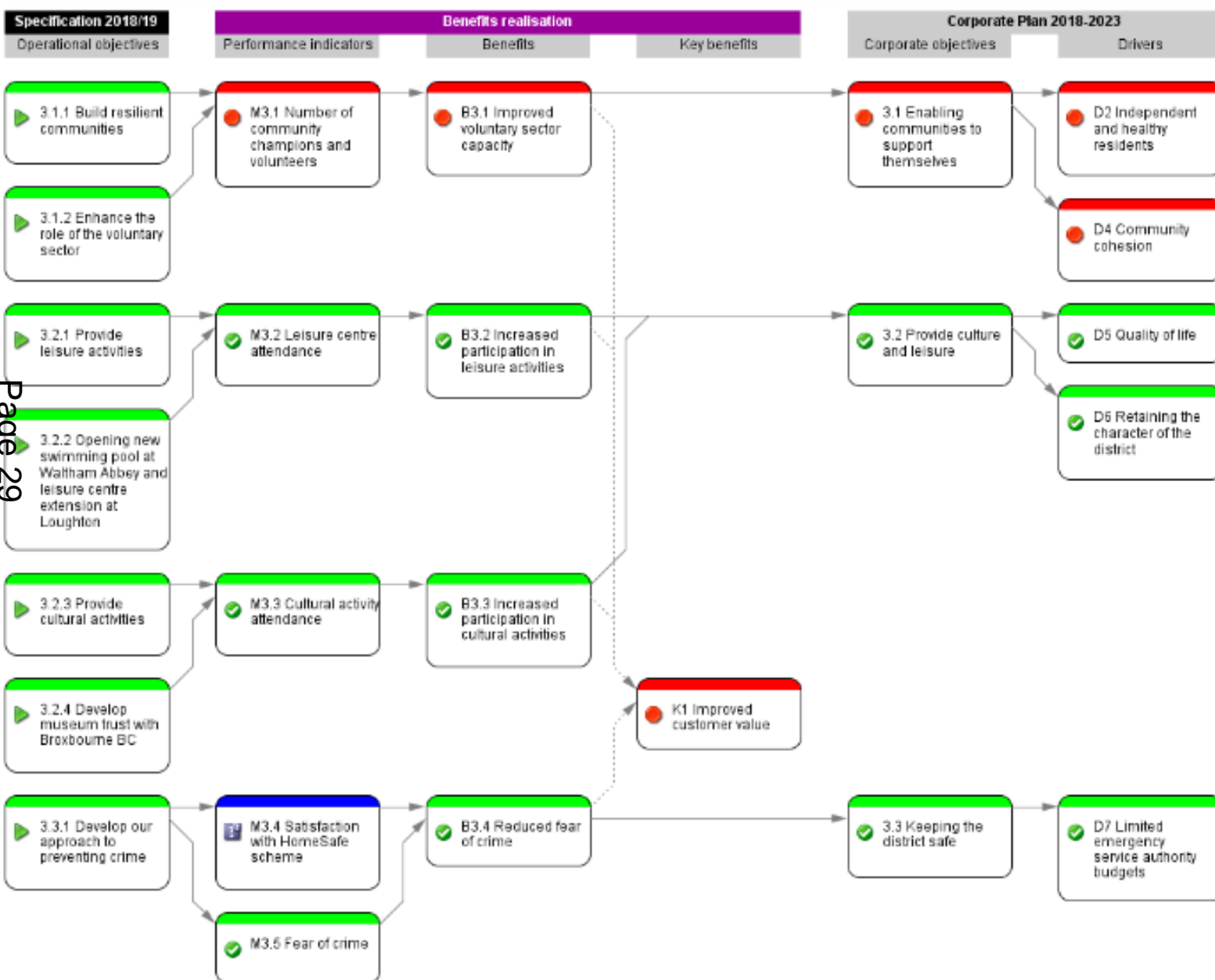
Q2 - Performance is on target to achieve and exceed the target

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
5.00%	7.84%	✔	10.00%	17.66%	✔	15.00%			20.00%		

## Aim 3 - People and communities achieve their potential

Stronger communities





### Aim 3 People and communities achieve their potential

Stronger communities

To enable communities to support themselves through the further development of partnership working with Town and Parish Councils and Voluntary Action Epping Forest, as well as provide opportunities for residents to participate in cultural and leisure activities which celebrate the character and heritage of the District. And finally, to prevent crime and ensure our residents feel safer through partnership working with Essex Police.

#### Corporate objective 3.1 Enabling communities to support themselves



Developing partnership working with the voluntary sector to help build community capacity and resilience across the district, enabling communities to support themselves.

#### Operational objective 3.1.1 Build resilient communities

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Build resilient communities	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
Page 30	Q2 - A Buckhurst Hill Social Isolation Pilot Project Report is being produced with key findings, recommendations, lessons learnt and next steps. A number of initiatives have been identified to be developed in Buckhurst Hill to help reduce social isolation which will be implemented in Quarter 3. An Essex wide social isolation and loneliness working group has been set up to develop further initiatives to tackle social isolation and loneliness and EFDC will play an active role within this group. Recruitment of community champions has begun and is on track to meet the target of 6 initial community champions. An induction and training will be delivered to the first cohort of community champions in quarter 3.					
	Q1 – The Community, Health & Wellbeing Team, in partnership with the West Essex CCG, Community Matrons, Community Agents, VAEF, Essex County Fire & Rescue Service and Public Health has undertaken a pilot neighbourhood project in Buckhurst Hill. A door knocking exercise was undertaken and a community event will be facilitated in Q2. Intelligence gathered will be used to determine a partnership response to local need identified. A Community Champions Project has been launched and the initial six geographic localities identified.					

**Operational objective 3.1.2 Enhance the role of the voluntary sector**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Enhance the role of the voluntary sector	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Community Services & Safety (CSS01)
	Q2 - Objective relating to Year 3 of the current Grant Aid SLA with VAEF have been agreed in line ECC`s pan-Essex targets for CVS`s and that the SLA Objectives will be signed shortly.					
	Q1 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF are in the process of being agreed in line ECC`s pan-Essex targets for CVS`s.					

**Corporate objective 3.2 Providing culture and leisure**

▶	Residents of all ages and backgrounds enjoy opportunities to participate in cultural and leisure activities which celebrate the rural character and heritage of our district.					
---	---	--	--	--	--	--

**Operational objective 3.2.1 Provide leisure activities**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Provide leisure activities	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 – As per Q1, Leisure activities being met and delivered					

**Projects & programmes P135 New Leisure Management Contract Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To maximise participation and value for money in the provision of leisure services to local residents and visitors through a partnership contract to manage the Council's Leisure Centres, and involving the extension of Loughton Leisure Centre as well as a final decision on whether to proceed with the construction of the new North Weald Leisure Centre.	41%	31-Mar-2023	Implement	NSC	Leisure Management Contract Manager

**Operational objective 3.2.2 Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Opening new swimming pool at Waltham Abbey and leisure centre extension at Loughton	70%	31-Mar-2019	Action On Target	NSC	Assistant Director - Environment & Neighbourhoods (NNS01)
	Q2 - Loughton refurbishment completed in September. The Waltham Abbey centre opens on 17th November.					
	Q1 - Leisure Centre is ahead of schedule and due to open in early November 2018.					

**Operational objective 3.2.3 Provide cultural activities**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Provide cultural activities	50%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
	Q2 - Total users 157308 (cumulative 287425). Users in person 11176 (cumulative 19902). Both these figures represent an increase on the 2017 -18 usage figures of 91866/7325 for this period.					
	Q1 - total users for cultural activities during q1 is 130117, where 8726 attended in person					

**Operational objective 3.2.4 Develop museum trust with Broxbourne BC**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Develop museum trust with Broxbourne BC	50%	31-Mar-2019	Action On Target	CSC	Museum, Heritage & Culture Manager (CHC01)
	Q2 - All trustees appointed, trust has met four times, the trust is registered with Companies House registration with the Charity Commission is now proceeding with a case officer allocated. While the 13th October launch has been postponed. The trust is working on a joint bid with MHC for project funding to the HLF					
	Q1 - All trustees appointed, trust has met four times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Trustees supported MHC with its first Crowd funding campaign and has outlined its initial fundraising priorities. A formal launch of the trust will take place on the 13 <sup>th</sup> October.					



Projects & programmes		P008 Museum Development Trust				
RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To establish a Development Trust for the Epping Forest and Lowewood Museum services, involving the securing of additional income for activities, exhibitions and events, as well as providing opportunities for the greater inclusion of minority groups.	98%	31-Oct-2018	Implement	CSC	Assistant Director - Community Services & Safety (CSS01)

**Corporate objective 3.3 Keeping the district safe**

▶ Working in partnership with Essex Police to prevent crime and ensure our residents feel safe in the community.

**Operational objective 3.3.1 Develop our approach to preventing crime**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Develop our approach to preventing crime	50%	31-Mar-2019	Action On Target	CSC	Director of Communities (CDR01)
Page 33	Q2 - The Hub is now working at full capacity, with a daily call conference facility which enables the co-located Community Safety and Police Officers react to rapidly emerging issues. Fortnightly district tasking is held on a Tuesday where tasking priorities and requests are agreed for the next two weeks. Tasking includes Officers from CID, Integrated Offender Management and Intelligence Teams to provide an accurate assessment of crime across the district. Over the first three months we have received 20 tasking requests, 19 of which were accepted. The CS officers have also carried out 32 self-generated cases and supported EFDC staff carrying out their functions on 16 occasions.					
	Q1 - The Epping Forest Community Safety Hub will be officially launched on 20 <sup>th</sup> July within the Civic Offices in Epping. Three full time police officers a sergeant and two PC's work from the Civic offices using a marked police vehicle. They are working in collaboration with the Community Safety Team as an integrated Community Safety Hub. The officers work activities are directed by tasking requests and must relate to priorities of the Police and Crime Plan or the Community Safety Partnership priorities for the district.					

Projects & programmes		P181 EFDC Community Safety Hub				
RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To create a new Community Safety Hub at the Civic Offices to tackle the rising incidents of crime and anti-social behaviour within the District involving the hosting of 3 Essex Police Officers, the refurbishing of the Community Safety Team Office and the commissioning of Parkguard Security to undertake targeted patrolling.	54%	30-Jun-2021	Prototype	CSC	Safer Communities Manager (CSC01)

**Performance indicator M3.1 Number of Community Champions and volunteers**

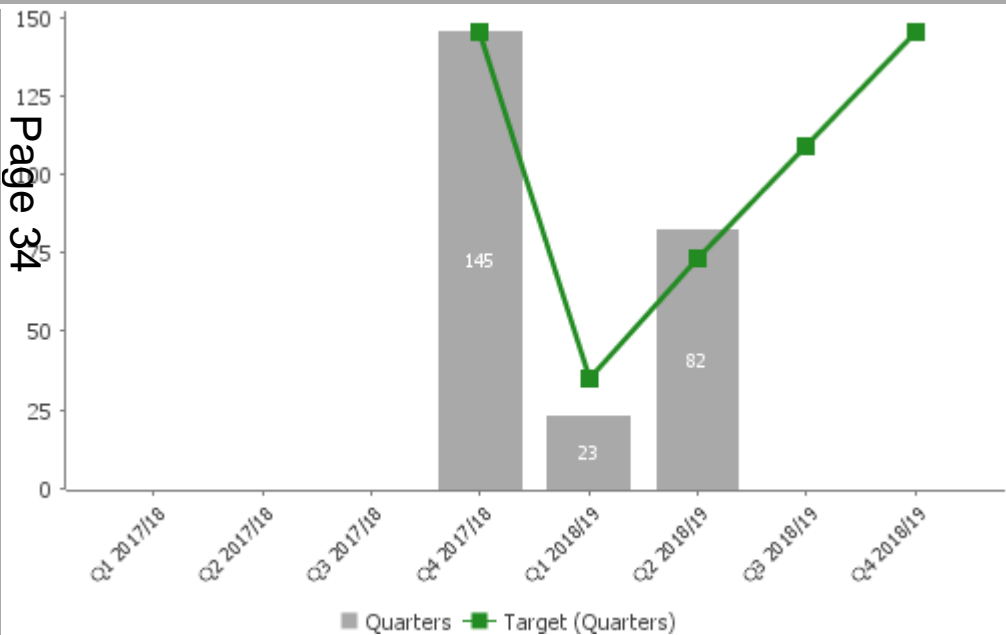
The aim of this indicator is to measure the increase in the number of community leaders and volunteers in the Epping Forest District. Volunteering is of importance in community terms, as it helps to create more resilient, vibrant and self-supporting communities.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01) Community, Health & Wellbeing Manager (CHW01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	↓

*Trend chart*



*Comments*  
Q2 - VAEF have placed 50 volunteers within organisations across the district. The Community, Health & Wellbeing team have successfully recruited 9 Community Champions across the district and represent Buckhurst Hill, Chigwell, Loughton, Nazeing, Ongar, Theydon Bois and Willingale. They will commence an induction training on 9th October.

*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
35	23	⬇	73	82	✔	109			145		



Performance indicator **M3.2 Leisure centre attendance**

The number of attendances at leisure centres through Epping Forest District Council

Is year-end target likely to be achieved?

Live from

Scrutiny

Yes

2018

NSC

Manager

Good performance

Corporate or Partnership indicator

Annual trend

Assistant Director - Environment & Neighbourhoods (NNS01)

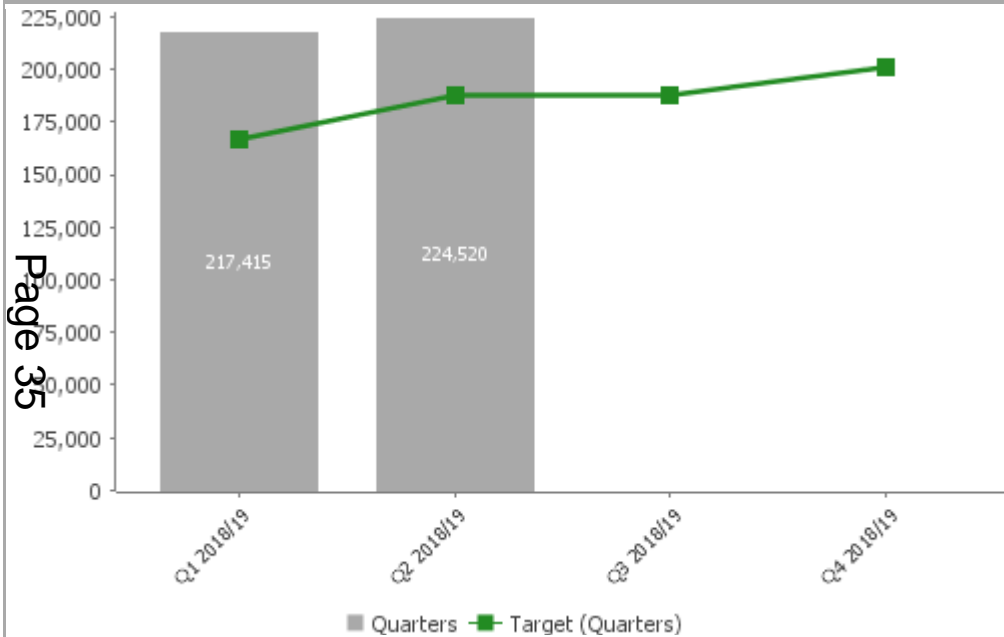
Aim to Maximise

Corporate



Trend chart

Comments



Q2 - The performance data for the current reporting period is estimated only. The reporting periods of the leisure contractor and our own reporting periods do not match therefore some data is not yet available, hence the estimates used.

Corrective action

N/A

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
167,235	217,415		187,545	224,520		187,874			200,970		

 Performance indicator **M3.3 Cultural activity attendance**

The increased number of attendances at museum, heritage and cultural activities provided by Epping Forest District Council.

Is year-end target likely to be achieved?

 Yes

Live from

2018

Scrutiny

CSC

Manager

Assistant Director - Community Services & Safety (CSS01)

Good performance

Aim to Maximise

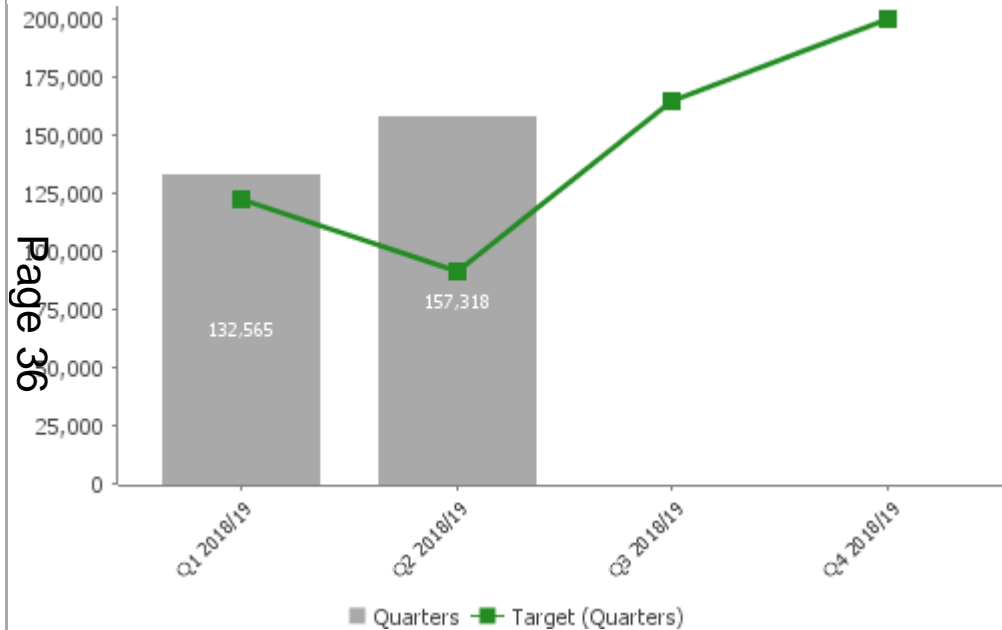
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart





Comments

Q2 - target met.

Corrective action

N/A

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
122,667	132,565		91,014	157,318		164,456			200,000		

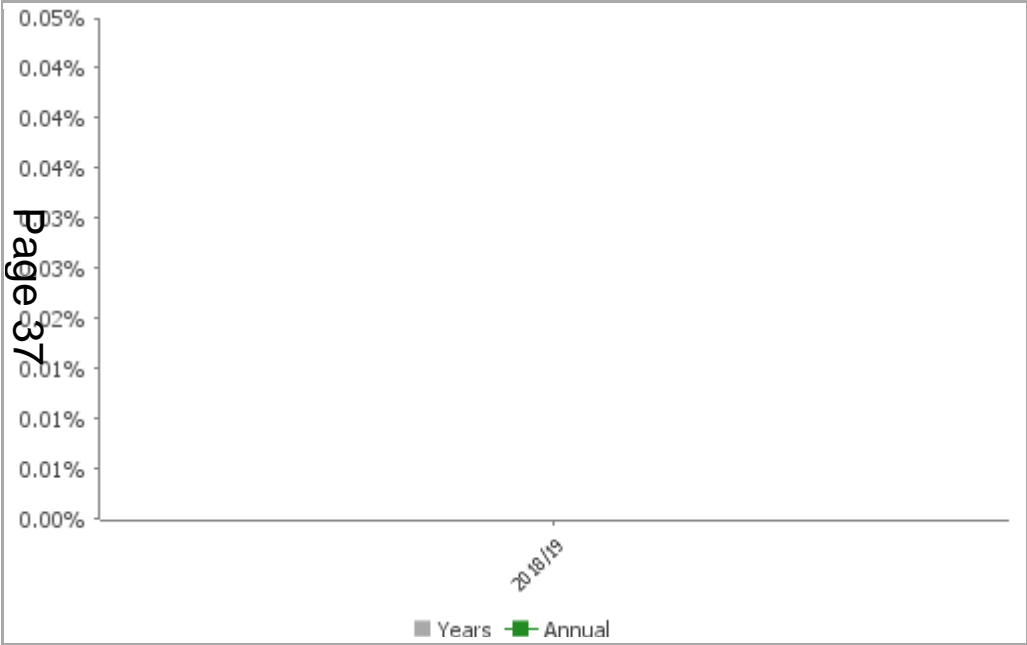
**?** Performance indicator **M3.4 Satisfaction with HomeSafe scheme**

This indicator relates to the satisfaction levels of the HomeSafe scheme which was reviewed in 2017/18. Baseline data is to be collected in 2018/19 to allow for a target to be set from 2019/20 onwards. The intended measure is to be an increase in the satisfaction levels.

Is year-end target likely to be achieved?	Live from	Scrutiny
● Not applicable	2019	CSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Community Services & Safety (CSS01)	Aim to Minimise	Partnership	<b>?</b>

Trend chart Comments



Q2 - The indicator is for 2019/20 onwards and therefore a baseline will be collected for 2018/19

Corrective action

--


2018/19		
Target	Value	Status

 **Performance indicator M3.5 Fear of crime**

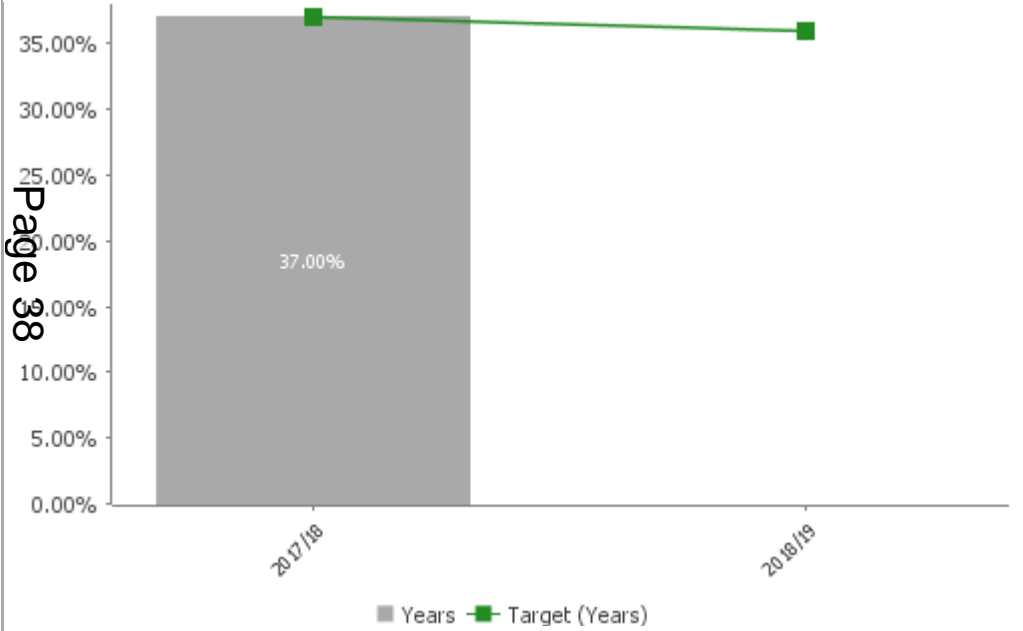
This indicator relates to the reduced fear of crime within the Epping Forest District year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Not applicable	2018	CSC

*Manager*  
Assistant Director - Community Services & Safety (CSS01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Minimise	Partnership	

*Trend chart*



*Comments*

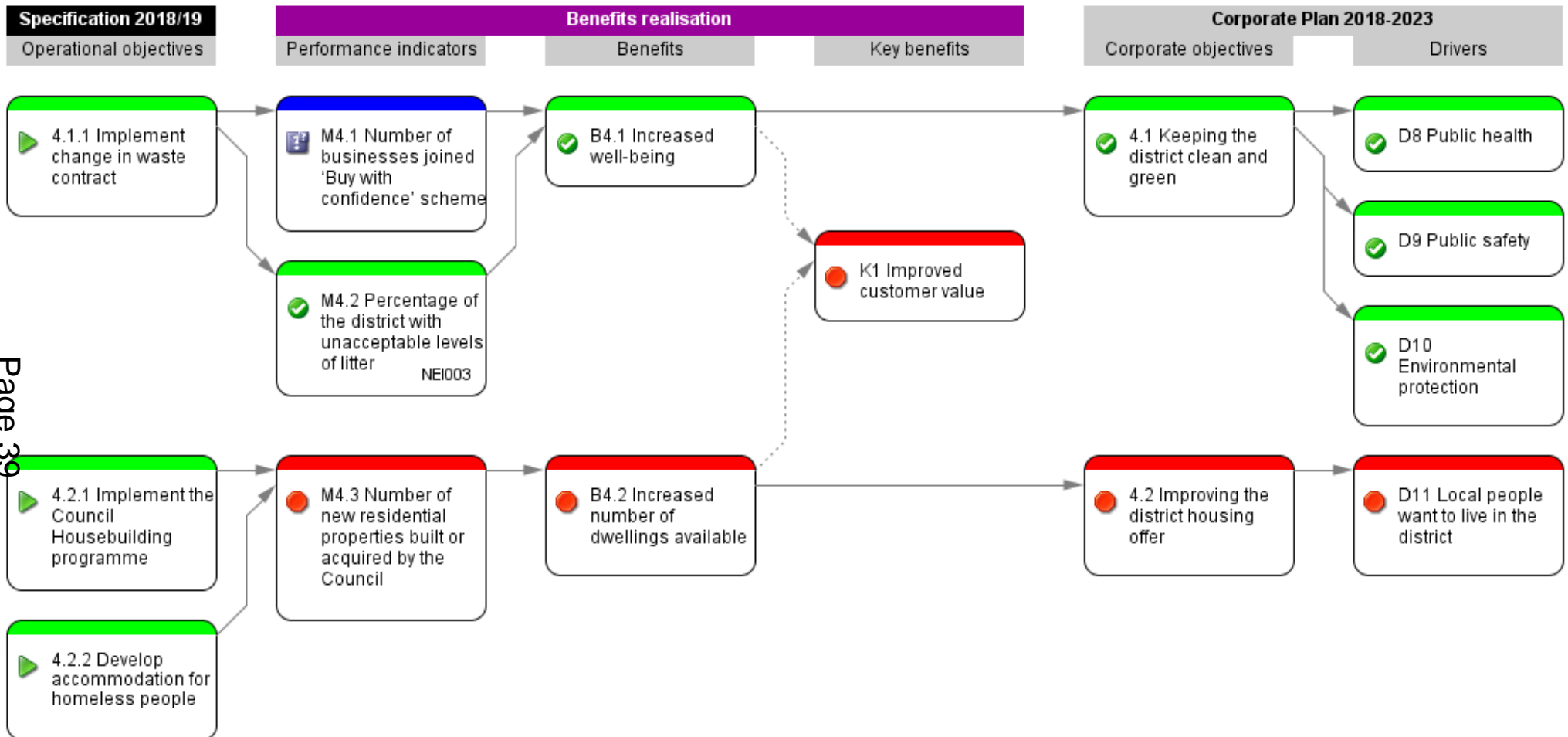
Q2 - Please note this is an annual indicator

*Corrective action*

2018/19		
Target	Value	Status
36.00%		

# Aim 4 - Delivering effective core services that people want

Stronger places



**Aim 4 Delivering effective core services that people want**

Stronger places

To strive for a cleaner, greener and attractive District where people feel proud to live and work, as well as to ensure the District has homes and neighbourhoods which accommodate the needs of those who wish to live in the District – including homeless people.

**Corporate objective 4.1 Keeping the district clean and green**

▶ Striving for a cleaner, greener and attractive district in which businesses and communities prosper, where people feel proud to live and work.

**Operational objective 4.1.1 Implement change in waste contract**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Implement change in waste contract	50%	31-Mar-2019	Action On Target	NSC	Assistant Director - Technical (NTS01)
Page 4	Q2 - At the July WMPB it was decided to review the whole principle for charging for green waste collection. After the restructure a number of changes to waste management services will be reviewed to see if any further progress can be made.					
	Q1 - The Waste Management Partnership Board (WMPB) has established an Innovation Forum (IF) comprising of Biffa and Council Officers to look at ideas and report back with progress					

**Corporate objective 4.2 Improving the district housing offer**


▶ Epping Forest will be a district that has homes and neighbourhoods that are safe, decent and attractive and that can accommodate the needs of those who want to live in the district including homeless people.

**Operational objective 4.2.1 Implement the Council Housebuilding programme**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Implement the Council Housebuilding programme	50%	31-Mar-2019	Action Under Control	CSC	Assistant Director - Housing Property (CPY01)
	Q2 - No handovers were completed in Quarter 2 due to the ongoing contamination and drainage issues. An initial mobilisation workshop was held for the new members of the Framework Alliance during this period.					
	Q1 – Ph 2 (Burton Rd, Loughton) is due to complete in Dec. 2018. 5 of the 34 homes on 2 sites in Ph 3 are completed, with the remaining 29 homes due for completion on 5 sites between Jul. 2018 and Aug. 2019 – although issues have arisen at two of the sites that will now delay their completion. The newly-appointed consultants and contractors for Ph 4-6 are working collaboratively on an appropriate prog. of works and will price in due course.					




Projects & programmes **P120 Council Housebuilding Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To undertake a phased housebuilding programme within the District, using the '1-4-1' right-to-buy receipts and underutilised Council-owned land, to provide further social housing within the District for use by applicants on the Council's Housing Register, and involving the purchase of properties on the open market, as well as the purchase of affordable housing provided by developers under Section 106 Legal Agreements.	83%	12-Dec-2020	Implement	CSC	Senior Project Manager (Housing).

Operational objective **4.2.2 Develop accommodation for homeless people**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Develop accommodation for homeless people	50%	31-Mar-2019	Action On Target	CSC	Assistant Director - Housing Property (CPY01)
Page 41	Q2 - ECD Architects went to tender to appoint the approved contractor for construction of the homeless pods to be situated at Norway House. We are looking at an estimated completion date of January 2019. In addition to extra security measures the hostel management team and members of the Housing Options team will be attending a Managing Conflict, Aggression and Lone working training course, tailored to meet their specific needs in the New Year.					
	Q1 - The contract for the supply and erection of the 3 modular units to accommodate 6 single homeless people at Norway House, North Weald (plus a modular store) is currently out to tender. Completion for the project is scheduled for December 2018.					

Projects & programmes **P151 Homeless PODs**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To provide temporary accommodation for homeless households at a lower cost than either traditional built, permanent accommodation or placing such households in expensive bed and breakfast accommodation. The pilot scheme will assemble three pods at Norway House to accommodate six single, vulnerable, homeless persons.	52%	31-Jul-2019	Initiation	CSC	Senior Project Manager (Housing)

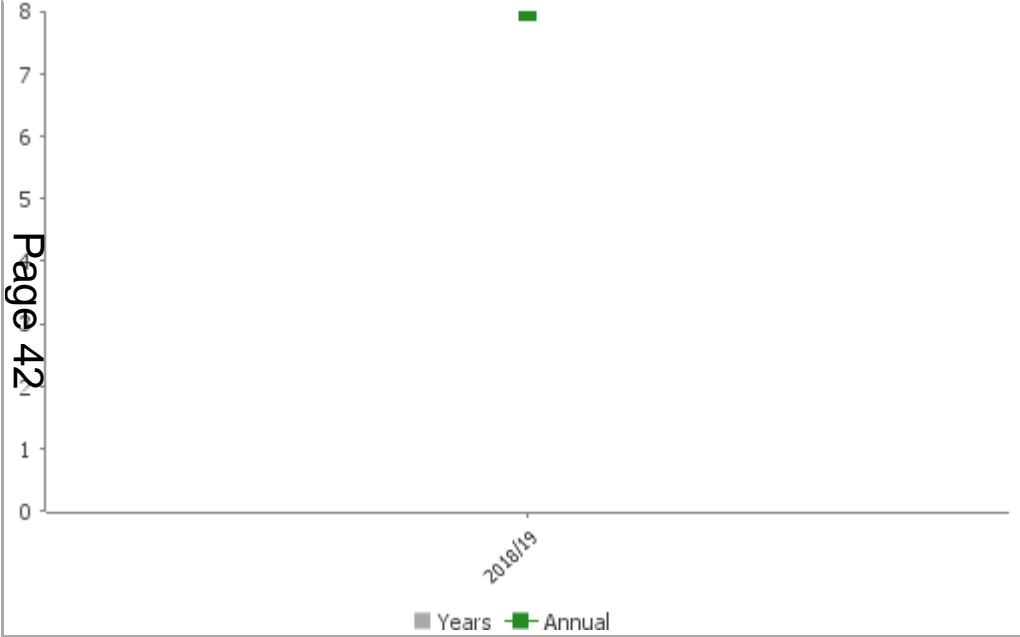
**?** Performance indicator **M4.1 Number of businesses who joined the 'Buy with confidence' scheme**

This indicator is a measure of the successful implementation and promotion of the 'Buy with confidence' (BWC) scheme.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	NSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Acting Chief Executive	Aim to Maximise	Corporate	?

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------



No comments

*Corrective action*

Q2 - health check completed on the measure. Initially not successful. Businesses were approached to join the scheme but advised they were 'too busy' already. EDFC is still keen to proceed with the scheme to challenge illegal fly-tipping and to guide customers to legitimate and reputable waste removal businesses. £2000 has been agreed in order to subsidise entry for first 10 companies (£500 from waste department, £500 from ENO and £1000 from ECC).


	2018/19	
<i>Target</i>	<i>Value</i>	<i>Status</i>
8		

 **Performance indicator M4.2 Percentage of the district with unacceptable levels of litter**

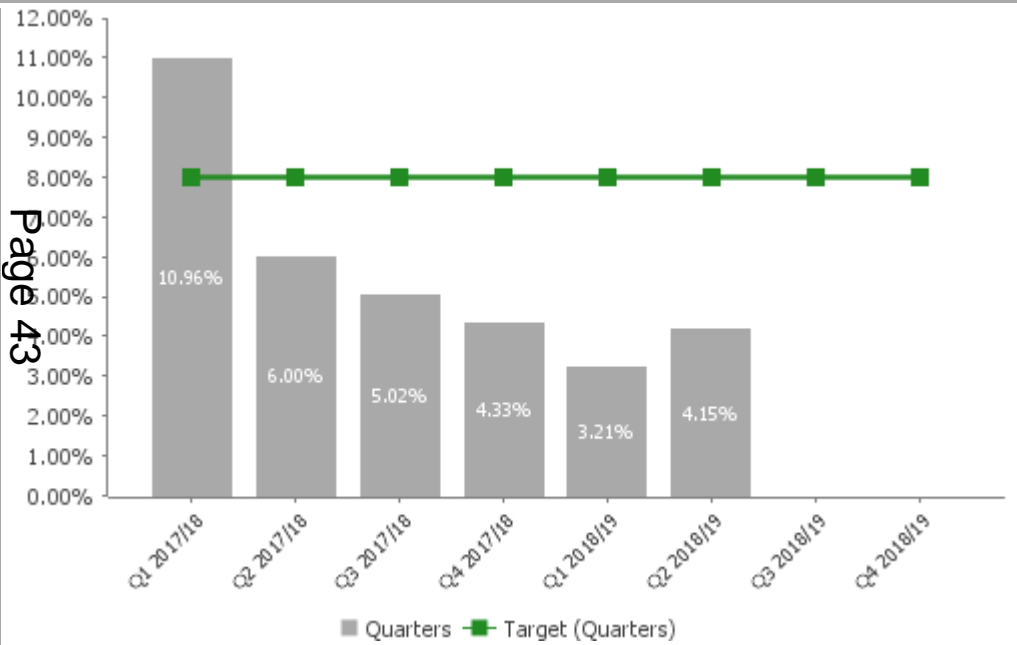
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Yes	2007	NSC

*Manager*  
Assistant Director - Technical (NTS01)



<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Minimise	Corporate	

*Trend chart*



*Comments*  
Q2 - Reasonable standards being achieved

*Corrective action*  
N/A

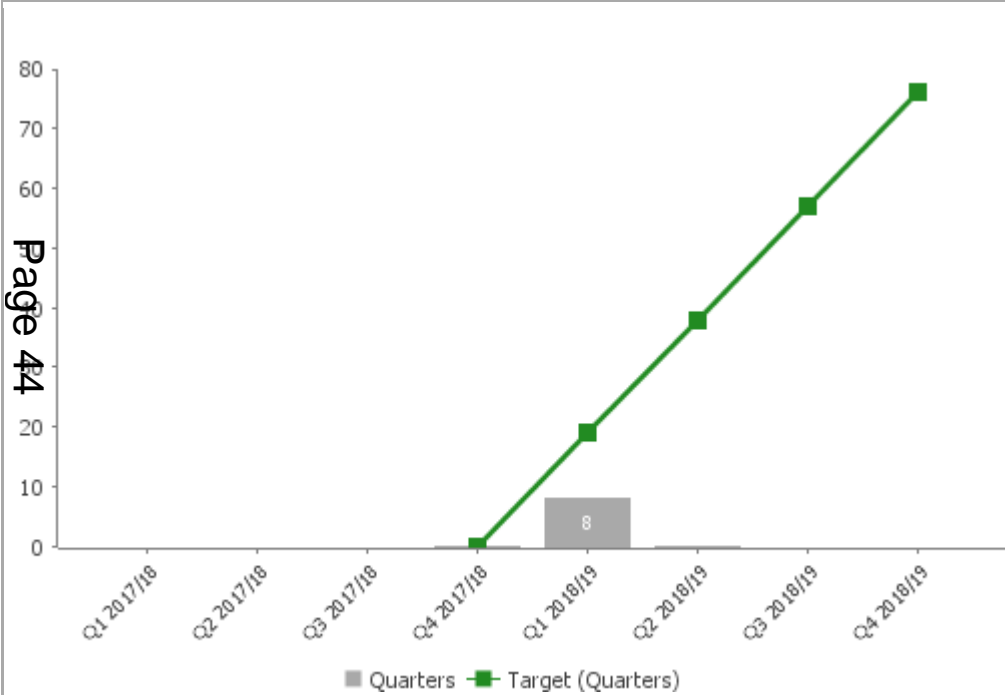
Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
8.00%	3.21%		8.00%	4.15%		8.00%			8.00%		

**Performance indicator M4.3 Number of new residential properties built or acquired by the Council**

To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
⚠️ Uncertain	2018	CSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>
Assistant Director - Housing Property (CPY01)	Aim to Maximise	Corporate
		↓

Trend chart



Comments

Q2 - 0 houses completed in Q2 Springfield, Parklands and Centre Avenue

- Legal issues relating to our statutory appropriation of land under the Town & Country Planning Act 1996
- Boundary issues which are being dealt with ongoing Centre Drive
- Drainage issues

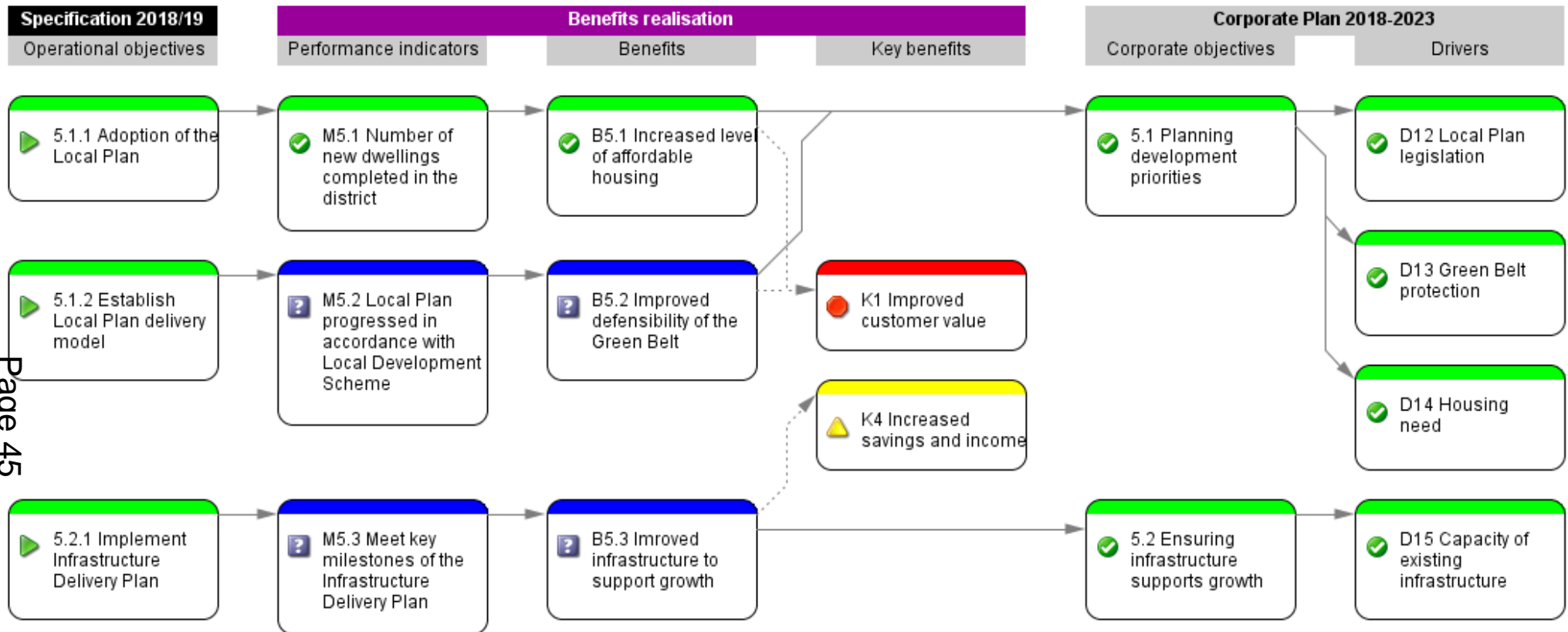
Corrective action

Q2 - Handover of the phase 3 site Parklands in Coopersale took place on 10th October. The contract to appoint a framework of new contractors for phases 4 onwards are currently with Legal for signing and sealing. Once contract in place, contractors will be conducting investigatory site visits after which remedial plans will be agreed to address contamination and drainage issues experienced in ph. 1 to 3.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
19	8	⚠️	38	0	⚠️	57			76		

## ✓ Aim 5 - A district with planned development

Stronger places



**Aim 5 A district with planned development**

Stronger places

To provide planning development opportunities for delivering strategically planned growth, supported by essential infrastructure provision, which addresses the provision of affordable housing in the District whilst also protecting the Green Belt and rural landscape.

**Corporate objective 5.1 Planning development priorities**

Creating a sustainable environment including planning for growth, to address issues such as the provision of affordable housing, whilst protecting the Green Belt and rural landscape.


**Operational objective 5.1.1 Adoption of the Local Plan**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Adoption of the Local Plan	50%	31-Mar-2019	Action Under Control	NSC	Acting Chief Executive
▶ Page 46	Q2 - The Council has successfully defended the Judicial Review brought by CK Properties Theydon Bois on all four counts. CK Properties sought leave to appeal to the High Court which was refused. The case is now with the Court of Appeal. The legal process has delayed the submission of the plan as the injunction has yet to be lifted.					
	Q1 - The Local Plan has been delayed following a Planning Court ruling on 20 March 2018 when Mrs. Justice Lang in granting leave for a full hearing ordered that the Council be restrained from submitting the LPSV for independent examination until the final determination of the judicial review claim, or further order. The judicial review hearings were held on 23 and 24 May 2018. In the judgement given by Mr. Justice Supperstone on 29 June 2018, the High Court dismissed the legal challenge to the Local Plan paving the way for the Council to submit the Plan to the Secretary of State for Independent Examination					


**Projects & programmes P115 Local Plan Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
▶	To produce a sound Local Plan that meets the future needs of our communities following consultation with local residents and neighbouring local Councils, and involving a Green Belt Review, Infrastructure Delivery Plan, Transport assessments and Housing Market assessments.	41%	01-Apr-2019	Implement	NSC	Interim Assistant Director (NFP502).


**Operational objective 5.1.2 Establish Local Plan delivery model**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Establish Local Plan delivery model	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has adopted its preferred delivery model clearly identifying the masterplan areas and has established an implementation team to take forward the allocated sites in conjunction with site promoters. A format has been established for Planning Performance Agreements.					
	Q1 – Work is continuing with site promoters, Essex County Council and where appropriate. Harlow Council, to put in place Planning Performance Agreements (PPAs) which will provide an agreed framework and project plan for the production of Strategic Masterplans for the Garden Communities and for the Masterplan areas across the rest of the District. The PPA’s and Strategic Masterplans will ensure that planning proposals for the sites will be “front-loaded” and co-ordinated, whilst also ensuring the timely progression of planning applications and delivery.					

**Corporate objective 5.2 Ensuring infrastructure supports growth**

	High quality sustainable development supported by appropriate infrastructure provision.
---	---

**Operational objective 5.2.1 Implement Infrastructure Delivery Plan**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Infrastructure Delivery Plan	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has commissioned consultants to produce evidence to support the development of the Infrastructure Delivery Plan. Essex County Council have been involved with respect to Highways improvements. Appendix 6 of the Submission Version of the Local Plan lists specific site requirements with respect to community infrastructure in relation to health, education etc.					
	Q1 - The Council has received funding totaling £150,000 from the MHCLG Design Quality funding stream to support the implementation of the Local Plan to supplement the DDF funding agreed by Cabinet on 7 December 2017 to establish a new Implementation Team from 1 April 2018. Specialist external consulting support has been procured to assist in the delivery of the Infrastructure Delivery Plan across the Garden Town Area to include the strategic sites in Epping Forest.					



**Performance indicator M5.1 Number of new dwellings completed in the district**

This Performance Indicator will measure progress towards completion of new dwellings as per the Local Plan projection. The Local Plan sets out the approach and detailed policies for the whole District for the period up to 2033 including identified housing requirements.

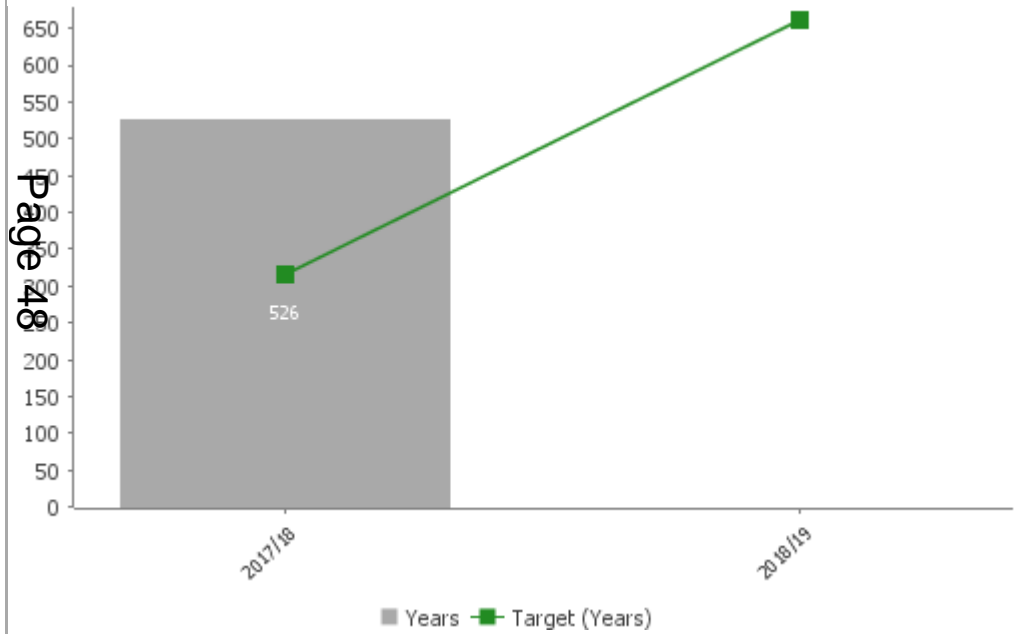
Is year-end target likely to be achieved?	Live from	Scrutiny
● Not applicable	2018	CSC

*Manager*  
Interim Assistant Director (NFP502)

Good performance	Corporate or Partnership indicator	Annual trend
Aim to Maximise	Corporate	↑

*Trend chart*

*Comments*







Q2 - Please note this is an Annual indicator.


*Corrective action*

--

2018/19		
Target	Value	Status
661		



 Performance indicator <b>M5.2 Local Plan progressed in accordance with Local Development Scheme</b>				
This indicator will measure the progress of the Local Plan in accordance with Local Development Scheme.	<i>Is year-end target likely to be achieved?</i>  No		<i>Live from</i> 2018	<i>Scrutiny</i> NSC
	<i>Good performance</i>		<i>Corporate or Partnership indicator</i> Corporate	<i>Annual trend</i> 
<i>Manager</i> Interim Assistant Director (NFP502)	Aim to Maximise			
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Q2 - There is a six-month delay in the progress of Local Plan against milestones set in the LDS. The Council was planning to submit the Plan by 31 March 2018, but a Judicial Review (and subsequent appeals) prevented the Council from doing so. All the legal proceedings have now been concluded and the Council has formally submitted the Plan to the on 21st September 2018. The delay in submission is going to have a knock-on impact on the examination and adoption of the Plan. As it stands we have not been given any timescale yet by the appointed Inspector as to when examination hearings will take place, but given the circumstance it is likely that examination hearings will take place sometime during spring 2019.			
	<i>Corrective action</i>			
	The Council to update its LDS and adjust Local Plan milestones accordingly			

2018/19		
Target	Value	Status
Yes		

**?** Performance indicator **M5.3 Meet key milestones of the Infrastructure Delivery Plan**

This indicator will measure the achievement of milestones of the Infrastructure Delivery Plan (IDP).	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable		2019	NSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Interim Assistant Director (NFP502)	Aim to Maximise	Corporate		<b>?</b>
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Please note this measure will be live from 2019, once the local plan has been agreed			
	<i>Corrective action</i>			

Page 50

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
Yes		<b>?</b>

# Aim 6 - An environment where businesses thrive

Stronger places

## Specification 2018/19

Operational objectives

## Benefits realisation

Performance indicators

Benefits

Key benefits

## Corporate Plan 2018-2023

Corporate objectives

Drivers





**Aim 6 An environment where new and existing businesses thrive**

Stronger places

To encourage sustainable economic development, including a thriving and sustainable tourist and visitor economy, as well as improving educational achievement and career opportunities for young people, which increases employment opportunities for local people.

**Corporate objective 6.1 Supporting business enterprise and attracting investment**



Achieving the best possible outcome for businesses and residents of the district by encouraging sustainable commercial and economic development. Generating long term financial benefits and increasing employment opportunities for local people.

**Operational objective 6.1.1 Implement Economic Development Strategy**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Economic Development Strategy	50%	31-Mar-2019	Action On Target	NSC	Local Strategic Partnership Manager (NSP01)
	Q2 - Evidence base for the strategy is being finalised. Internal Officer workshop to be scheduled for November and will be followed by a session with partners and stakeholders to inform the Draft Strategy. On target for production of strategy by February 2019					
	Q1 - Data collection is underway. Outline Delivery Plan has been approved by AMED. (Cabinet Committee) On target for production of strategy by February 2019.					

Page 52


**Operational objective 6.1.2 Prepare St John's Road redevelopment site, Epping**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Prepare St John's Road redevelopment site, Epping	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - Final negotiations are still to conclude with Frontier Estates and Epping Town Council.					
	Q1 - After a protracted period of discussion between Frontier Estates and Epping Town Council with regard to the Town Council's replacement facilities, the tri-partite contract was due to be entered into in early June, preparing the way for the preparation and submission of the planning application for the site. The application will be for a mixed use scheme in accordance with the Design and Development Brief previously agreed.					


Projects & programmes **P114 St John's Road Development**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To facilitate the progress of the St Johns Road redevelopment scheme to construct a mixed use scheme, and involving the purchase of land from Essex County Council, the demolition of various existing buildings and the relocation of the Council's Housing Repairs team.	92%	31-Mar-2018	Implement	NSC	Acting Chief Executive


**Corporate objective 6.2 People develop skills to maximise their employment potential**

	Improving educational achievement, with fewer young people not in education, employment or training. Building opportunities for young people to progress their careers through our apprenticeship scheme – recognising and rewarding excellence.
---	--


**Operational objective 6.2.1 Deliver Council apprenticeships scheme**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Deliver Council apprenticeships scheme	50%	31-Mar-2019	Action On Target	RSC	Learning & Development Manager (RHR02)
	Q2 - 14 apprenticeships in place, 1 more due to start early next year.					
	Q1 - Apprentices are in their second 6 month work placements, they are 80% complete on their qualifications, all 9 have passed their first year with us and will be offered a second year plus a further apprenticeship qualification. Apprentices also successfully supported delivery of Crucial Crew where they developed and delivered a scenario based on Drugs Awareness.					

**Corporate objective 6.3 Promoting retail, tourism and the visitor economy**

 A thriving sustainable tourism and visitor economy which seizes the opportunities of our towns and countryside, history and heritage, and enhances our businesses, communities and environment.

**Operational objective 6.3.1 Implement Tourism and Visitor Economy Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement Tourism and Visitor Economy Strategy	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - Strategy is being implemented, for example focus on Waltham Abbey – there is a major Food Fair 5 – 6 May 2019 created with cross border partners. Discussions have taken place with neighbouring authorities including an initial meeting with members and officers from Broxbourne, E. Herts, Harlow and Uttlesford which has agreed that there are positive visitor economy outcomes from cross-border working and that further meetings and workshops are required to take this forward, the first of which is being arranged for November.					
	Q1 - District Tourism Strategy has been agreed by the Epping Forest Tourism and Visitor Board. Discussions with neighboring authorities in relation to a joined strategy to take place.					


**?** Performance indicator **M6.1 Adoption of an Economic Development Strategy.**

This indicator aims to ensure that a new Economic Development Strategy is adopted by the Council.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	▶ Yes		2018	NSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership		<b>?</b>
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	<i>Corrective action</i>			
	N/A			

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
Yes		

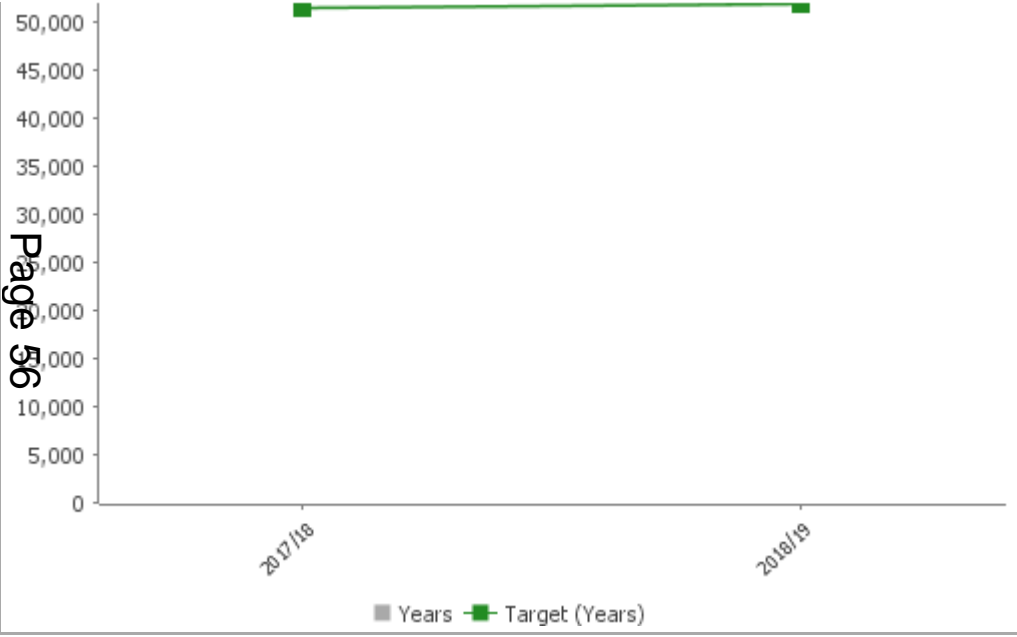
 **Performance indicator M6.2 Number of new jobs**

The indicator is intended to measure the number of new employee jobs available in the District.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 <b>Uncertain</b>	<b>2018</b>	<b>NSC</b>

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Local Strategic Partnership Manager (NSP01)	Aim to Maximise	Partnership	

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------



Q2 - The most recent data update on NOMIS (or revision) was on 24/01/18 for the release of 2016 data. The next data release is expected in January 2019 for 2017 data. Therefore, this indicator will be reported annually at quarter 4.

*Corrective action*

2018/19		
Target	Value	Status
52,015		



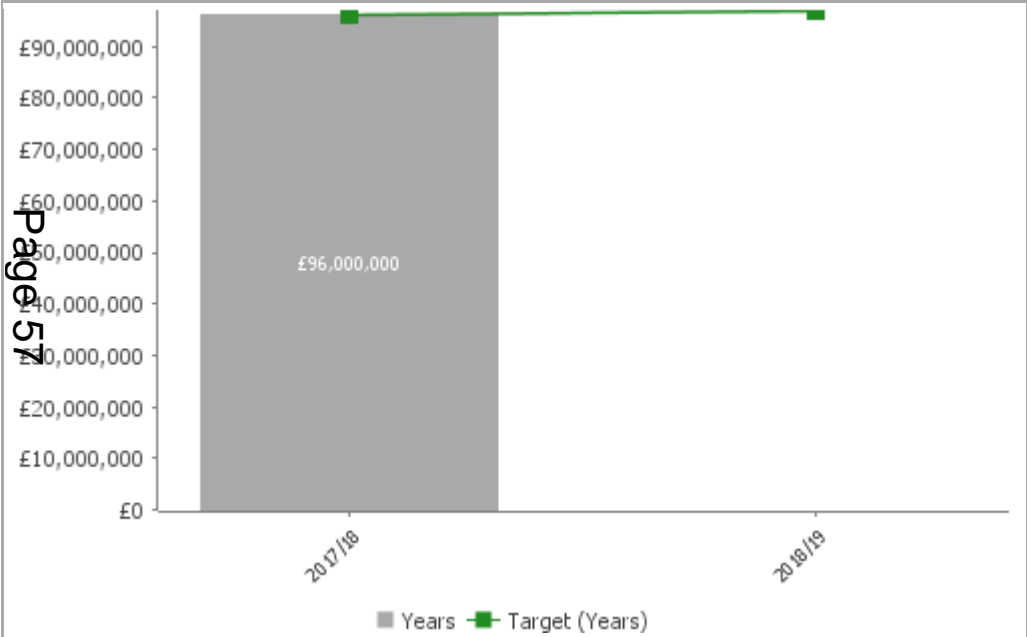
**?** Performance indicator **M6.3 Increase of Business Rates Tax Base**

To develop the business rates base within the District by encouraging businesses to be created, expanded or enter the District and which results in new rating assessments and thereby increasing the overall rateable value for the District.

Is year-end target likely to be achieved?	Live from	Scrutiny
<input type="radio"/> Not applicable	2018	RSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Director of Communities (CDR01)	Aim to Maximise	Corporate	<b>?</b>

Trend chart Comments



Q2 - To use 2017/18 as baseline with 1% increase for 2018/19  
Please note this is a yearend 2019 measure

Corrective action

N/A

2018/19		
Target	Value	Status
£97,000,000		<b>?</b>

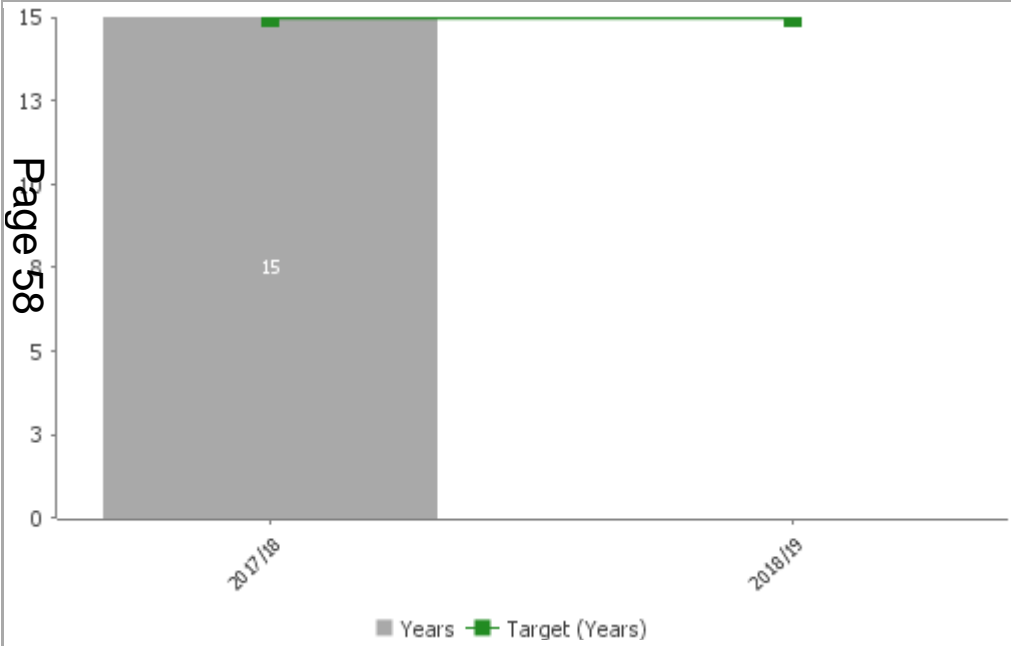
**Performance indicator M6.4 Number of apprenticeships within the organisation**

This indicator is aligned to the Council's objective to help young people in the District to maximise their employment potential. The Council needs to demonstrate that it has actively considered apprenticeships, either for new recruits or as part of career development for existing staff.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Human Resources (RHR01)	Aim to Maximise	Corporate	↑

*Trend chart* *Comments*



Q2 - Please note that data will be reported at the end of each quarter 3 for this performance indicator

*Corrective action*

N/A

2018/19		
Target	Value	Status
15		

**Performance indicator M6.5 Visits to the Council's 'Visit Epping Forest' website**

This indicator will measure an increase in total number of visits to the Council's 'Visit Epping Forest' website.

Is year-end target likely to be achieved?

▶ Yes

Live from

2018

Scrutiny

NSC

Manager

Local Strategic Partnership Manager (NSP01)

Good performance

Corporate or Partnership indicator

Annual trend

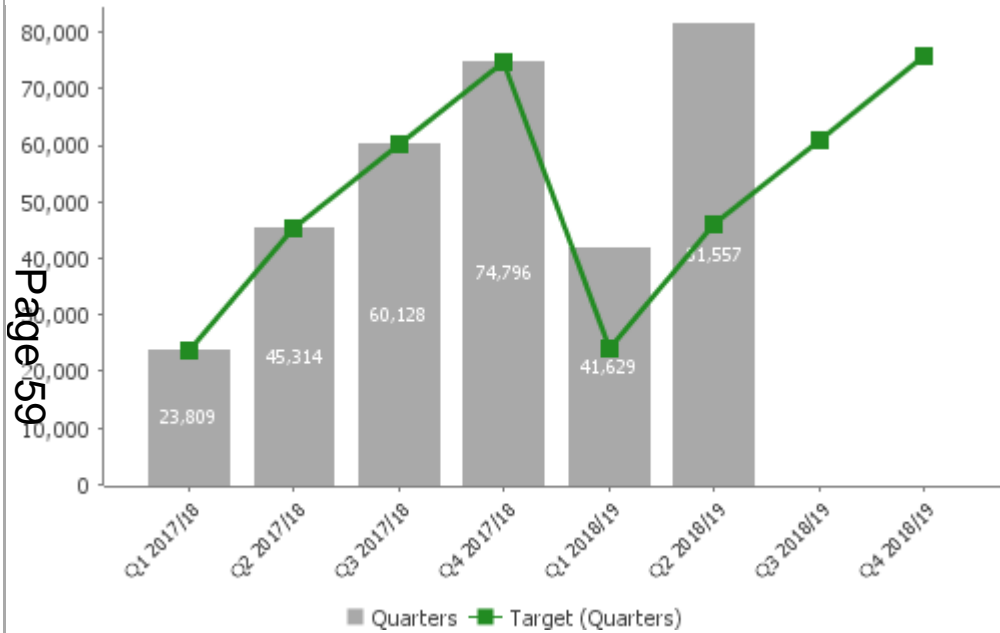
Aim to Maximise

Partnership



Trend chart

Comments



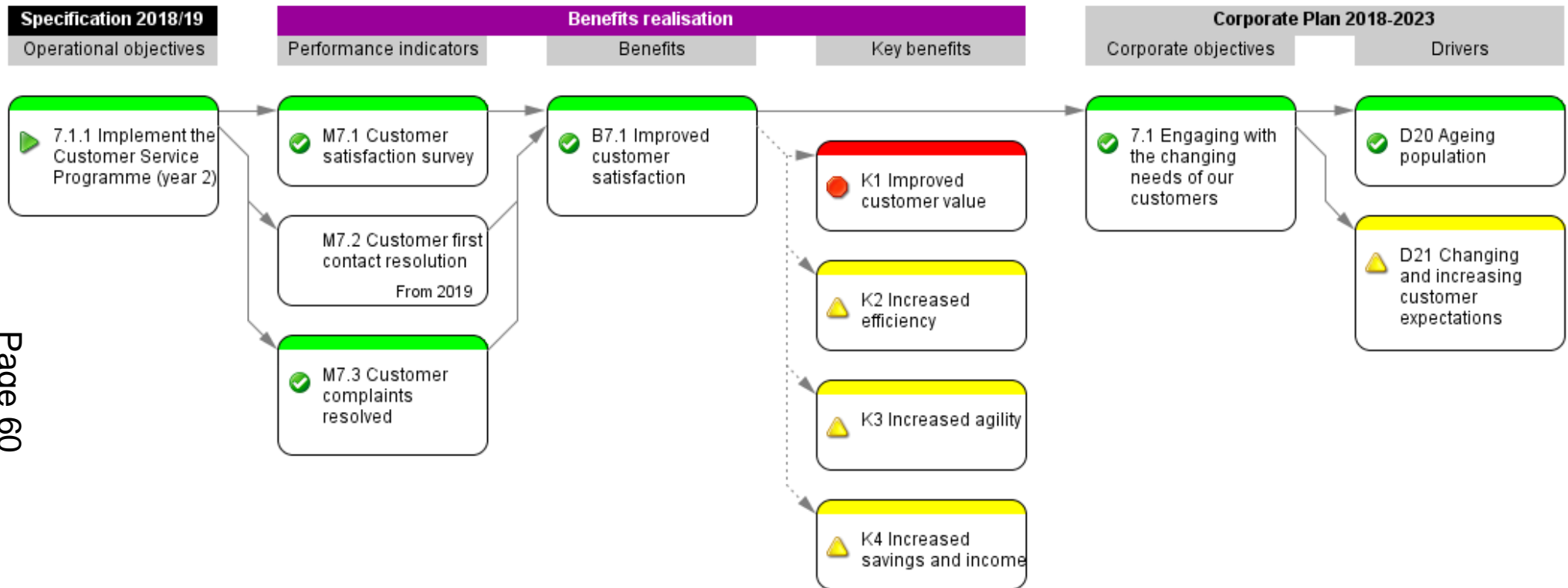
Q2 - The increased figure for Visitors to the Website is due to the improvements completed on the Website and user penetration (Analytics data).

Corrective action

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
24,106	41,629	✔	45,880	81,557	✔	60,879			75,735		

## ▲ Aim 7 - Customer satisfaction

Stronger council



**Aim 7 Customer satisfaction**

Stronger council

To engage with our customers to ensure that our services meet their expectations and needs, both now and in the future.

**Corporate objective 7.1 Engaging with the changing needs of our customers**

As our customers' needs develop, we will change our approach to ensure we meet expectations and have services that are fit for customers.

**Operational objective 7.1.1 Implement the Customer Service Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Customer Service Programme (year 2)	50%	31-Mar-2019	Action On Target	O&S	Head of Customer Service (XEX04)
	Q2 - as per Q1					
Page 61	Q1 - Transition of the main Civic Offices Reception into the Contact Centre is now complete. The next phase (Development Management) is now underway with process mapping of current workflows almost complete. Analysis of process and volumes will then be undertaken in conjunction with the Business Support Programme to ensure activity follows the Common Operating Model. The new website and CRM is in development.					


**Projects & programmes P001 Customer Service Programme**

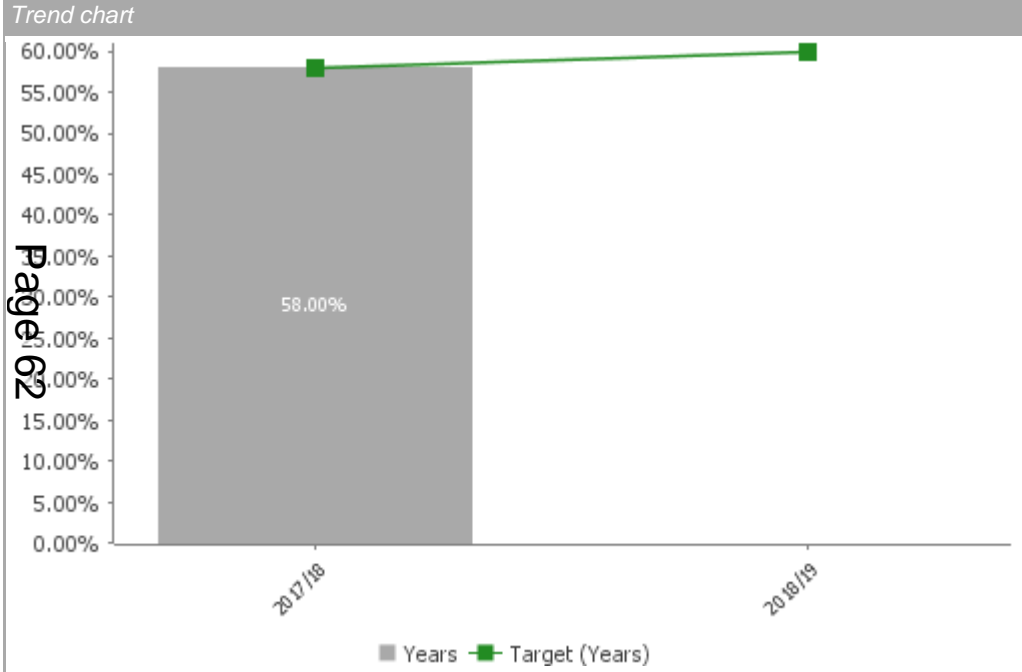
RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To make improvements to the Council's Customer Service function, which has evolved in a piecemeal fashion historically, involving the establishment of a Corporate Customer Contact Centre, refurbishment of the Customer Reception at the Civic Offices, encouraging greater use of self-service channels, and the implementation of a Customer Relationship Management system.	51%	31-Mar-2019	Implement	O&S	Head of Customer Service (XEX04)

 **Performance indicator M7.1 Customer satisfaction survey**

The 2017/18 customer experience survey stated that 58% of customers strongly agreed, or agreed to some extent their most recent query was resolved to their satisfaction.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Yes	2018	O&S

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Head of Customer Service (XEX04)	Aim to Maximise	Corporate	






*Comments*

Q2 - Please note this is a yearly measure due April 2019



*Corrective action*

N/A

2018/19		
Target	Value	Status
60.00%		

 Performance indicator <b>M7.2 Customer first contact resolution</b>			
The fundamental purpose of the corporate contact centre is to resolve customer enquires at the first point of contact, not including follow up calls.		Is year-end target likely to be achieved?	Live from
		 Not applicable	2019
Manager		Good performance	Scrutiny
Head of Customer Service (XEX04)		Aim to Maximise	O&S
		Corporate or Partnership indicator	Annual trend
		Corporate	
Trend chart		Comments	
<p>This indicator will 'go live' in 2019-20. Therefore, data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.</p>		<p>Q2 - No baseline currently exists for this measure. Due to significant pressure on staff resources during the summer period and training of new members of staff, this was expected. Wrap codes will be introduced during 2018/19 to allow for a baseline to be established.</p> <p>The measure will therefore be reported on from 2019/20 onwards.</p>	
		Corrective action	
		N/A	

Page 63

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
	33.69%			30.96%							

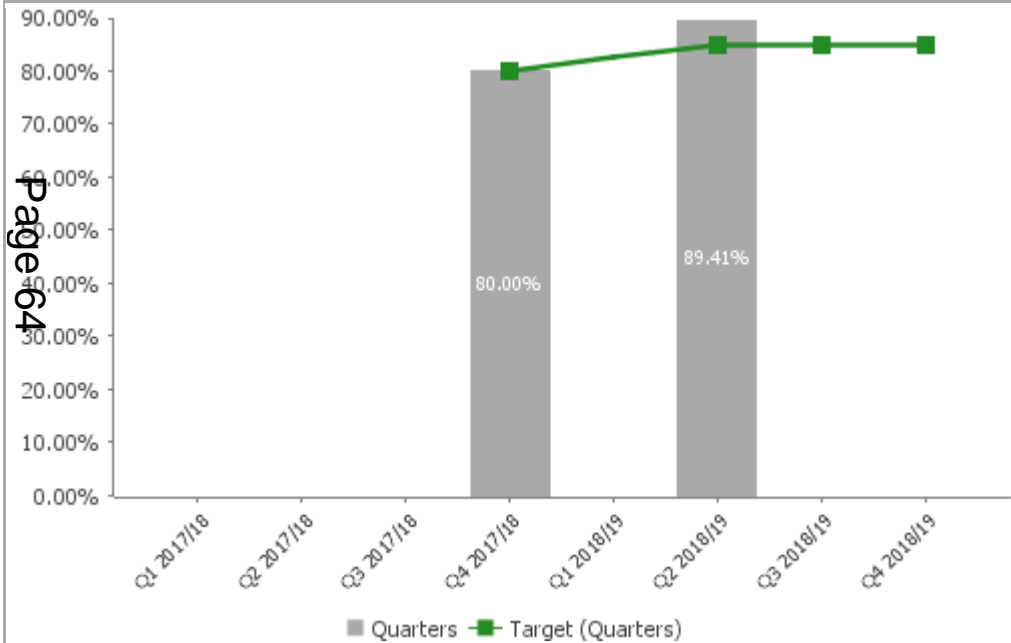
 Performance indicator **M7.3 Customer complaints resolved**

The Council's Complaints Policy has an Service Level Agreement (SLA) of 10 working days with which to resolve Stage 1 complaints for customers from receipt into the organisation. The Council is seeking to ensure that this target is achieved or exceeded for all customers.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
 Uncertain	2018	O&S



<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Head of Customer Service (XEX04)	Aim to Maximise	Corporate	

*Trend chart* *Comments*



Q2 - Spread sheet being used whilst CRM system is being re-developed. Quarter 1 data was delayed due to CRM loggings & ICT related issues, hence accurate q1 data was not available.

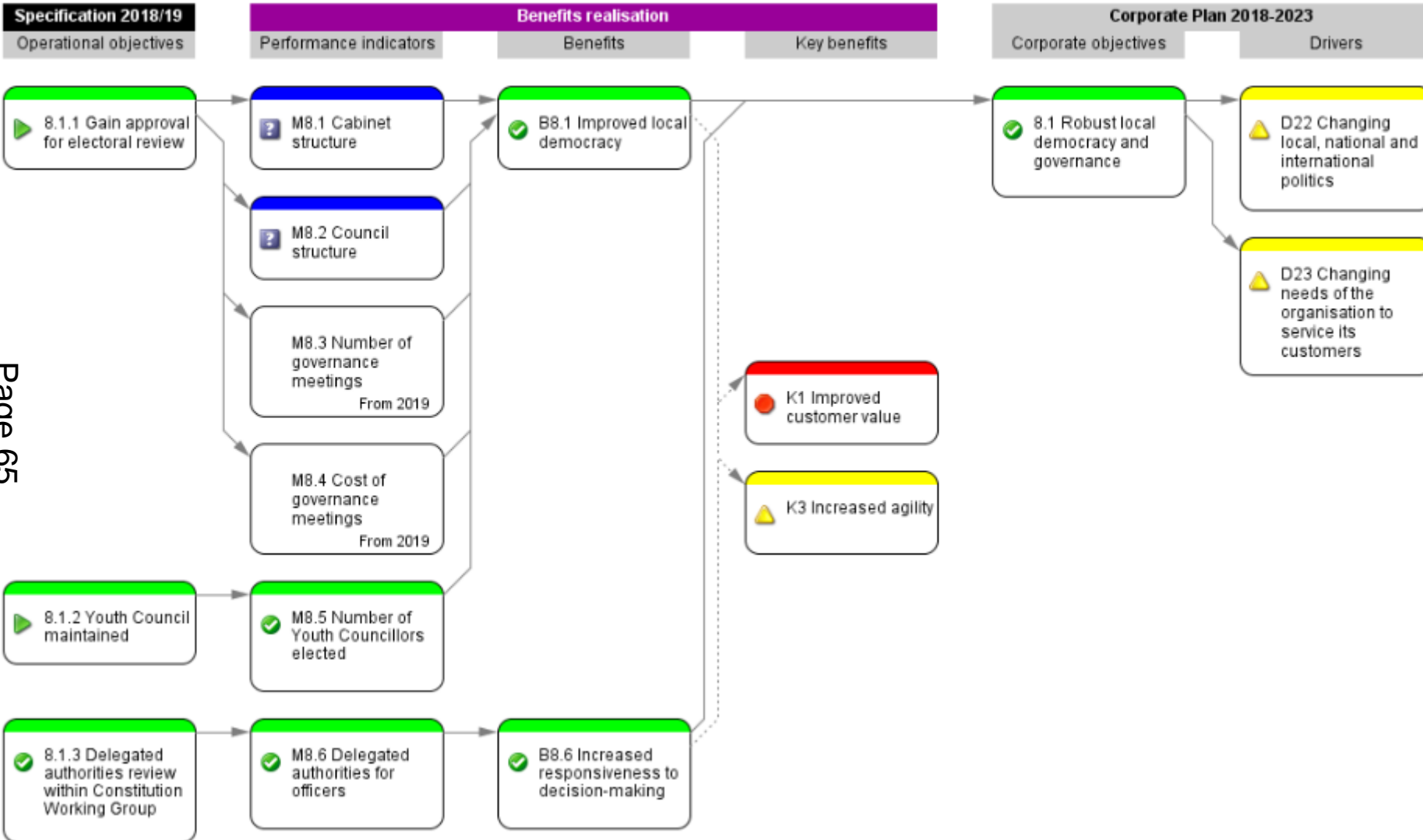
*Corrective action*

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
			85.00%	89.41%		85.00%			85.00%		



# ▲ Aim 8 - Democratic engagement

Stronger council



**Aim 8 Democratic engagement**

Stronger council

To ensure our decision making processes are ready for the forthcoming changes at local, national and international level, and promote voter registration to give local residents a voice.

**Corporate objective 8.1 Robust local democracy and governance**

The political landscape is going through changes at a Local, National and International level. Our decision making must be ready for these future developments.

**Operational objective 8.1.1 Gain approval for electoral review**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Gain approval for electoral review	50%	31-Mar-2019	Action Pending	GSC	Assistant Director - Governance (GPM01)
	Q2 - This item will fall due by 31 March 2019. It has been agreed that a report will be brought to members by 31 December 2018.					
	Q2 - Action not due yet					

Page 66

**Operational objective 8.1.2 Youth Council maintained**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
▶	Youth Council maintained	50%	31-Mar-2019	Action On Target	GSC	Assistant Director - Community Services & Safety (CSS01)
	Q2 - Maintained. The Epping Forest Youth Council for 2018-20 is made up of 25 young people. 22 represent Braeside Independent School, Chigwell School, Davenant Foundation School, Debden Park High School, Epping St Johns School, The Ongar Academy, Roding Valley High School and West Hatch High School. In-addition there are 3 young people who reside in the district but go to school outside of the area, and are represented on the Council as independents.					
	Q1 - New cohort of Youth Councillors elected and celebration event held to mark 10 year anniversary of the EFYC and youth voice in the district.					

**Operational objective 8.1.3 Delegated authorities review within Constitution Working Group**



RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
✓	Delegated authorities review within Constitution Working Group	100%	31-Mar-2019	Action Achieved	GSC	Assistant Director - Governance (GPM01)
Q2 - This action is complete for 2018/19 – Further work will be undertaken in 2019/20						
Q1 - The Constitution Working Group are reporting to full Council in July on proposals to amend officer delegation in respect of planning matters. This is anticipated to increase delegation in the range of 5-10%. If the Council approve the changes a full review of the implementation will be held in the 2019-20 municipal year. Further work on officer delegations is likely during Q2 and Q3						

**Performance indicator M8.1 Cabinet structure**




As a part of the proposed Electoral Review, a decision is required to instigate a review of the Cabinet structure.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable		2018	GSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate		?
<i>End chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Please note this is an event driven indicator due in 2019			
	<i>Corrective action</i>			
N/A				

2018/19		
Target	Value	Status
Yes		

**?** Performance indicator **M8.2 Council structure**

As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council structure/the Council structure is to be reviewed.	Is year-end target likely to be achieved?  Not applicable	Live from 2018	Scrutiny GSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Governance (GPM01)	Aim to Maximise	Corporate	
Trend chart	Comments		
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	No comments		
	Corrective action		
	None currently - this is an event driven indicator due in 2019		

2018/19	2018/19	2018/19
Target	Value	Status
Yes		

 Performance indicator <b>M8.3 Number of governance meetings</b>				
As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	<i>Is year-end target likely to be achieved?</i>  Not applicable		<i>Live from</i> 2019	<i>Scrutiny</i> GSC
	<i>Good performance</i> Aim to Minimise		<i>Corporate or Partnership indicator</i> Corporate	
<i>Manager</i> Assistant Director - Governance (GPM01)		<i>Annual trend</i> 		
<i>Trend chart</i> This indicator will 'go live' in 2019-20. Therefore, data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.		<i>Comments</i> No comments		
		<i>Corrective action</i> N/A		

2018/19		
Target	Value	Status
61		

**?** Performance indicator **M8.4 Cost of governance meetings**


As a part of the proposed Electoral Review, a decision is required to instigate a review of the Council and Cabinet structures/the Council and Cabinet structures are to be reviewed.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	● Not applicable		2019	GSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Assistant Director - Governance (GPM01)	Aim to Minimise	Corporate		<b>?</b>
<i>Trend chart</i>	<i>Comments</i>			
This indicator will 'go live' in 2019-20. Therefore, data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	No comments			
	<i>Corrective action</i>			
	N/A			

Page 70

			2018/19
Target	Value	Status	
TBC			

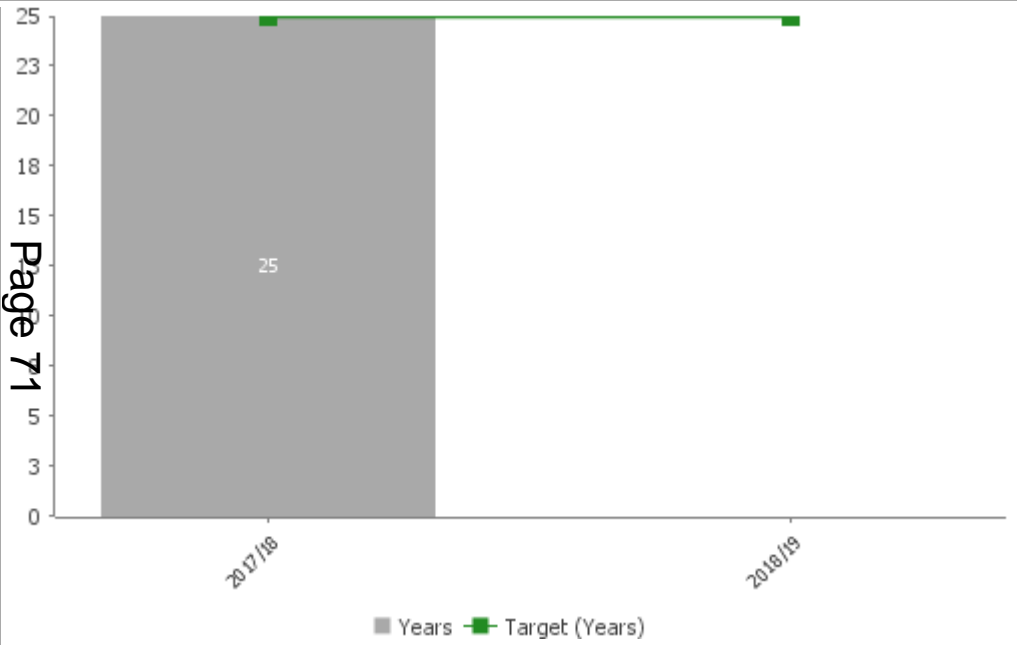
 **Performance indicator M8.5 Number of Youth Councillors elected**

This indicator measures performance against the Council's objective to support young people to develop skills to maximise their employment potential.

Is year-end target likely to be achieved?	Live from	Scrutiny
 Yes	2018	CSC

Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Community Services & Safety (CSS01)	Aim to Maximise	Corporate	

Trend chart	Comments
-------------	----------



Q2 - Please note this is an annual indicator

*Corrective action*

N/A

2018/19		
Target	Value	Status
25		



Performance indicator **M8.6 Delegated authorities for officers**

Delegated authorities are required to be reviewed by the Constitution Working Group. Planning delegations will be reviewed for 2018/19.

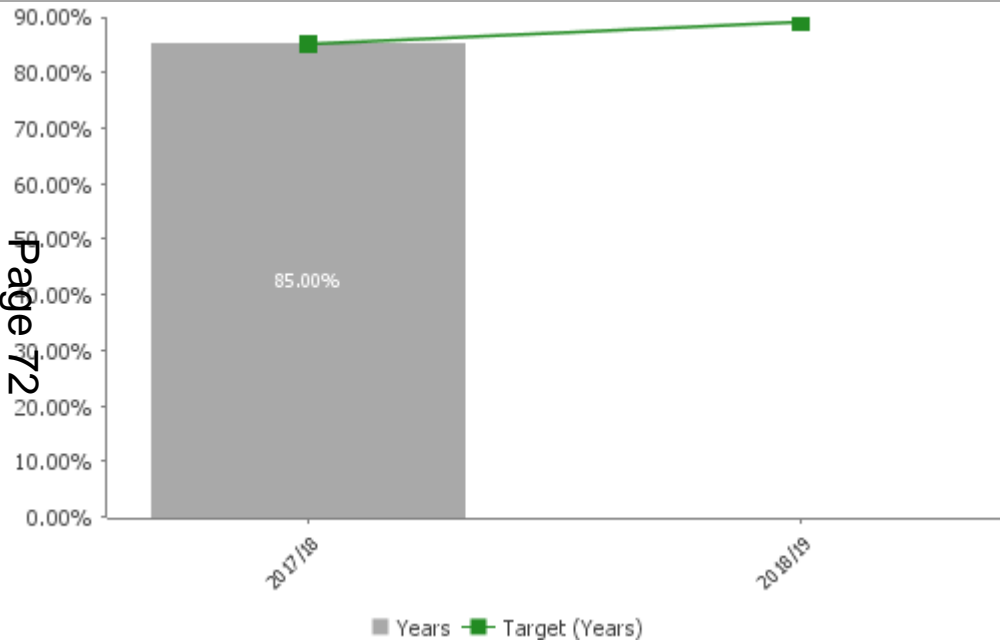
<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	GSC

*Manager*  
Assistant Director - Governance (GPM01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	?

*Trend chart*

*Comments*



Q2 – This action is complete for 2018/19 – Further work on officer delegations will be undertaken in 2019/20

*Corrective action*

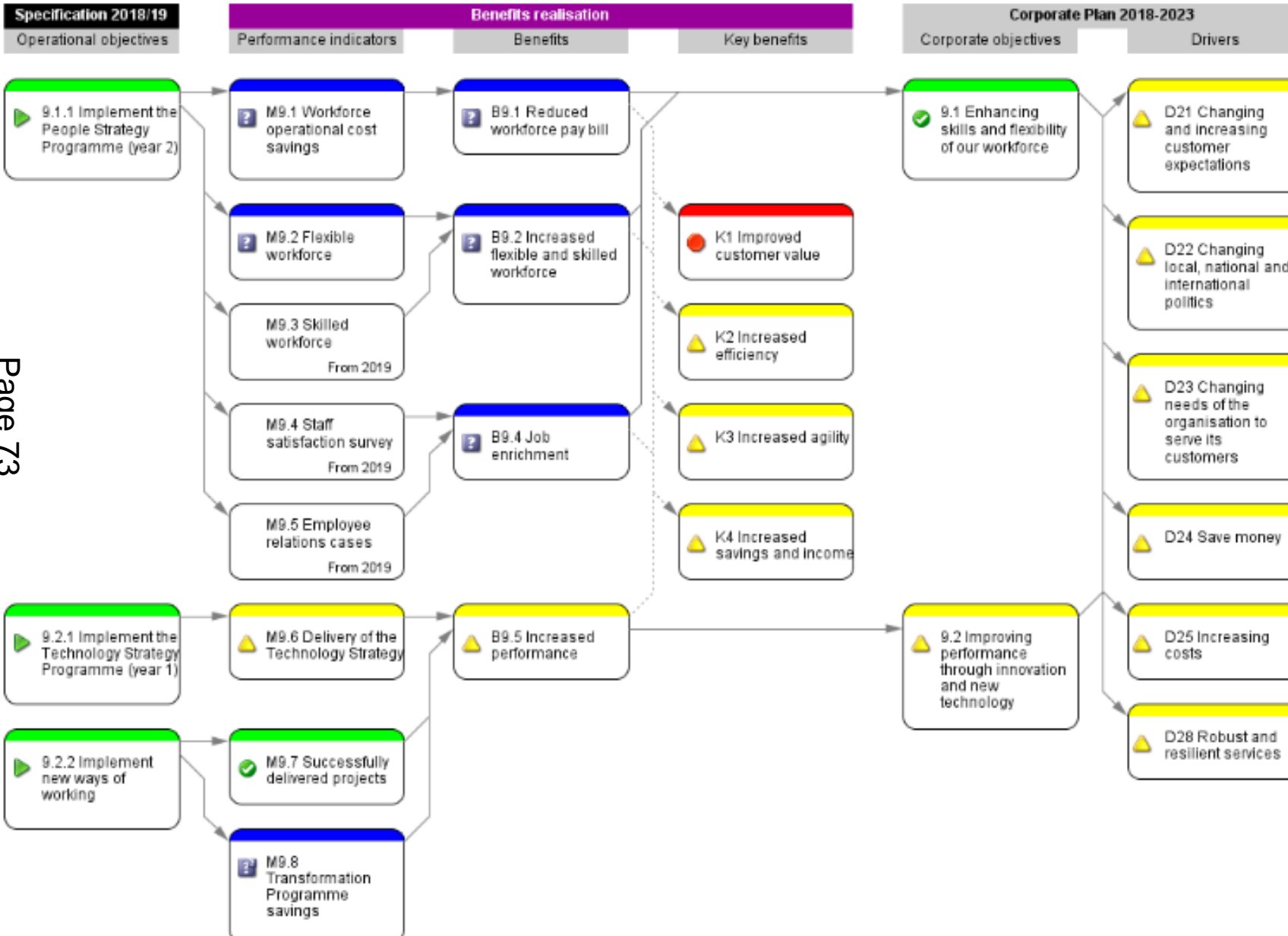
N/A

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
89.25%		



# ▲ Aim 9 - A culture of innovation

Stronger council





**Aim 9 A culture of innovation**

Stronger council

To enhance the skills and flexibility of our workforce, as well as improve performance through innovation and new technology.

**Corporate objective 9.1 Enhancing skills and flexibility of our workforce**



Our staff play an important role in customer satisfaction and successful delivery of services. We want to make sure that our workforce is developed and invested in to meet the changing needs of customers and to keep pace with technological advancements.


**Operational objective 9.1.1 Implement the People Strategy Programme (year 2)**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the People Strategy Programme (year 2)	50%	31-Mar-2019	Action Under Control	RSC	Assistant Director - Human Resources (RHR01)
Page 74	Q2 - Individual project timelines have been updated on Pentana					
	Q1 - A number of projects from year 1 have amended timelines which has impacted on the start of projects in year two. A revised Tranche Plan is being agreed and Pentana will be updated accordingly.					


**Projects & programmes P106 People Strategy Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To develop the skills and attributes of the workforce to enable the Council to face the ongoing challenges and provide local services to the best of our abilities, involving the promotion of a dynamic and fluid workforce that is able to work collaboratively across boundaries and combining the ethos of public service with a commercial understanding.	55%	29-Jun-2020	Implement	RSC	Assistant Director - Human Resources (RHR01)


**Corporate objective 9.2 Improving performance through innovation and new technology**

	Adapting the ways we work and looking to future opportunities will help us provide high levels of customer service, improve access to services and keep Council Tax low.
---	--

**Operational objective 9.2.1 Implement the Technology Strategy Programme (year 1)**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Technology Strategy Programme (year 1)	38%	31-Mar-2019	Action On Target	RSC	Assistant Director - ICT & FM
	Q2 - Still largely on target with some delays on projects impacted by accommodation review. Main push currently on enabling mobile and flexible working with just over 50% of laptops distributed.					
	Q1 - Overall projects are currently slightly ahead of schedule. However, any projects appertaining to the Civic Office building are on hold pending accommodation review progress.					

**Projects & programmes P186 Technology Programme 2018-2023**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	Technology Strategy Programme 2018 - 2023 NB % Completion for this project is based on the following: Total Projects completed as % of total scheduled/planned projects. As a result addition of new projects will result in % performance dropping.	32%	31-Mar-2023	Implement	RSC	ICT Program Manager

Page 75

**Operational objective 9.2.2 Implement new ways of working**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement new ways of working	50%	31-Mar-2019	Action On Target	O&S	Head of Transformation
	Q2 - Legal – All 48 ‘as is’ processes mapped. Reviewing where tasks sit within the Common Operating Model. Communities Support – All 36 ‘as is’ processes mapped. All processes sit within the Corporate Business Support Team, however process reviews are ongoing. Communities Support team joined Corporate Business Support Team yesterday. Communities Finance – 21 of 121 ‘as is’ processes mapped. It is anticipated the figure of 121 will drop throughout the process mapping task as there will be duplication. Licensing – All 38 ‘as is’ processes mapped. Community Health and Wellbeing – 33 of 38 ‘as is’ processes mapped. Housing Options – 34 of 119 ‘as is’ processes mapped. These maps are used to re-engineer processes across the customer service, business support and technical aspects of customer journeys, saving money and improving the customer experience.					

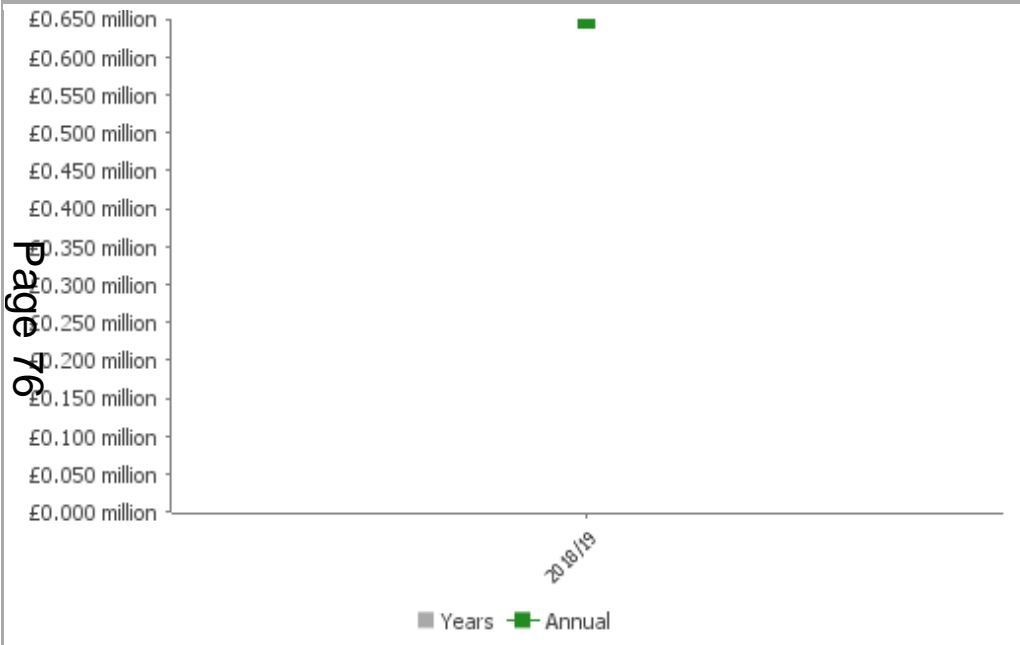
**?** Performance indicator **M9.1 Workforce operational cost savings**

This indicator is intended to measure the savings from the workforce pay bill. *Is year-end target likely to be achieved?* **▲ Uncertain** *Live from* **2018** *Scrutiny* **RSC**

*Manager* Assistant Director - Human Resources (RHR01) *Good performance* *Corporate or Partnership indicator* *Annual trend*

**Aim to Maximise** **Corporate** **?**

*Trend chart* *Comments*



Q2 - Please note this is an annual indicator.

*Corrective action*

People Strategy Prog. Manager to realign the programme plan to realise the 2019 savings

2018/19		
Target	Value	Status
£0.650 million		

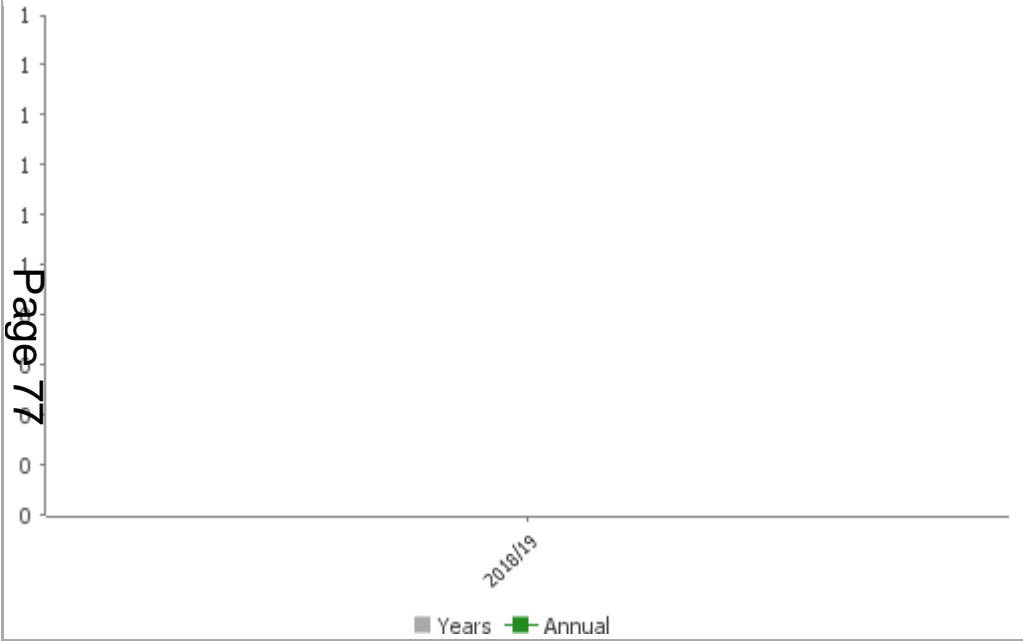
**?** Performance indicator **M9.2 Increased flexible workforce**

This indicator is a measure of the Job Descriptions in circulation by the organisation.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Human Resources (RHR01)	Aim to Minimise	Corporate	?

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------






Please note this is a yearly measure due in Q4 2018/19




*Corrective action*

N/A

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
18		

 Performance indicator <b>M9.3 Increased skilled workforce</b>			
The indicator is intended to measure the relevant skills of staff.	Is year-end target likely to be achieved?	Live from	Scrutiny
	 Not applicable	2019	RSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Human Resources (RHR01)	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore, data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Please note this is a yearly measure due in Q4 2018/19		
	Corrective action		
	N/A		

			2018/19
Target	Value		Status
60%			

 Performance indicator <b>M9.4 Staff satisfaction survey</b>			
The indicator is intended to measure the satisfaction levels of staff.	Is year-end target likely to be achieved?	Live from	Scrutiny
	 Not applicable	2019	RSC
Manager	Good performance	Corporate or Partnership indicator	Annual trend
Assistant Director - Human Resources (RHR01)	Aim to Maximise	Corporate	
Trend chart	Comments		
This indicator will 'go live' in 2019-20. Therefore, data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Please note this is a yearly measure due in Q4 2018/19		
	Corrective action		
	N/A		

2018/19		
Target	Value	Status

**?** Performance indicator **M9.5 Employee relations cases**

This indicator is a measure of the number of Employee Relations cases across three distinct areas: (1) Sickness absence, (2) Conduct and (3) Disciplinary.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
Not applicable	2019	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Human Resources (RHR01)	Aim to Minimise	Corporate	

<i>Trend chart</i>	<i>Comments</i>
This indicator will 'go live' in 2019-20. Therefore, data for this indicator is being collected as a baseline for 2018-19 for performance reporting from 2019-20.	Please note this is a yearly measure due in Q4 2018/19
	<i>Corrective action</i>
	N/A

Page 80

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>



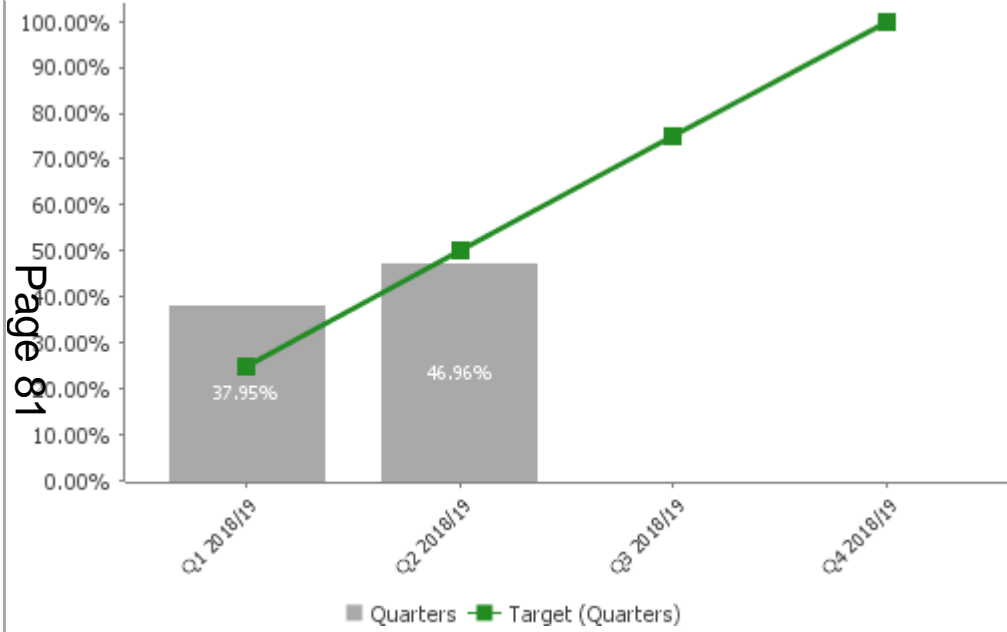
**Performance indicator M9.6 Delivery of the Technology Strategy**

This indicator is a measure of the successful implementation of projects from the Technology Strategy Programme (year 1).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
Yes	2018	O&S
<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	

*Manager*  
Assistant Director - ICT & FM

*Trend chart*



*Comments*

Q2 - 181 Total Projects. 85 Completed. 96 incomplete  
  
18 New projects added this quarter have reduced % completion, without those KPI would be at 52.1% and above target, in addition a number of projects are on hold due to accommodation work.

*Corrective action*

N/A

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
25.00%	37.95%		50.00%	46.96%		75.00%			100.00%		



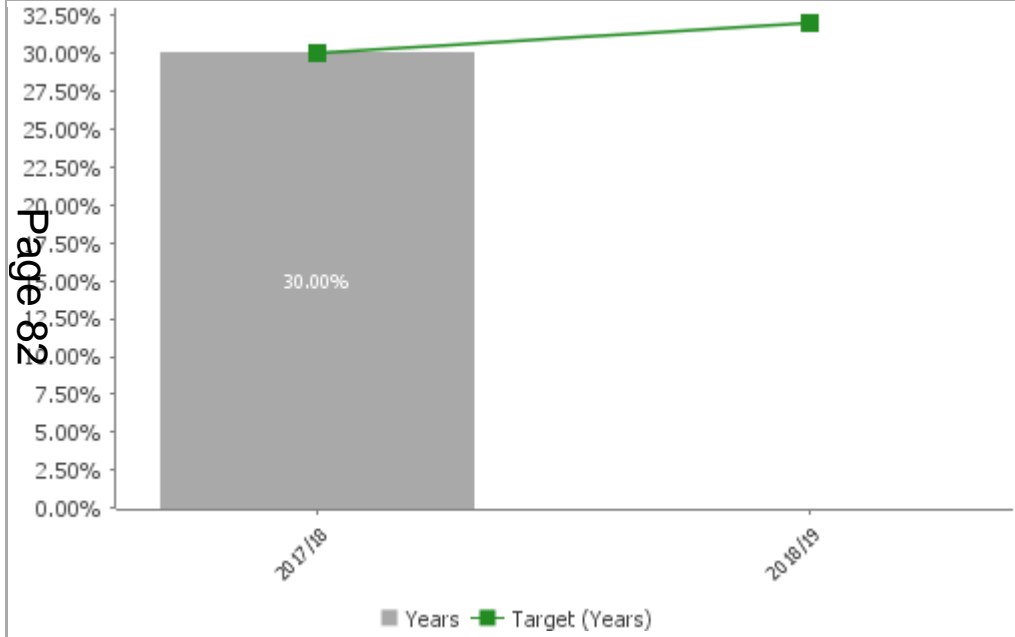
**Performance indicator M9.7 Successfully delivered projects**

Through the Transformation Programme, the Council has recognised the importance of successfully managing and implementing change initiatives via projects.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	O&S

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Head of Transformation	Aim to Maximise	Corporate	

*Trend chart* *Comments*



Q2 - Please note this is a yearly indicator and will be reported on in Q4 2018/19

*Corrective action*

N/A

2018/19		
Target	Value	Status
32.00%		

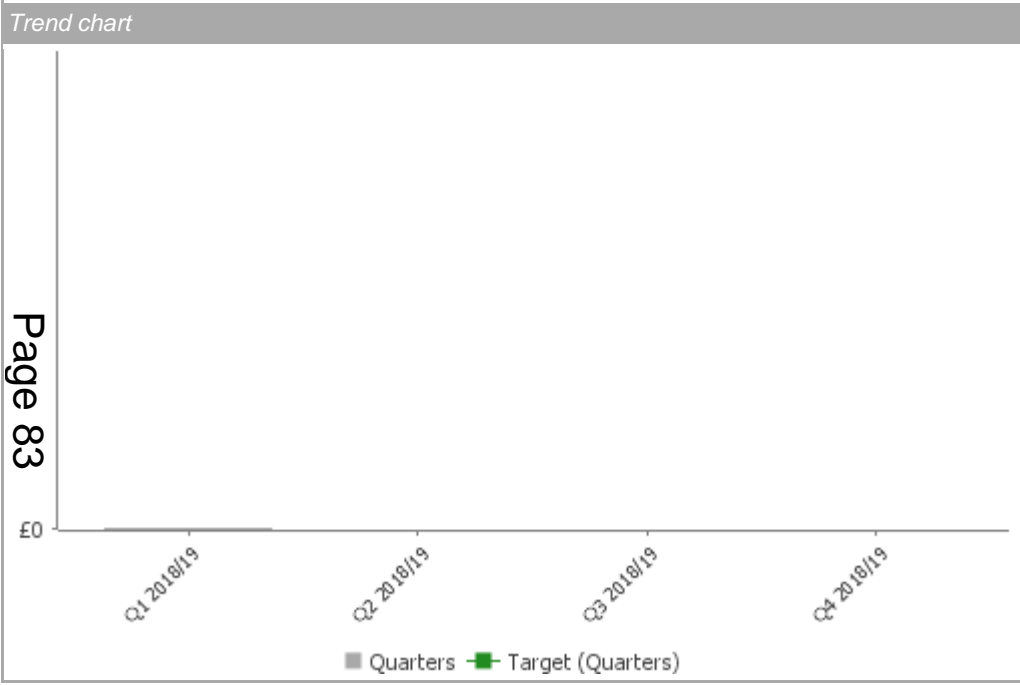
**?** Performance indicator **M9.8 Transformation Programme savings**

This indicator is intended to measure the savings generated by the Transformation Programme.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
Uncertain	2018	O&S

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Head of Transformation	Aim to Maximise	Corporate	

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------



Q2 - This measure was assigned to Head of Transformation who left the Council at the end of Q2. This measure will be reported on at quarter 3.

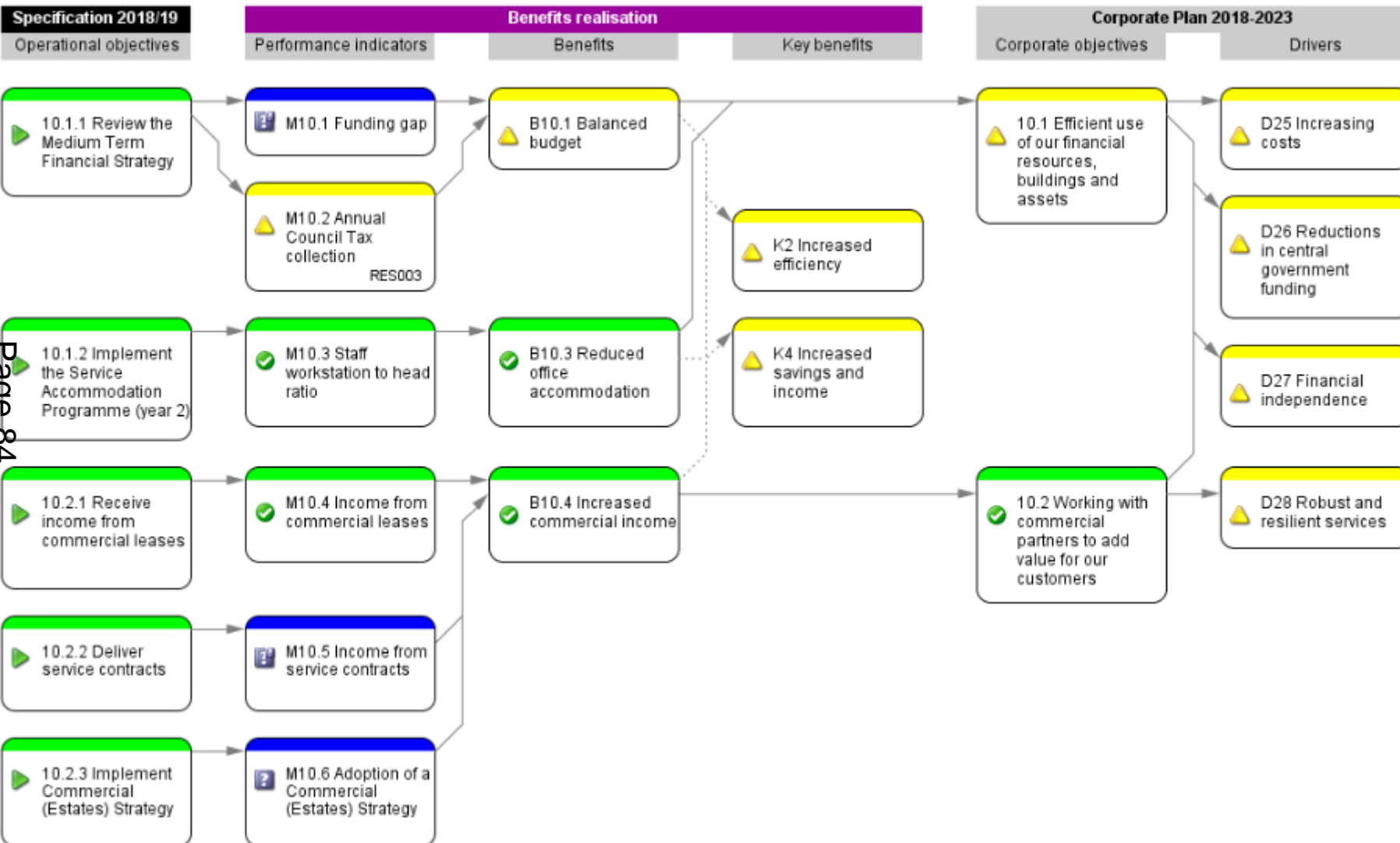
*Corrective action*

Please note this is a new measure and progress due end Q3 2018 /19 for actions.

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
	£0										

# Aim 10 - Financial independence with low Council Tax

Stronger council



**Aim 10 Financial independence with low Council Tax**

Stronger council

To make the most efficient use of our financial resources and assets, and work with our partners to provide valued services for our customers.

**Corporate objective 10.1 Efficient use of our financial resources, buildings and assets**

As central government funding continues to decrease, we need to find alternative ways to ensure our services perform at a high level. The Council seeks to be financially self-sufficient to continue to keep Council Tax low for our residents.

**Operational objective 10.1.1 Review the Medium Term Financial Strategy**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Review the Medium Term Financial Strategy	50%	31-Mar-2019	Action On Target	RSC	Director of Resources (RDR01)
	Q2 – the strategy has been approved by Finance Cabinet on 26th July and it will be reviewed again for Finance Cabinet in February 2019					
	Q1 - The Medium Term Financial Strategy will be updated for Finance Cabinet on 26 <sup>th</sup> July.					


Page 85

**Operational objective 10.1.2 Implement the Service Accommodation Programme (year 2)**


RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Implement the Service Accommodation Programme (year 2)	50%	31-Mar-2019	Action Behind Schedule	O&S	Head of Transformation
	<p>Q2 - There is a report to Cabinet on 8th Nov 2018 following on from the Grade 2 listing of the civic building. Cabinet will be asked to recommend one of 3 options to enable the whole accommodation programme to progress. The options being presented to Cabinet reflect the initial feedback from Historic England regarding flexibility of any redesign of Customer, Civic and office areas.</p> <p>Whilst accommodation decisions are being made the Leadership Team are taking action on 2 key elements of new ways of working:</p> <p>1. New furniture solutions are going into interim layouts within existing office spaces to encourage more collaborative working. This includes a Leadership Team office area with a 7:10 desk ratio and a number of more collaborative and quiet working spaces. Service Directors will be vacating individual offices in order to enable more collaborative working across all services.</p>					

	2. A management focus on enabling staff and managers to work more flexibly across multiple locations in order to realise a 7:10 desk ratio, in any accommodation solution, when required.
	Q1 - Overall the programme is progressing well. Our voluntary sector partner has decanted from Homefield House to Hemnall Street. Work is on target to relocate Housing Repairs and Housing Assets to the Oakwood Hill Depot in 2019. Work on the staff transport plan is progressing, with a 70% response to the staff survey. The Community Safety Hub has been refurbished in line with Corporate design standards to deadline, and has received positive feedback from staff and partners. Work on the service accommodation project is ongoing but the deadline may need to be extended due to negotiations with Historic England. A progress report was considered by Cabinet on 14 June 2018


*Projects & programmes* **P160 Service Accommodation Programme**

RAG	Description	Progress	Due date	Stage	Scrutiny	Manager
	To accommodate the majority of the Council's staff within a rationalised footprint of the Civic Offices building in Epping, involving the implementation of a 7:10 desk to staff ratio, agile working practices, and the vacation of the Condor Building and Homefield House.	31%	31-Mar-2023	Implement	RSC	Head of Transformation.
Page 86	Q2 - The relocation of VAEF from Homefield House is complete. The Service Accommodation Review, the relocation of Pylles Lane Nursery, the relocation of Housing Repairs & Housing Assets, and the Staff Transport Plan are progressing and under control. The wider refurbishment of the Civic Offices and the relocation of the operations based at Hemnall Street have yet to start.					


*Corporate objective* **10.2 Working with commercial partners to add value for our customers**

	Partnership working is increasingly valued by customers. With the pressures on public services to reduce costs yet also provide the required services, it is paramount that we join up with our partners to develop creative solutions to the problems faced by our customers.
---	--


*Operational objective* **10.2.1 Receive income from commercial leases**

RAG	Description	Progress	Due date	Expected outcome	Scrutiny	Manager
	Receive income from commercial contracts	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The letting of the Epping Forest Shopping Park is 95% complete and on track to produce the level of income predicted in the development appraisal.					
	Q1 - The Epping Forest Shopping Park is now fully let and providing rental income in accordance with original Development Appraisal. Tenants have been secured for the retail units at the Landmark Building.					

*Operational objective* **10.2.2 Deliver service contracts**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Deliver service contracts	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council has re-negotiated a variation to the Waste and Recycling Contract which reflects the requirements of the Chinese Government regarding quality of recycle. The Off-Street Parking Contract has performed well in its first year. The Leisure Management Contractor continues to invest in refurbishment and improvement projects with the new Leisure Centre in Waltham Abbey still scheduled to open in November 2018.					
	Q1 – The Council’s three main service contracts in relation to Leisure Management, Waste and Recycling/Street Cleansing and Off-Street Car Parking are performing in accordance with the service, quality, cost, and performance requirements of their contracts. A variation has been agreed to reflect changes to the Chinese Government’s Import of Recyclable requirements with Biffa Municipal.					

*Operational objective* **10.2.3 Adopt Commercial (Estates) Strategy**

<i>RAG</i>	<i>Description</i>	<i>Progress</i>	<i>Due date</i>	<i>Expected outcome</i>	<i>Scrutiny</i>	<i>Manager</i>
	Adopt Commercial (Estates) Strategy	50%	31-Mar-2019	Action On Target	NSC	Acting Chief Executive
	Q2 - The Council Estates Strategy is still in formulation awaiting the conclusions of the Economic Development Strategy the Council has recently commissioned.					
	Q1 - The Council’s Estates Service are taking a more proactive approach to the management of the Council’s commercial Estate, seeking to identify opportunities to maximise benefit to the Council.					

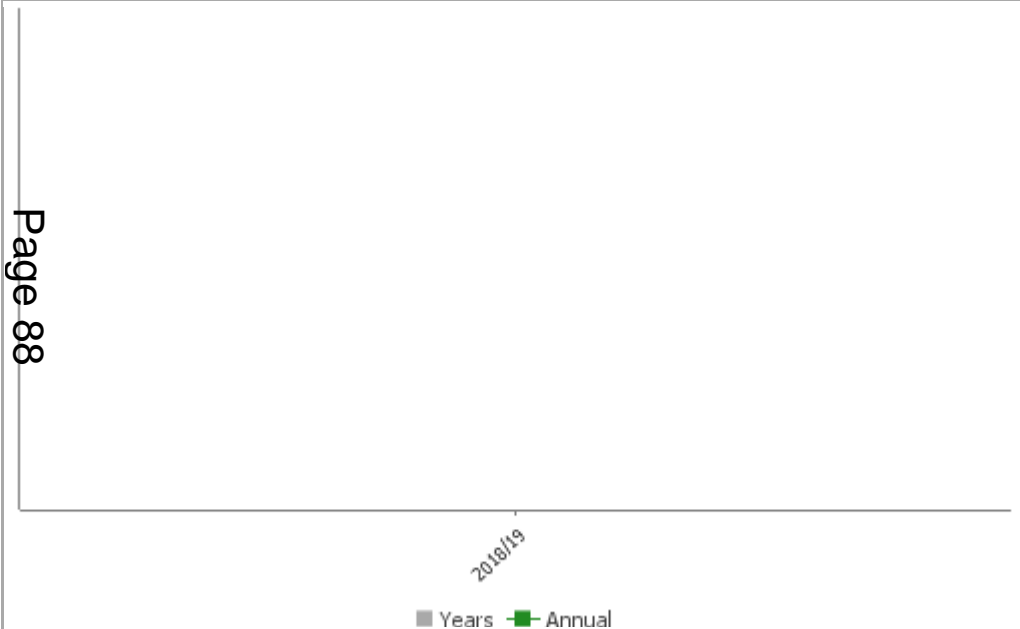
**?** Performance indicator **M10.1 Funding gap**

This indicator is intended to measure the savings on the Continuing Services Budget (CSB) actually achieved against those within the Medium Term Financial Strategy (MTFS) (General Fund only).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Accountancy (RAC01)	Aim to Minimise	Corporate	<b>?</b>

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------



Please note this is an annual measure

*Corrective action*

N/A

2018/19		
Target	Value	Status
£1,453,000		



**Performance indicator M10.2 Annual Council Tax collection**

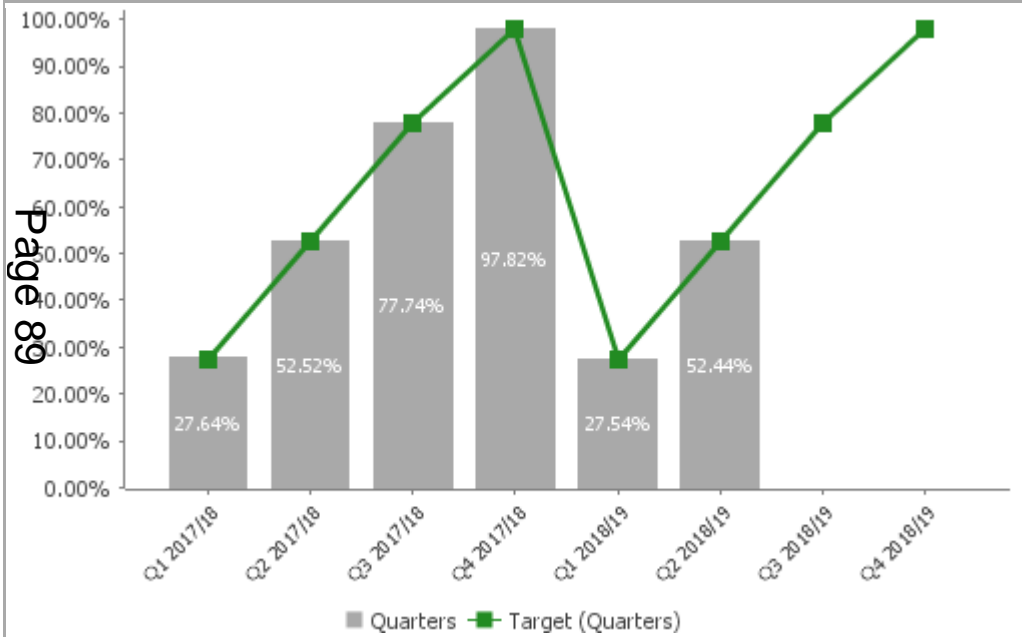
What percentage of the District's annual Council Tax was collected? This indicator monitors the rate of collection of Council Tax. Quarterly targets and performance details for this indicator represent the cumulative total for the year to date (Previously RES003).

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
▶ Yes	2012	RSC

*Manager*  
Assistant Director - Revenues (RRE01)

<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Aim to Maximise	Corporate	↓

*Trend chart*



*Comments*

Q2 - Collection is 0.09% down on last year due to more accounts paying over 12 months than over 10 which reduces their equivalent monthly instalment.

*Corrective action*

N/A

Q1 2018/19			Q2 2018/19			Q3 2018/19			Q4 2018/19		
Target	Value	Status	Target	Value	Status	Target	Value	Status	Target	Value	Status
27.55%	27.54%	▲	52.54%	52.44%	▲	77.84%			97.80%		



**Performance indicator M10.3 Staff desks to head ratio**

The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.

*Is year-end target likely to be achieved?*

Not applicable

*Live from*

2018

*Scrutiny*

RSC

*Manager*

Head of Transformation

*Good performance*

Aim to Minimise

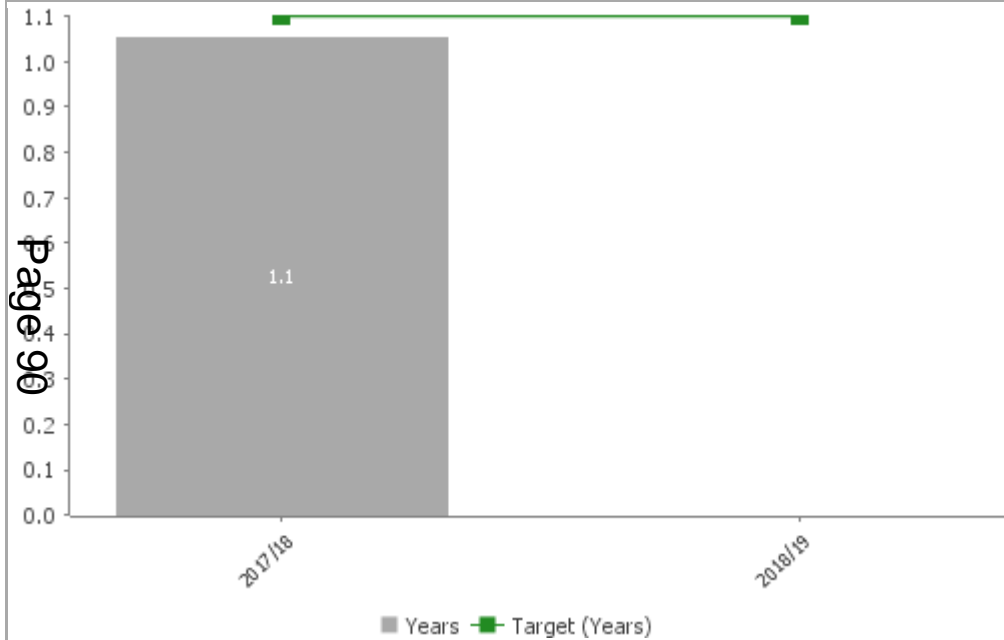
*Corporate or Partnership indicator*

Corporate

*Annual trend*



*Trend chart*



*Comments*

16-Oct-2018 Q2 - Please note this is an annual measure and due in Q4 2019.

*Corrective action*

N/A

2018/19

<i>Target</i>	<i>Value</i>	<i>Status</i>
1.1		



**Performance indicator M10.4 Income from commercial leases**

This indicator is intended to measure the incremental increases in income from existing and new commercial leases that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

*Is year-end target likely to be achieved?*

● Not applicable

*Live from*

2018

*Scrutiny*

RSC

*Manager*

Assistant Director - Accountancy (RAC01)

*Good performance*

Aim to Maximise

*Corporate or Partnership indicator*

Corporate

*Annual trend*



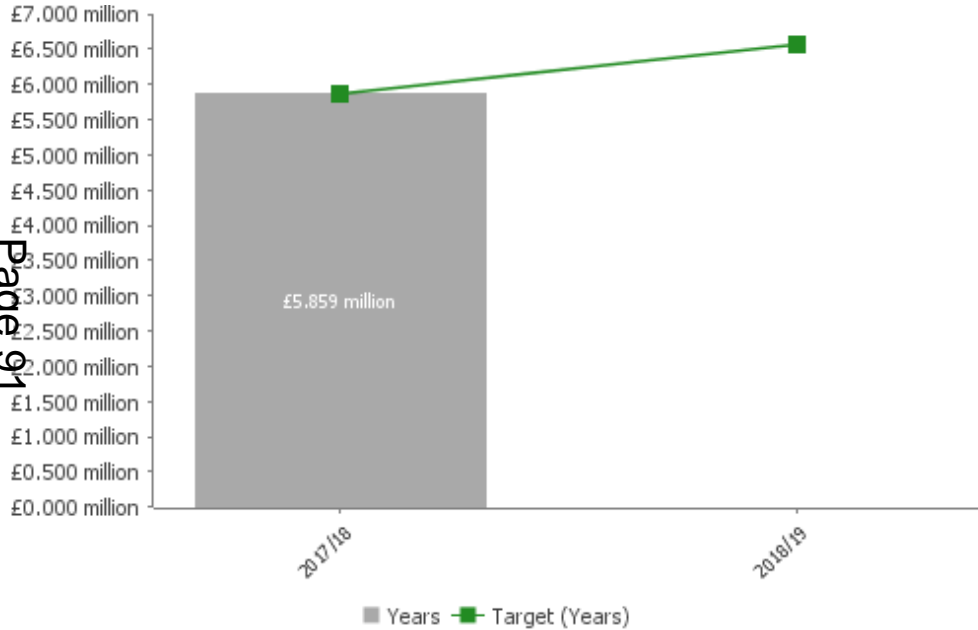
*Trend chart*

*Comments*

Please note this is an annual measure

*Corrective action*

N/A



Page 91

2018/19

Target	Value	Status
£6.560 million		

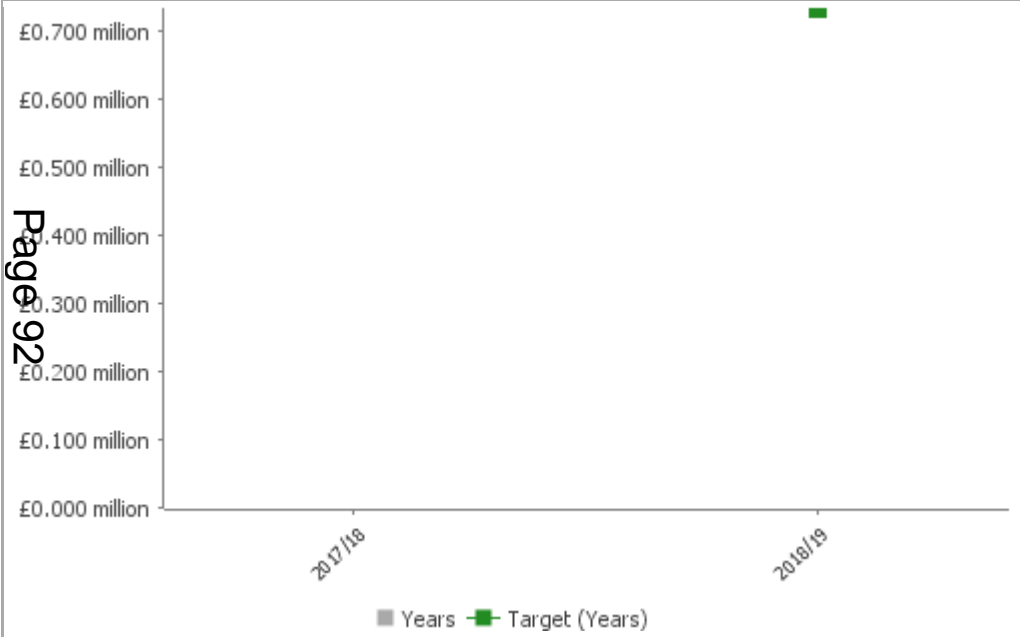
**?** Performance indicator **M10.5 Income from service contracts**

This indicator is intended to measure the incremental increases in income from the service contracts that the Council holds. This rolls up to the working with commercial partners to add value for our customers.

<i>Is year-end target likely to be achieved?</i>	<i>Live from</i>	<i>Scrutiny</i>
● Not applicable	2018	RSC

<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>	<i>Annual trend</i>
Assistant Director - Accountancy (RAC01)	Aim to Maximise	Corporate	<b>?</b>

<i>Trend chart</i>	<i>Comments</i>
--------------------	-----------------






Please note this is an annual measure

*Corrective action*

N/A

2018/19		
Target	Value	Status
£0.734 million		

 <i>Performance indicator</i> <b>M10.6 Adoption of a Commercial (Estates) Strategy</b>				
This indicator aims to ensure that a new Commercial (Estates) Strategy is adopted by the Council.	<i>Is year-end target likely to be achieved?</i>		<i>Live from</i>	<i>Scrutiny</i>
	 Not applicable		2018	NSC
<i>Manager</i>	<i>Good performance</i>	<i>Corporate or Partnership indicator</i>		<i>Annual trend</i>
Chief Estates Officer (NEV01)	Aim to Maximise	Corporate		
<i>Trend chart</i>	<i>Comments</i>			
This is a Yes / No indicator, i.e. it shows whether an event has taken place - Yes or No.	Please note this is an annual measure			
	<i>Corrective action</i>			
	N/A			

2018/19		
<i>Target</i>	<i>Value</i>	<i>Status</i>
Yes		

This page is intentionally left blank

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



**Epping Forest  
District Council**

**Report reference: FPM-015 -2018/19**  
**Date of meeting: 15 November 2018**

**Portfolio: Finance**

**Subject: Mid-Year Report on Treasury Management and Prudential Indicators 2018/19**

**Responsible Officer: John Bell (01992 564387).**

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

---

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

**To note how the risks associated with Treasury Management have been dealt with in the first half of 2018/19.**

### **Executive Summary:**

The mid-year treasury report is a requirement of the CIPFA Code of Practice on Treasury Management. It covers the treasury activity for the first half of the financial year 2018/19.

During the first half of the year: the Council has continued to finance all capital expenditure from within internal resources; the average net investment position has been approximately £19.75m and there have been no significant breaches on any of the prudential indicators.

This report and the appendices will be considered by the Audit and Governance Committee on 26 November and an oral update will be provided to the next meeting of this Committee.

### **Reasons for Proposed Decision:**

The report is presented for noting as scrutiny is provided by the Audit and Governance Committee who make recommendations to this Committee when necessary.

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

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

### **Report:**

#### Introduction

1. The Council's treasury activities are strictly regulated by statutory requirements and a professional code of practice (the CIPFA Code of Practice on Treasury Management), which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the current year. The updated code in 2011 also recommended that Members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing Best Practice in accordance with CIPFA's recommendations.

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

Capital activity for the year and how it was financed

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

4. The Council does plan to borrow in order to carry out its capital programme. The original estimate, along with expenditure to month 6 (30 September 2018) is shown below in the table.

<b>Capital Expenditure</b>	<b>Estimated £m</b>	<b>to month 6 £m</b>
Non-HRA capital expenditure	11.203	6.491
HRA capital expenditure	18.146	7.475
<b>Total Capital expenditure</b>	<b>29.349</b>	<b>13.966</b>
<b>Financed by:</b>		
Capital grants	0.080	
Capital receipts	4.632	
Internal Borrowing	9.897	
Revenue	14.740	
<b>Total resources Applied</b>	<b>29.349</b>	

5. The revised capital programme is currently being worked on and will be going to Cabinet for approval in December.

6. There is a financial risk involved in reducing the balance of usable capital receipts over the next five years. This risk has the following potential consequences; loss of interest; loss of cover for contingencies; service reductions required; and Council Tax increases required.

7. This prudential indicator assists the Council in controlling and monitoring the level of usable capital receipts that will be available at the end of a five-year period. The forecast Capital Programme for the four years to 2021/22 totals £127m and was partly funded by £28m borrowing. It was predicted that at the end of this period there would still be £2.1m available in Capital Receipts and £5.9m in the Major Repairs Reserve. These figures will be revised as part of the update to the Capital Programme.

The impact on the Council's indebtedness for capital purposes

8. The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge for the Council's debt position. The Council now has an overall positive CFR (HRA and Non-HRA) following the borrowing in relation to the HRA self-financing, and will need to borrow for capital purpose as highlighted in the previous section.



	Financial year 2018/19		
CFR	Estimated £m	Revised £m	to month 6 £m
Non-HRA	63.5	63.5	58.5
HRA	154.4	154.4	154.4
<b>Total Capital expenditure</b>	<b>217.9</b>	<b>217.9</b>	<b>212.9</b>

9. The Chief Financial Officer confirms that there were no breaches of the Authorised Limit (£250m), the Operational Boundary (£240m) and the Maturity Structure of Fixed Rate Borrowing during the period to 30 September 2018.

10. The risks for Councils are associated with affordability, interest rates and refinancing – the affordability risk is whether the Council can afford to service the loan, this has been evidenced through the Council producing a viable thirty-year financial plan for the HRA. This plan is reviewed quarterly by officers and half yearly reports are presented to Communities Select Committee. The interest rate risk is whether a change in interest rate could have an impact on the viability of the financial plan. The Council received advice from our treasury advisors before undertaking the borrowing. Only 17% of the amount borrowed was at a variable rate, the remainder was fixed. Any upward movement in interest rates would be 'hedged', in part, by a corresponding increase in interest earned on Council investments. The refinancing risk is that maturing borrowings cannot be refinanced on suitable terms. Within the original capital programme, it was anticipated that all borrowing would be repaid on maturity and the capital programme would be financed through internal resources. The Council does though intend to borrow later in 2018-19 in order to finance approved capital projects e.g. Waltham Abbey Sports Centre.

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

#### The Council's overall treasury position

12. During the first half of 2018/19 the average investment position for the first half of the year was £19.75m. The table below shows the treasury position as at 30 September 2018.

Treasury position	31/03/2018 £m	30/09/2018 £m
<b>Total external borrowing</b>	<b>(185.5)</b>	<b>(185.5)</b>
Short term investment		
▪ Fixed investment	9.7	9.0
▪ Cash and Cash Equivalents	17.0	9.3
<b>Total investments</b>	<b>26.7</b>	<b>18.3</b>
<b>(Net Borrowing) Position</b>	<b>(158.8)</b>	<b>(167.2)</b>

13. It is important that the cash flow of the Council is carefully monitored and controlled to ensure enough funds are available each day to cover its outgoings. This will become more difficult as the Council reduces investment balances.

14. The Chief Financial Officer confirms that there have been no breaches of:

- a) The Upper Limit for Fixed Rate Exposure (100%) and Upper Limit for Variable Rate Exposure (75%) on investment during the period, with the average rates of 0% and 100% being achieved. We are deliberately avoiding longer term investments for reasons connected with the financing of the Council's capital programme. This could expose the Council to short term interest rate fluctuations, although this is unlikely given the stability of the interest rate environment.
- b) The limit set for investment over 364 days (£30m). The Council has made no investments over 364 days. The average length of short term investment for the period is 17.6 days.
- c) The limit set for investment in non UK Country (30%). The Council made one investment (13%) to a counterparty outside of the UK.

15. The risks associated with this section are as follows:

- a) Credit and Counterparty Risk – the risk of failure by a third party to meet its contractual obligations to the Council, i.e. goes into liquidation. The Council's counter-party lists and limits reflect a prudent attitude towards organisations with which funds may be deposited and these are regularly updated by our treasury management advisors (Arlingclose).
- b) Liquidity Risk – the risk that cash will not be available when it is needed, incurring additional unbudgeted costs for short-term loans. The Chief Finance Officer has monthly meetings with treasury staff, to go through the cash flow for the coming month. A number of instant access accounts are used to ensure adequate cash remains available.
- c) Interest Rate Risk – the risk of fluctuations in interest rates. The Council has currently around 50% of its investments in variable rates (upper limit 75%), and the remainder are in fixed rate deposits on average for around 32.5 days. This allows the Council to receive reasonable rates, whilst at the same time, gives the Council flexibility to take advantage of any changes in interest rates. The view of the Council's treasury advisors is that interest rates are unlikely to change significantly in the short term.

16. The prudential indicators within this section assist the Council to reduce the risk of:

- a) Counterparties going into liquidation by ensuring only highly rated institutions are used when investing the Council's money.
- b) The Council incurring unbudgeted short-term loans, to pay unexpected expenditure items through ensuring adequate amounts of money are available immediately through instant access accounts.
- c) Potentially losing out on investment income when interest rates start to increase by ensuring that most deposits are kept within one year.

**Resource Implications:**

The continued low interest rate was reflected in estimated investment income to the Council of £101,740 in 2018/19.

**Legal and Governance Implications:**

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

- The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2009/10);
- Statutory Instrument (SI) 3146 2003, as amended, develops the controls and powers within the Act;
- The SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;
- The SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;
- Under the Act the ODPM (now DCLG) has issued Investment Guidance to structure and regulate the Council's investment activities.
- Under section 21(1) AB of the Local Government and Public Involvement in Health Act 2007 the Secretary of State has taken powers to issue guidance on accounting practices. Guidance on Minimum Revenue Provision was issued under this section on 8 November 2007.

**Safer, Cleaner and Greener Implications:**

None.

**Consultation Undertaken:**

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

**Background Papers:**

The report on the Council's Prudential Indicators for 2018/19 to 2020/21 and the Treasury Management Strategy for 2018/19 to 2020/21 went to Council on 22 February 2018.

**Risk Management**

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

## Due Regard Record

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

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

---

No groups of people are affected by this report which is not directly service related.

# Treasury Management Mid-term Report 2018/19

## Introduction

In April 2002 the Authority adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice* (the CIPFA Code) which requires the Authority to approve treasury management semi-annual and annual reports.

The Authority's treasury management strategy for 2018/19 was approved at a meeting on 1 February 2018. The Authority has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

Following consultation in 2017, CIPFA published new versions of the Prudential Code for Capital Finance in Local Authorities (Prudential Code) and the Treasury Management Code of Practice but has yet to publish the local authority specific Guidance Notes to the latter. In England MHCLG (Ministry for Homes and Local Government) published its revised Investment Guidance which came into effect from April 2018.

The updated Prudential Code includes a new requirement for local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Authority will be producing its Capital Strategy later in 2018-19 for approval by full Council.

## External Context

**Economic background:** Oil prices rose by 23% over the six months to around \$82/barrel. UK Consumer Price Inflation (CPI) for August rose to 2.7% year/year, above the consensus forecast and that of the Bank of England's in its August *Inflation Report*, as the effects of sterling's large depreciation in 2016 began to fade. The most recent labour market data for July 2018 showed the unemployment rate at 4%, its lowest since 1975. The 3-month average annual growth rate for regular pay, i.e. excluding bonuses, was 2.9% providing some evidence that a shortage of workers is providing support to wages. However, real wages (i.e. adjusted for inflation) grew by 0.2%, a marginal increase unlikely to have had much effect on households.

The rebound in quarterly GDP growth in Q2 to 0.4% appeared to overturn the weakness in Q1 which was largely due to weather-related factors. However, the detail showed much of Q2 GDP growth was attributed to an increase in inventories. Year/year GDP growth at 1.2% also remains below trend. The Bank of England made no change to monetary policy at its meetings in May and June, however hawkish minutes and a 6-3 vote to maintain rates was followed by a unanimous decision for a rate rise of 0.25% in August, taking Bank Rate to 0.75%.

Having raised rates in March, the US Federal Reserve again increased its target range of official interest rates in each of June and September by 0.25% to the current 2%-2.25%. Markets now expect one further rise in 2018.

The escalating trade war between the US and China as tariffs announced by the Trump administration appeared to become an entrenched dispute, damaging not just to China but also other Asian economies in the supply chain. The fallout, combined with tighter monetary policy, risks contributing to a slowdown in global economic activity and growth in 2019.

The EU Withdrawal Bill, which repeals the European Communities Act 1972 that took the UK into the EU and enables EU law to be transferred into UK law, narrowly made it through Parliament. With just six months to go when Article 50 expires on 29<sup>th</sup> March 2019, neither the Withdrawal Agreement between the UK and the EU which will be legally binding on separation issues and the financial settlement, nor its annex which will outline the shape of their future relationship, have been finalised, extending the period of economic uncertainty.

**Financial markets:** Gilt yields displayed marked volatility during the period, particularly following Italy's political crisis in late May when government bond yields saw sharp moves akin to those at the height of the European financial crisis with falls in yield in safe-haven UK, German and US government bonds. Over the period, despite the volatility, the net change in gilt yields was small. The 5-year benchmark gilt only rose marginally from 1.13% to 1.16%. There was a larger increase in 10-year gilt yields from 1.37% to 1.57% and in the 20-year gilt yield from 1.74% to 1.89%. The increase in Bank Rate resulted in higher money market rates. 1-month, 3-month and 12-month LIBID rates averaged 0.56%, 0.70% and 0.95% respectively over the period.

**Credit background:** Reflecting its perceived higher risk, the Credit Default Swap (CDS) spread for non-ringfenced bank NatWest Markets plc rose relatively sharply over the period to around 96bps. The CDS for the ringfenced entity, National Westminster Bank plc, has held steady below 40bps. Although the CDS of other UK banks rose marginally over the period, they continue to remain low compared to historic averages.

The ringfencing of the big four UK banks - Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc - is complete, the transfer of their business lines into retail (ringfenced) and investment banking (non-ringfenced) is progressing and will need to be completed by the end of 2018.

There were a few credit rating changes during the period. Moody's downgraded Barclays Bank plc's long-term rating to A2 from A1 and NatWest Markets plc to Baa2 from A3 on its view of the credit metrics of the entities post ringfencing. Upgrades to long-term ratings included those for Royal Bank of Scotland plc, NatWest Bank and Ulster Bank to A2 from A3 by Moody's and to A- from BBB+ by both Fitch and Standard & Poor's (S&P). Lloyds Bank plc and Bank of Scotland plc were upgraded to A+ from A by S&P and to Aa3 from A1 by Moody's.

Our treasury advisor Arlingclose will henceforth provide ratings which are specific to wholesale deposits including certificates of deposit, rather than provide general issuer credit ratings. Non-preferred senior unsecured debt and senior bonds are at higher risk of bail-in than deposit products, either through contractual terms, national law, or resolution authorities' flexibility during bail-in. Arlingclose's creditworthiness advice will continue to include unsecured bank deposits and CDs but not senior unsecured bonds issued by commercial banks.

### Local Context

On 31<sup>st</sup> March 2018, the Authority had net borrowing of £157.9m arising from its revenue and capital income and expenditure. The underlying need to borrow for capital purposes is measured

by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	<b>31.3.18 Actual £m</b>
General Fund CFR	52.7
HRA CFR	154.4
<b>Total CFR</b>	<b>207.1</b>
Internal borrowing	-21.6
<b>Borrowing CFR</b>	<b>185.5</b>
Less: Usable reserves	-42.2
Less: Working capital	-0.1
<b>Net Worth</b>	<b>143.2</b>

\* finance leases, PFI liabilities and transferred debt that form part of the Authority's total debt

The treasury management position at 30<sup>th</sup> September 2018 and the change during the period is show in Table 2 below.

Table 2: Treasury Management Summary

	<b>31.3.18 Balance £m</b>	<b>Movement £m</b>	<b>30.9.18 Balance £m</b>	<b>30.9.18 Rate %</b>
Long-term borrowing	185.5	0	185.5	3.02
<b>Total borrowing</b>	<b>185.5</b>	<b>0</b>	<b>185.5</b>	
Short-term investments	8.0	1.0	9.0	0.82
Cash and cash equivalents	18.7	-9.2	9.3	0.22
<b>Total investments</b>	<b>26.7</b>	<b>-8.2</b>	<b>18.3</b>	
<b>Net Borrowing</b>	<b>158.8</b>	<b>-8.2</b>	<b>167.2</b>	

The figures in the tables above show the Net Borrowing figure from differing scenarios. Table 1 depicts the net borrowing if the General Fund would have entered the borrowing market to fund its capital programme, with the HRA "Bailing out" by using some of its reserves.

Table 2 shows the borrowing position from a cash aspect with the movements in year giving a revised total.

The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.

### Borrowing Strategy during the period

At 30<sup>th</sup> September 2018 the Authority held 185.5m of loans, a similar position to 31<sup>st</sup> March 2018, as part of its strategy for funding previous and current years' capital programmes. Outstanding loans on 30<sup>th</sup> September are summarised in Table 3 below.

Table 3: Borrowing Position

	31.3.18 Balance £m	Q1 Net Movement £m	30.9.18 Balance £m	30.9.18 Weighted Average Rate %	30.9.18 Weighted Average Maturity (years)
<b>Total borrowing - PWLB</b>	<b>185.5</b>	<b>0</b>	<b>185.5</b>	<b>3.02</b>	<b>18.46</b>

The Authority's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Authority's long-term plans change being a secondary objective.

There has been no increase in borrowing during the period as investment balances have been maintained at around the same levels.

### Treasury Investment Activity

The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. During the six-month period, the Authority's investment balance ranged between £23.7m and £19.5 million due to timing differences between income and expenditure. The investment position is shown in table 4 below.

Table 4: Treasury Investment Position

	31.3.18 Balance £m	Net Movement £m	30.9.18 Balance £m	30.9.18 Rate of Return %	30.9.18 Weighted Average Maturity Days
Banks & building societies (unsecured)	7.0	0.8	7.8	0.67	140
Government (incl. local authorities)	5.0	-2.0	3.0	0.80	142
Money Market Funds	10.0	-2.5	7.5	0.69	1
Non-treasury items					
Waste Management Contractor	1.7	-0.5	1.2	4.90	488
<b>Total investments</b>	<b>23.7</b>	<b>-4.2</b>	<b>19.5</b>		

Both the CIPFA Code and government guidance require the Authority to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Authority's objective when investing money is to strike an



appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

In furtherance of these objectives, and given the increasing risk and falling returns from short-term unsecured bank investments, the Authority has kept investment balances short term in line with the cash flow so as to enable funds to be available when required by operational and capital requirements. The progression of risk and return metrics are shown in the extracts from Arlingclose’s quarterly investment benchmarking in Table 5 below.

**Table 5: Investment Benchmarking - Treasury investments managed in-house**

	<b>Credit Score</b>	<b>Credit Rating</b>	<b>Bail-in Exposure</b>	<b>Weighted Average Maturity (days)</b>	<b>Rate of Return %</b>
31.03.2018	4.03	AA-	55%	35	1.05%
30.09.2018	4.29	AA-	65%	18	0.70%
<b>All Las</b>	<b>4.12</b>	<b>AA-</b>	<b>61%</b>	<b>98</b>	<b>1.37%</b>

The limit of Bail-in for the Council is higher than that of other Local Authorities due to our reliance on keeping funds in banks for “on-call” demand due to liquidity issues of the capital programme.

On 1 January 2018 the Movements in Financial Instruments Directive II (MiFID2) came into force and Councils were allowed to elect to be classed in one of two areas: (i) Professional Clients or (ii) Agency Clients, with this Council opting for Professional Status on the grounds of cost and accessibility to better products.

As part of this we are now required to keep £10m of investments at all times and make a number of transactions per annum. Investigations are now being made into the use of “Pooled Funds” so that funds are gathered from a number of areas, pooled together to make an investment with the aim of gaining better returns.

MHCLG consulted on statutory overrides relating to the IFRS 9 Financial Instruments accounting standard from 2018/19. The consultation recognised that the requirement in IFRS 9 for certain investments to be accounted for as fair value through profit and loss may introduce “more income statement volatility” which may impact on budget calculations. The consultation proposed a time-limited statutory override and sought views whether it should be applied only to pooled property funds.

### **Non-Treasury Investments**

The definition of investments in CIPFA’s revised Treasury Management Code now covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. This is replicated in MHCLG’s Investment Guidance, in which the definition of investments is further broadened to also include all such assets held partially for financial return.

The Authority also holds £1.2m of such investments in loans to the current Waste Collection Contractor which is repayable over the next 16 months.

This investment will generate returns of £56,000 of investment income for the Authority, representing a rate of return of 4.9%. This deal was brokered at the commencement of the current contract to enable the contractor to purchase vehicles for use on the contract at favourable rates to both parties.

### Treasury Performance

The Authority measures the financial performance of its treasury management activities both in terms of its impact on the revenue budget and its relationship to benchmark interest rates, as shown in table 6 below.

Table 6: Performance

	Actual £m	Budget £m	Over/ under	Actual %	Benchmark %	Over/ -under
Total borrowing	-185.5	-212.0	26.5	3.02	2.97	-0.05
Total treasury investments	18.5	10.0	9.5	0.70	0.29	0.41
	167.0	-202.0	36.0	n/a	n/a	n/a

### Compliance

The S151 Officer reports that all treasury management activities undertaken complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy with the exception of a few minor breaches to allow cash to be held in the Councils bank account for up to 4 days prior to the monthly precept payments to Essex authorities. Compliance with specific investment limits is demonstrated in table 8 below.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 7 below.

Table 7: Debt Limits

	H1 Maximum	30.9.18 Actual	2018/19 Operational Boundary	2018/19 Authorised Limit	Complied?
Total debt	212.0	185.5	240.0	250.0	Yes

Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

**Table 8: Investment Limits**

	H1 Maximum	30.9.18 Actual	2018/19 Limit	Complied?
Any single organisation, except the UK Government	£3m	£3m	£3m each	Yes
UK Central Government	0	0	Unlimited	Yes
Local Authorities	£5m	£3m	£25m in total	Yes
Any group of organisations under the same ownership	£3m	£3m	£3m per group	Yes
Any group of pooled funds under the same management	0	0	£5m per manager	Yes
Negotiable instruments held in a broker's nominee account	0	0	£7m per broker	Yes
Limit per non-UK country	0	0	£3m per country	Yes
Registered providers	0	0	£5m in total	Yes
Unsecured investments with building societies	0	0	£5m in total	Yes
Money Market Funds	£15m in total	£7.5m	£15m in total	Yes

**Treasury Management Indicators**

The Authority measures and manages its exposures to treasury management risks using the following indicators.

**Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

	30.9.18 Actual	2018/19 Target	Complied?
Portfolio average credit rating	AA-	A-	Yes

**Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing. Due to capital cash being ahead of cash flow expectations the value was under by £0.7m, but income from Council Tax Direct Debits the following working day brought this back into line.

	30.9.18 Actual	2018/19 Target	Complied?
Total cash available within 3 months	£9.3m	£10m	No

**Interest Rate Exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed was:

	30.9.18 Actual	2018/19 Limit	Complied?
Upper limit on fixed interest rate exposure	82.8%	100%	Yes
Upper limit on variable interest rate exposure	17.2%	75%	Yes

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

**Maturity Structure of Borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

	30.9.18 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	0	100%	0%	Yes
12 months and within 24 months	0	100%	0%	Yes
24 months and within 5 years	0	100%	0%	Yes
5 years and within 10 years	0	100%	0%	Yes
10 years and above	83%	100%	0%	Yes

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

**Principal Sums Invested for Periods Longer than 365 days:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

	2018/19	2019/20	2019/21
Actual principal invested beyond year end	0	0	0
Limit on principal invested beyond year end	£5m	£3m	£3m
Complied?	Yes	Yes	Yes

## Outlook for the remainder of 2018/19

Having raised policy rates in August 2018 to 0.75%, the Bank of England's Monetary Policy Committee (MPC) has maintained expectations of a slow rise in interest rates over the forecast horizon.

The MPC has a definite bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. While policymakers are wary of domestic inflationary pressures over the next two years, it is believed that the MPC members consider both (a) ultra-low interest rates result in other economic problems, and that (b) higher Bank Rate will be a more effective weapon should downside Brexit risks crystallise and cuts are required.

Arlingclose's central case is for Bank Rate to rise twice in 2019. The risks are weighted to the downside. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in Q2 2018, but the annual growth rate of 1.2% remains well below the long term average

	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21
<b>Official Bank Rate</b>													
<b>Upside risk</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25
<b>Arlingclose Central Ca:</b>	0.75	0.75	1.00	1.00	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25	1.25
<b>Downside risk</b>	0.00	0.00	0.50	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75

The view is that the UK economy still faces a challenging outlook as the minority government continues to negotiate the country's exit from the European Union. Central bank actions and geopolitical risks, such as prospective trade wars, have and will continue to produce significant volatility in financial markets, including bond markets.

This page is intentionally left blank

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



**Epping Forest  
District Council**

**Report reference: FPM-016-2018/19  
Date of meeting: 15 November 2018**

**Portfolio: Finance**

**Subject: Quarterly Financial Monitoring**

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

**Democratic Services Officer: Rebecca Perrin (01992 – 56 4532)**

---

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

**That the Committee note the revenue and capital financial monitoring report for the second quarter of 2018/19;**

### **Executive Summary**

The report provides a comparison between the original estimate for the period ended 30 September 2018 and the actual expenditure or income as applicable.

### **Reasons for proposed decision**

To note the second quarter financial monitoring report for 2018/19.

### **Other options for action**

No other options available.

### **Report:**

1. The Committee has within its terms of reference to consider financial monitoring reports on key areas of income and expenditure. This is the second quarterly report for 2018/19 and covers the period from 1 April 2018 to 30 September 2018. The reports are presented based on the directorate responsible for delivering the services to which the budgets relate and the budgets themselves are the original estimate. The reports are presented in the new directorate structure.
2. Salaries monitoring data is presented as well as it represents a large proportion of the authorities expenditure and is an area where historically large under spends have been seen. However due to its complexity this is still in the previous format, if possible a revised version will be issued in the new structure prior to meeting.

### **Revenue Budgets (Annex 1 – 9)**

3. Comments are provided on the monitoring schedules but a few points are highlighted here as they are of particular significance. The salaries schedule (Annex 1) shows an underspend of £140,000 or 1.1%. At the second quarter last year the underspend was 1.3%. There has been a reduction in the percentage underspend since quarter 1 which also occurred last year.

4. Resources is showing the largest underspend of £90,000, relating to the deletion of the post of Director of Resources and underspends on both Revenues and Housing Benefits. Neighbourhoods is showing an underspend of £32,000 partly because the Acting Chief Executive is allocated in part to Neighbourhoods as the postholder is effectively carrying out both roles, there are also underspends in Grounds Maintenance, Planning Policy, Environmental Admin and Licensing. Governance shows an underspend of £23,000 due to the deletion of the post of Director of Governance and underspends on Legal and Elections. The Office of the Chief Executive is showing a saving of £8,000 also related to the split allocation of the Acting Chief Executive. Communities is showing an overspend of £13,000 as there are few vacancies there.
5. The investment interest is slightly above the target due mainly to the Council holding more cash than was expected. The increase in Interest rates will also have a positive effect going forward though not that significant.
6. Development Control income at Month 6 is well above expectations. Fees and charges were £139,000 higher than the budget to date and other pre-assessment charges are £23,000 higher than expected. There have been a number of larger schemes come through so far this year and by month 7 income was just short of the level expected at month 9.
7. Building Control income was £13,000 higher than the budgeted figure at the end of the second quarter the issues experienced toward the end of the first quarter having been resolved. By the end of month 7 income had exceeded budget by £30,000. The opening position on the ring-fenced account is a surplus of £111,000 after a £4,000 deficit last year. The account is budgeted to show an in year deficit of £87,000. This deficit will now be lower than expected and will be adjusted during the budget process.
8. Licencing income is below expectations. A significant number of renewals are due during month 7 and 8 which should bring licencing income back into line with the budget.
9. Income from MOT's carried out by Fleet Operations is below expectations by around £17,000. Overall the account is budgeted to show a deficit of around £33,000 which is around half the original deficit for the previous year.
10. Car Parking income is £6,000 above target at month 6, though there will be some income relating to the second quarter that was received in month 7, so in reality is slightly further above target than reported.
11. Local Land Charge income is £9,000 below expectations. The position has improved marginally by the end of month 7 so it is possible that the original budget might be met but this will be addressed when the budget is revised.
12. Having commented last time the Bed and Breakfast Income and expenditure had been relatively static, expenditure has begun to increase again and is now above expectation reflecting an increase in caseload. The actual numbers in such accommodation is still relatively low currently around 21. There are a number of initiatives in place to stem the increase in bed and breakfast usage and these may well be having a positive effect in keeping the increase down but it is always difficult to measure the actual effect the initiatives are having.
13. Recycling credit income is still very slow and it has been difficult to get the County Council to agree the figures. Income was well behind expectation at month 6 and there is an adjustment necessary to 2017/18 figures also to be accounted for in 2018/19.
14. The waste contract expenditure has now fallen behind due to late invoicing and the leisure management contract shows a reduction in income due to some unexpected pension related expenditure. The full expected saving will now be achieved later than expected.



15. The main underspend on the HRA relates to special services and is a combination of late Biffa invoicing, reduced utility costs and caretaking and cleaning. Housing Repairs Fund expenditure is surprisingly close to the profiled budget at £29,000 under.
16. Income from Development Control, Building Control and probably Car Parking look likely to exceed the budget. Others are less certain.

### **Business Rates**

17. This is the Seventh year of operation for the Business Rates Retention Scheme whereby a proportion of rates collected are retained by the Council. The proposals are that 75% of Business Rates be retained within the local government sector and we have now been told that this will take effect from the financial year 2020/21. In any event the proportions retained by each local government tier is likely to change and if additional resources are made available they will no doubt be accompanied by additional responsibilities. A bid was submitted to Central Government by all Essex authorities except Thurrock to become a 75% retention pilot for 2019/20 the outcome is expected as part of the Local Government settlement due on 6<sup>th</sup> December.
18. There are two aspects to the monitoring, firstly changes in the rating list and secondly the collection of cash.
19. The resources available from Business Rates for funding purposes is set in the January preceding the financial year in question. Once these estimates are set the funding available for the year is fixed. Any variation arising from changes to the rating list or provision for appeals, whilst affecting funding do not do so until future years. For 2018/19 the funding retained by the authority after allowing for the Collection Fund deficit from 2017/18 and the estimated various grants given to compensate the authority for the various reliefs is £4,350,000. This exceeds the government baseline of £3,210,000 by some £1,140,000. The actual position for 2018/19 will not be determined until May 2019.
20. Cash collection is important as the Council is required to make payments to the Government and other authorities based on their share of the rating list. These payments are fixed and have to be made even if no money is collected. Therefore, effective collection is important as this can generate a cash flow advantage to the Council. If collection rates are low the Council is left to finance these payments from working capital and so has to reduce investment balances. At the end of September the total collected was £18,353,775 and payments out were £16,562,559, meaning the Council was holding £1,791,216 of cash and so the Council's overall cash position was benefitting from the effective collection of non-domestic rates. This is an improvement on this point last year.

### **Capital Budgets (Annex 10 - 16)**

21. Tables for capital expenditure monitoring purposes (annex 10 -16) are included for the six months to 30 September. There is a commentary on each item highlighting the scheme progress.
22. The full year budget for comparison purposes is the Original Budget updated for carry forwards, due to 2017/18 slippage.

### **Major Capital Schemes (Annex 17)**

23. There are four projects included on the Major Capital Schemes schedule these relate to the House Building packages 2 and 3, The new Hillhouse Leisure Centre and refurbishment works at Loughton Leisure Centre. Annex 18 gives more detail. The variance reported is a comparison between the anticipated outturn and approved budget.

## Conclusion

24. With regard to revenue, Development Control income is going extremely well though Land Charges and Fleet operations income are down currently though not significantly. Other income streams are broadly on track and expenditure is below budget which is often the case at this stage in the year.

25. The Committee is asked to note the position on both revenue and capital budgets as at Month 6.

## Consultations Undertaken

This report will also be presented to the Resources Select Committee during December, and an update will be provided to that committee to cover any comments made by this Committee.

## Resource Implications

There is little evidence to suggest that the net budget will not be met.

## Legal and Governance Implications

Reporting on variances between budgets and actual spend is recognised as good practice and is a key element of the Council's Governance Framework.

## Safer, Cleaner, Greener Implications

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

## Background Papers

Various budget variance working papers held in Accountancy.

## Impact Assessments

### Risk Management

These reports are a key part in managing the financial risks faced by the Council. In the current climate the level of risk is increasing. Prompt reporting and the subsequent preparation of action plans in Cabinet reports should help mitigate these risks.

# Due Regard Record

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

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

<b>Date / Name</b>	<b>Summary of equality analysis</b>
02/11/18  Assistant Director of Resources	The purpose of the report is to monitor income and expenditure. It does not propose any change to the use of resources and so has no equalities implications.

This page is intentionally left blank

**SEPTEMBER 2018 - SALARIES**

<u>DIRECTORATE</u>	<u>2018/19</u>			<u>2017/18</u>		
	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>	<u>EXPENDITURE</u>	<u>BUDGET</u>	<u>VARIATION</u>
	<u>TO 30/09/18</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>	<u>TO 30/09/17</u>	<u>PROVISION</u>	<u>FROM BUDGET</u>
	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>	<u>£000</u>	<u>(ORIGINAL)</u>	<u>(ORIGINAL)</u>
		<u>£000</u>	<u>%</u>	<u>£000</u>	<u>£000</u>	<u>%</u>
CHIEF EXECUTIVE	453	461	-1.7	263	262	0.4
RESOURCES *	3,119	3,209	-2.8	2,872	3,013	-4.7
GOVERNANCE *	1,857	1,880	-1.2	1,860	1,819	2.3
NEIGHBOURHOODS *	2,660	2,692	-1.2	2,630	2,637	-0.3
COMMUNITIES *	4,034	4,021	0.3	3,917	3,964	-1.2
<b>TOTAL</b>	<b>12,123</b>	<b>12,263</b>	<b>-1.1</b>	<b>11,542</b>	<b>11,695</b>	<b>-1.3</b>

\* Actual agency costs are £813k to date, of this £649k is included in the actual expenditure above, as the remainder is covered by other existing budgets.

Please note a vacancy allowance of 1.50% has been deducted in all directorate budget provisions.

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major Expenditure Items</u>							
Information & Communication Technology	1,515	1,115	1,121	874	6	1	The full year budget includes the cost of the councils Multi-Function Devices, Network Telephone & Mobiles, provision of the Service Desk and maintenance for all Systems in use. Expenditure in 2018/19 is higher than the comparative actual due to costs relating to the technology strategy which was approved in November 2017 as part of the transformation programme.
Bank & Audit Charges	117	15	7	25	-8	0	The expenditure in the second quarter of 2018/19 is lower than the budget to date due to the timing difference in the billing for the banking and cash collection charges. The decrease in expenditure compared to the prior year is the result of a change in the appointment of the council's external auditors who have not provided any services to date.
	1,632	1,130	1,128	899			
<u>Major Income Items</u>							
Investment Income	102	51	60	81	9	17	An improvement in rates received and average balances being higher than expected has given rise to additional investment income to date. The drop in value between years is due to the BIFFA loan being an annuity
	102	51	60	81			

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		<u>Comments</u>
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Museum	124	81	90	77	9	11	The variance is due to ad hoc security for events and additional security to cover for a month at the museum store (Grangewood) while emergency building works were taking place.
Grants to Voluntary Groups	88	21	21	24	0	0	There are no variances.
Voluntary Sector Support	157	59	61	76	2	3	There are no major variances in year in the prior year the payment to Voluntary Action Epping Forest occurred in quarter 2 rather than quarter 3.
	369	161	172	177			

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		<u>Comments</u>
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items</u>							
North Weald Centre	215	115	109	111	-6	-5	Maintenance expenditure is a little below expectations at this point this also occurred last year.
Disabled Facilities Grants	630	315	176	198	-139	-44	The surveyors post became vacant during the last quarter which has led to a delay in schemes being assessed and referrals coming through from the County Council.
	845	430	285	309			
<u>Major income items:</u>							
North Weald Centre	976	605	541	554	-64	-11	Agreement of the lease relating to the National Police Air Service (NPAS) was delayed until September meaning income will be lower than expected.
Hackney Carriages	176	88	73	86	-15	-17	Vehicle license plate and Private Hire License plate income behind target though the initial 3 year licences issued in 2015 are due for renewal this month.
Licensing & Registrations	111	45	36	50	-9	-20	Liquor license income is currently below target again there should be an increase in income during quarter 3.
Building Control - Fee Earning	500	274	287	306	13	5	Fee income is now above target having been below target at quarter 1.
Industrial Estates	1,373	1,012	959	1,025	-53	-5	Brooker Road income behind target, and on Oakwood Hill plots there was a premium receipt for a new lease which has not been received to date.
Business Premises - Shops	2,204	1,653	1,589	1,644	-64	-4	There are a number of new leases currently being completed which is why income is currently down. The variance between years is due to additional rents received in 2017/18 due to re-negotiation of leases and some vacant properties this term.
Epping Forest Shopping Park	1,776	888	981	0	93	11	Accounting for "Rent-Free" periods has increased the income for the period to September 2018 and the estimate rectified at revised estimates time.
Land & Property	215	159	159	144	0	0	No major in-year variance. The variance between years is due to the revision in rent on the David Lloyd lease was completed during quarter 2 in 2017/18.
	7,331	4,724	4,625	3,809			



	18/19	Second Quarter			18/19		Comments
	Full Year	18/19	18/19	17/18	Variance		
	Budget	Budget	Actual	Actual	Budget v Actual		
	£'000	£'000	£'000	£'000	£'000	%	
<u>Major expenditure items:</u>							
Refuse Collection	1,462	552	237	460	-315	-57	} Although paying via Direct Debit expenditure is not recorded until invoices are received from the contractor. These have been slow to materialise and hence low amounts of actuals against budget. This is due to be rectified from October 2018.
Street Cleansing	1,386	576	292	445	-284	-49	
Recycling	3,049	1,017	479	856	-538	-53	
Highways General Fund	62	21	23	54	2	8	No major variances. The variance between years is due to the highways panel expenditure payment made in April 2017.
Off Street Parking	479	214	224	224	10	5	No major variances.
Land Drainage & Contaminated Land	192	32	22	22	-10	-32	Timing of expenditure can be difficult to predict and like last year is slightly below expectations.
	6,630	2,412	1,277	2,061			

## DIRECTORATE FINANCIAL MONITORING - CONTRACT AND TECHNICAL (2)

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major income items:</u>							
Refuse Collection	80	40	45	41	5	11	Bulky waste income is slightly higher than expected.
Recycling	1,477	347	199	337	-148	0	Income is now being agreed with Essex County Council but we are still somewhat behind. There is also an adjustment relating to 2017/18 to be accounted for in 2018/19
Off Street Parking	1,368	647	653	625	6	1	No major in-year variances. The variance between years is due to an increase in the levels of Season Tickets issued and receipt of Penalty Charge Notices.
Leisure Contract	734	134	113	0	-21	-16	The in-year variance is due to issues surrounding the previous contractor being picked up by Places for People that were not in the discussions in letting the current contract. The actual for 2017/18 is not shown here as the Council made payments to the contractor in the first year to account for initial start up costs.
Fleet Operations MOTs	244	122	105	112	-17	-14	MOT income is below expectations and indeed down on the previous year too.
	3,903	1,290	1,115	1,115			

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
		<u>Major Expenditure Items</u>					
Non-HRA Rent Rebates	289	145	143	149	-2	-1	The actual at quarter two in comparative to the budget and previous year indicates that the number of homeless people placed in Bed and Breakfast accommodation has remained relatively static. However there are a number of claimants awaiting assesment.
	289	145	143	149			

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		<u>Comments</u>
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Building Maintenance	638	84	130	109	46	55	Expenditure fluctuates from one year to another due to Building Maintenance works being determined on a rolling five year programme which identifies and prioritises the works required to the non-office assets but generally works are undertaken in the latter part of the year which allows for preparation work to take place initially. Having said that expenditure is a little higher than expected due to timing differences.
Bed & Breakfast Accommodation	271	135	176	190	41	30	There has recently been an increase in caseload and consequently expenditure. There are currently 21 cases at the end of quarter 1 there were 19.
Voluntary Sector Support	17	0	0	17	0	0	Expenditure here occurred in month 6 during 2017/18, in 2018/19 expenditure does not show until month 7.
	926	219	306	316			
<u>Major income items</u>							
Bed & Breakfast Accommodation	280	140	176	188	36	26	Rents are higher than expected due to the increased caseload.

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major Expenditure Items</u>							
Local Plan	1,235	186	136	303	-50	-27	Expenditure is lower than the budget and previous year comparative due to the pending outcome of the judicial review made by CK Properties (Theydon Bois) Limited in March 2018.
	1,235	186	136	303			
<u>Major Income Items</u>							
Development Control	1,208	609	771	481	162	27	Development Control fees received in the first half of the year have exceeded both the budget to date and the previous year's actual due to an increase in the number of planning applications received. This includes the 20% increase in Planning Fees which was implemented in January 2018 along with a number of high value fees from large developer proposals who may have previously been awaiting the publication of the Local Plan.  The £162,000 additional income received in comparison to the budget at the end of quarter one includes £139,000 in development control fees and charges and £23,000 in other pre assessment consultation fees.
Local Land Charges	164	87	78	96	-9	-10	
Local Plan Implementation (Planning Performance Agreement Income)	40	20	63	0	43	215	It was anticipated that £40,000 of revenue would be received by the Council through developer contributions during 2018/19. The actual for the second quarter has already exceeded the full year budget because at this stage it is difficult to precisely quantify the cash flow of potential revenue streams which depend largely on the Local Development Scheme Timetable.
	1,412	716	912	577			

	18/19 Full Year Budget £'000	Second Quarter			18/19 Variance Budget v Actual		Comments
		18/19 Budget £'000	18/19 Actual £'000	17/18 Actual £'000	£'000	%	
<u>Major expenditure items:</u>							
Management & General	311	126	85	101	-41	-33	Expenditure is lower than expected in the first half of 2018/19 due to less spend on consultants and professional fees within the Policy & Management budget.
Housing Repairs	6,128	1,645	1,616	1,206	-29	-2	This underspend mainly relates to expenditure on responsive repairs (£11,000) and voids (19,000). The spend in quarter two last financial year, was lower due to delays in invoices from one of the contractors.
Special Services	1,129	480	326	373	-154	-32	The main underspend in this section relates to outstanding invoices from Biffa, currently 3 months behind. Other factors relate to utility costs and caretaking and cleaning.
	7,568	2,251	2,027	1,680			
<u>Major income items:</u>							
Non-Dwelling Rents	876	431	407	425	-24	-6	The reduction in income relates to garage rents.
Gross Dwelling Rent	31,324	15,662	15,579	15,759	-83	-1	The reduction in rental income from dwellings this financial year compared to 2017/18 is due to the rent decrease of 1% from April 2018, combined with reduced stock numbers due to the high number of Right To Buy sales this year. Void levels are around 0.75%, running broadly in line with expectations. With regard to new build, 65 properties were scheduled for 2018/19, however, the majority of these have been delayed. The profile for rents is based on the estimate, including the new build, averaged over the year.
	32,200	16,093	15,986	16,184			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
BUSINESS SUPPORT SERVICES**

Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
ICT General Schemes	16	8	9	1	13	The ICT schemes have now been split between general ICT schemes and schemes specific to the ICT strategy implementation. The only remaining scheme within this section relates to the upgrade of the Northgate Aspire Mobile Working which will help support the delivery of efficient and effective services including the ability to process live food hygiene reports around the District's restaurants. This scheme has faced minor delays due to supplier issues; however it is expected to be completed by the end of the financial year.
ICT Strategy Implementation	736	550	268	-282	-51	The schemes within the ICT strategy, which represent the Council's vision of transformation and home working solutions, have progressed in quarter two but many schemes have faced delays and questions over their viability. With the new release of the Blackberry Good application a certain number of the Council's Android phones became incompatible with the email based application and therefore 30 new handsets were purchased and rolled out to Council staff in this period. The scheme to patch the host servers, which will create more memory and disk space to the current servers has begun, as has the implementation of the portal integration system which will link multiple systems together and allow the public access to them with a single sign-in. The replacement of the current sundry debtors system has been delayed due to the uncertainty surrounding the restructure, whilst the schemes to upgrade the uninterrupted power supply and the procurement of desktop equipment at Oakwood Hill depot to accommodate the Housing Assets team will not now be completed until 2019/20 after the move was delayed. The nature of the current situation with regard to the accommodation review has had huge implications for the rollout of ICT projects previously planned in the ICT Strategy. In order to be prudent and avoid expenditure which in the long term may not be necessary, some projects anticipated to take place during this financial year have been deferred to 2019/20, pending a review. Many of those schemes may still be deemed necessary, but their feasibility will depend on other projects coming to fruition and the details of the accommodation review. In financial terms, it will be recommended that Members approve a carry forward of £139,000 into the next financial year in order to assess whether these projects are still necessary or viable; whilst a further £81,500 will be carried forward due to various delays detailed above.
<b>Total</b>	<b>752</b>	<b>558</b>	<b>277</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
COMMERICAL AND REGULATORY SERVICES**

Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Epping Forest Shopping Park	459	459	209	-250	-54	The construction of the Shopping Park was completed in June 2017 and all twelve units are now successfully let. The 2018/19 allocation agreed by Members relates to outstanding costs including letting agent's fees, legal costs for the production of heads of terms, capital payments to tenants and variations in the final account, some of which have already been paid. There have been additional costs to install an attenuation tank close to the units after it was discovered that some of the drains were blocked or had collapsed, in addition to repairs to the roof of the amenity block and other necessary remedial works which will continue to progress throughout the defect period; most of these additional costs are likely to be recovered from the retention. Overall, it is anticipated that the budget will be overspent by about £23,000, mostly due to professional fees, and will be highlighted within the Capital Review.
Landmark Building Development	0	0	24	24	0	The Council entered into a 153-year lease with a private developer, Higgins, to provide a mixed use development of retail and food and drink units on the ground floor with 64 residential units over the six floors above on the former Sir Winston Churchill public house site. The five investment units on the ground floor have now been handed over and the Council are incurring costs to modify the units and let them to potential suitors. Currently, one unit has been let with another being close to signing. Expenditure of £24,000 has related to legal and letting fees, however it is estimated that the costs to let the remaining units, in addition to building separation walls between the units and pillars for the unit entrances, will rise to around £140,000. A report seeking the necessary additional budget will be presented to the next Cabinet meeting.
NW Airfield Automated Gate	12	0	0	0	0	After planning permission was refused for the extension of the North Weald 240 Building to accommodate a vehicle compound, the budget was identified to install an automated gate at the Airfield after safety concerns were expressed. This installation will cost around £16,000, with the deficit in the budget of £3,500 being funded from a Revenue contribution, and will provide a more effective deterrent to trespassing after staff discovered unauthorised access by children; the gate will be in place by the end of the financial year.
<b>Total</b>	<b>471</b>	<b>459</b>	<b>233</b>			



**2018/19 DIRECTORATE CAPITAL MONITORING -  
COMMUNITY AND PARTNERSHIP SERVICES**

<u>Scheme</u>	<u>18/19</u>		<u>Second Quarter</u>		<u>18/19 Variance</u>		<u>Comments</u>
	<u>Full Year Budget</u>		<u>18/19 Budget</u>	<u>18/19 Actual</u>	<u>Budget Vs Actual</u>		
	<u>£'000</u>		<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>%</u>	
CCTV Systems	72		8	10	2	25	Progress has been made on three CCTV schemes planned for implementation within the financial year. After facing lengthy delays due to the complexity of the designs, planning permission was granted in August for the replacement and extension of the current nine camera system along Epping High Street which will provide an additional twenty one cameras to previously unseen zones. The invitation to tender is scheduled for November and incorporates a strategy to decrease the current street furniture by amalgamating the CCTV columns with road signs. Although preliminary works will be completed by the end of the year, the commissioning date for this system is likely to slip into the 2019/20 financial year. A supplementary allocation of £14,000 was agreed in October as part of the Leisure Management Contract Finance to install a new CCTV system to cover the Hillhouse Leisure Centre and car parking area. Works along the Hillhouse shopping parade and estate will follow on from the Leisure Centre, which is likely to be completed by the end of October, and are scheduled to be commissioned by the end of the financial year; approximately a third of the CCTV cameras will cover the local housing estate and will be reclaimed from the HRA budget.
Car Park CCTV Systems	46		13	14	1	8	The new system at Quaker Lane car park was commissioned in August at a final cost of £13,600, whilst the remaining three systems at High Beach, Smarts Lane and The Drive have met procurement difficulties and are likely to be carried forward into the next financial year. A report will be submitted to Cabinet from the Safer, Greener and Transport portfolio in November identifying a further five car parks for new or replacement systems which is likely to cost in the region of £23,000.
<b>Total</b>	<b>118</b>		<b>21</b>	<b>24</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
GOVERNANCE AND MEMBER SERVICES**

<u>Scheme</u>	<u>18/19</u>		<u>Second Quarter</u>		<u>18/19 Variance</u>		<u>Comments</u>
	<u>Full Year Budget</u>		<u>18/19 Budget</u>	<u>18/19 Actual</u>	<u>Budget Vs Actual</u>		
	<u>£'000</u>		<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>%</u>	
Transformation Projects	11		0	0	0	0	A small budget has been set aside for future feasibility works relating to the Council's Accommodation Review. The budget intended has been classified as revenue expenditure and therefore this budget will be removed from the Capital Programme.
<b>Total</b>	<b>11</b>		<b>0</b>	<b>0</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
CONTRACT AND TECHNICAL SERVICES**

Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Hill House Leisure Centre	4,944	3,708	4,047	339	9	Please see major scheme tab for details on this scheme.
Loughton Leisure Centre	2,484	1,242	1,432	190	15	Please see major scheme tab for details on this scheme.
Epping Sports Centre	164	164	289	125	76	The works to renovate the Epping Sports Centre, including the conversion of two squash courts into a movement studio, the extension of the fitness suite, and the changing room refurbishment is now complete with only minor remedial works now outstanding. The overspend currently being reported is due to the worse-than-expected deterioration of the leisure centre where extra works, outside the original specification of the project, were necessary. This has caused increased costs amounting to £218,000, of which £93,000 has already been agreed by Members to be supplemented from savings at the Ongar Leisure Centre. A Cabinet report from the Leisure and Community Services portfolio has requested approval of the current overspend of £125,000 shown to be taken from savings identified at Loughton Leisure Centre, whilst a supplement of £24,000 has been requested for works relating to a new fire alarm system and replacement flooring in the sports hall and gym area. Places for People have reported that the significant cracks in the walls of the sports hall continues to be a concern with further structural movement and damage likely with heavy winter rainfall.
Hill House Development	130	0	0	0	0	The Council has entered into a Section 106 agreement to provide compensatory facilities as the development of the new Leisure Centre and Independent Living Scheme at Hill House will mean a loss of sports pitches within the area. The preliminary strategy has identified the improvement of pitches at Town Mead as a suitable option meeting statutory requirements and it is hoped that the works will take place in the current financial year.
Other Schemes	229	229	161	-68	-30	The grounds maintenance team have had the delivery of the six new ride-on mowers to replace an ageing fleet that was traded in for £26,500. The remaining budget has been earmarked to purchase a new truck before the end of the financial year at an anticipated cost of £32,000. During the previous financial year, the Flood Alleviation team had an additional budget allocation approved after there was an unexpected failure of the main control unit and pumps at Bobbingworth Tip. The labour and equipment costs relating to the rectification works are expected to be covered by the £19,000 budget in this financial year.
Car Parking Schemes	184	0	15	15	0	Across the District there are twenty Council-owned car parks which are being upgraded to include LED lighting. Last year Cornmill, Darby Drive and Traps Hill were all completed followed by Quakers Lane car park this financial year. However, the scheme has encountered delays in delivering LED lighting to the remaining car parks as no contractor can be found who will both source and supply the LED equipment and carry out the installations. To rectify the situation, a Cabinet report will be submitted by the Safer, Greener and Transport portfolio holder in November requesting further capital investment to appoint a consultant who will see the project through to fruition. Until a decision is made on the bid, no further works are anticipated. At the Oakwood Hill car park, the land owned by EFDC was identified, fenced off and all works completed. The additional bays that were planned on land deemed not to be owned by the Council have not been constructed and therefore the unspent budget of £33,000 will be available for consideration by Members as part of the Capital Review. Two separate planning applications have been submitted to start works to extend the Vere Road car park by a total of forty-one parking bays. The first application to demolish a small enclosed area of the car park and construct eleven bays has been granted, whilst the second application relating to the remaining thirty spaces is still pending. If approved, twenty-two garages will be demolished in order to construct these bays. Within the original specification only the thirty spaces were identified and therefore the works for the additional eleven bays have not been budgeted for; the need for additional resources here is coupled with the increased costs likely to occur if asbestos is found to be present in the garage buildings. It will be recommended within the Capital Review that the savings identified within the Oakwood Hill car park scheme are transferred to cover any additional costs arising at Vere Road.
<b>Total</b>	<b>8,135</b>	<b>5,343</b>	<b>5,944</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING AND PROPERTY SERVICES**

Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Town Mead Depot	107	0	-18	-18	0	Town Mead Depot needs to be fully operational by December 2018 to provide staff moving from Pyrles Lane with suitable accommodation. The depot has also been subject to an internal Health and Safety audit which has raised a number of issues which require compliance before the premises can be utilised. The most pressing issues raised from the audit, including fencing, CCTV and drainage works, have already been resolved whilst all remaining issues are being dealt with during the refurbishment of the depot which will commence shortly.
Works on Investment Properties	55	5	21	16	320	The improvement works to the investment property at 16 The Broadway, which included putting a waterproof liquid membrane over the existing felt, was completed early in the financial year, whilst the replacement of gutters and drainage to units at Oakwood Hill will commence later in the year. The remaining budget is a provision for costs where investment properties share common roofing with housing units. It is estimated that the General Fund element of these works will be in region of £81,000 if all planned works progress as anticipated; therefore, members will be asked to supplement the current budget of £25,000 with an additional £56,000 to cover this recharge within the Capital Review.
Active Planned Maintenance	292	70	87	17	24	There are various schemes for planned maintenance taking place this financial year across the Council's assets that do not fall under the Accommodation Review. Within the Civic Offices, new distribution boards have been purchased in addition to a new fire detection and warning system which is being extended to parts of the building which are not currently covered. The Council has also responded to the need for accommodating electric vehicles by installing two charging points in the Civic Office car park. At Homefield House, works to convert the former VAEF location into meeting rooms, training rooms and offices are now finished with the installation of a fire alarm system, rewiring and fibre connections all completed and the property now operational for staff to use. Replacement windows at the North Weald Gatehouse have been installed, the project to re-roof and refurbish chimneys and stacks at Waltham Abbey Museum has progressed well despite presenting challenges relating to asbestos and the listing of the property; it is anticipated the works at the Museum will be commissioned in early November with cost savings identified.
On-Hold Planned Maintenance	1,196	0	0	0	0	Many of the schemes in the planned maintenance programme relating to the Civic Offices have been placed on hold pending the outcome of the Accommodation Review, with expenditure limited to only minor design works. It should be recognised that deferring some of these projects for a long length of time increases the risk of failure. For the purposes of the Capital Review, it will be recommended that all currently on-hold schemes, budgeted at £1,196,000 will be carried forward to 2019/20.
Housing Estate Parking	422	19	19	0	0	The off-street parking schemes undertaken on Council-owned land is jointly funded between the HRA and General Fund. The scheme is currently under review with more information provided within appendix 15(C).
<b>Total</b>	<b>2,072</b>	<b>94</b>	<b>109</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Housebuild Phase 1	6	3	-26	-29	-967	The Council took possession of 23 properties across four sites in Waltham Abbey in November 2017; these properties are currently in the defects liability period lasting two years. The £6,000 budget for 2018/19 represents the remaining budget from the anticipated outturn agreed by Members. During the last quarter, the Council received a payment of £66,000 from Broadway Construction's administrators after the company went into liquidation; this income will be used to offset the previously reported increase to the budget of £34,000 after being issued with an interim certificate of the final account from P.A Finlay. Inspections are currently being organised to identify any defects to the properties and consequently further costs may be generated; the Council is expected to receive the final account figure in November once these investigations have taken place. The latest estimate of the final account for the P.A. Finlay contract is £3,614,912.96.
Housebuild Phase 2	4,631	2,316	2,277	-39	-2	Please see major scheme tab for details on this scheme.
Housebuild Phase 3	2,724	1,362	1,031	-331	-24	Please see major scheme tab for details on this scheme.
Other Housebuilding	5,983	2,992	81	-2,911	-97	Following the decision made by East Thames to terminate its contract after 4-years as the Council's Development Agent, a new approach was developed to deliver phases 4 to 6 of the house-building programme, which will provide a more efficient service and de-risk some of the aspects of the programme that have so far resulted in additional costs across schemes that are on site. The new approach included building a Framework of Consultants, who have now been selected, with contracts currently close to being signed. Once signed, the schedule of works will proceed on the sites that have current planning approval. The pre-tender works such as site investigations, remediation works and demolitions will begin before the end of quarter 3 with the tenders being sent out once these works have been completed. The start on site date will be determined on receiving suitable tenders, but the Council is expected to commence works by June 2019 with an 18-24 months construction period for these sites. The schemes that have had planning permission rejected previously have been given authority to be resubmitted; with decisions on these sites still pending, works will start at a later date to those approved. The Council is one of a number of councils invited to bid for additional HRA borrowing approvals from the MHCLG to enable the Council to borrow additional money in order to fund its current and/or future Housebuilding Programme; specifically the proposed sites within phase 4 to 6. The Council is expecting to be notified in November as to whether or not the bid was successful. On the 18th May 2018 Linden Homes transferred the possession of eight properties at Barnfields to the Council. This scheme faced delays and failed to meet the initial handover date due to various defects and snagging issues; tenants have now been moved into these properties but are still finding issues which are being dealt with by the EFDC repairs team. Linden Homes' low performance in customer care has led to EDFC looking to take on the defect works and recovering some, but not all, of the costs from the retention held. The final account for this site is expected to be submitted in May 2019, with the current budget for this scheme is showing a slight overspend of £14,000 due to additional works outside the original specification; however, the defect works mentioned will likely increase this budget by a further £15,000. Finally, TSG has been selected as the contractor for the installation of the Norway House Pods project and will proceed with all pre-construction works, including ground and drainage works whilst waiting for the delivery of the pods. The majority of the works and installations will be completed by the end of the financial year; however it is unlikely that all six of the units will be operation this financial year. The installations of the pods will follow the pre-construction works. There is a caveat to the planning permission approved for these pods which means a further application for renewal will need to be submitted for the development after a 10-year period.
<b>Total c/f</b>	<b>13,344</b>	<b>6,673</b>	<b>3,363</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19		Second Quarter		18/19 Variance		Comments
	Full Year Budget		18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000		£'000	£'000	£'000	%	
<b>Total b/f</b>	<b>13,344</b>	<b>6,673</b>	<b>3,363</b>				
Oakwood Hill Depot Extension	1,075	538	14	-524	-97		The expansion of the depot located at Oakwood Hill to accommodate the Welfare, Works Unit and Grounds Maintenance teams is continuing to progress. The consultants have now completed the concept designs of the Oakwood Hill Depot extension and are now progressing with a cost plan and technical designs for the build. A few variations to the original specification, including a new fence, gates and new electronic barriers, have been adopted within these designs due to multiple break-ins and security issues at the depot. Subject to planning permission being granted the provisional start date for these works will be January 2019. The Council have faced two issues with the planning application that has been submitted for the construction of a new car park to facilitate the increased number of employees at the depot. These issues relate to increased air pollution and increased footfall to the nature reserve in Oakwood where the car park will be located. The application will be submitted to the Plan South planning committee.
Heating & Rewire	2,484	1,242	731	-511	-41		The rewiring scheme is showing the largest underspend of the category due to the Section 20 notices, advising tenants of the work to be carried out, being sent out later than planned. This delay, coupled with the tenders for an additional rewiring contractor, has seen the scheme fall behind. Gas heating is also showing a large variance even though the large schemes at Hemnall House and Parsonage Court have been completed; the remaining sheltered housing heating installations are expected to be completed by the end of the financial year. Two contracts are currently out to tender which will increase the amount of Gas Heating works across the Council's properties in 2019/20 and going forward. The Mechanical Ventilation Heat Recover (MVHR) and communal water tanks schemes are both coming to an end, and therefore showing limited spend in quarter 1. These schemes will be reassessed, with the other underspends in the category, as part of the Capital Review in December.
Windows, Doors & Roofing	2,721	1,361	920	-441	-32		Roofing works to the Council's HRA properties have progressed within the quarter; however the tiled and flat roofing categories are still showing a significant underspend at the half year period. Asbestos was discovered within the tiles at the flat block in the Cobdens, which commenced in September, whilst the Section 20 process is delaying further tiled and flat roofing works. An invitation to tender is currently being advertised for new roofing contractors which should accelerate works. The balcony resurfacing scheme has had a minor delay due to a joint tender with flat roofing currently being prepared for the blocks at Ninefields for later in the year; however the scheme on the whole is currently on target. The housing assets team are also currently working on a tender for a new double glazing contractor which will be reviewed within the December Cabinet; works will continue to be limited until a contractor is in place. The installation of replacement front doors have been postponed after certain doors did not meet the fire or smoke resistance performance in the Building Regulations guidance.
Other Planned Maintenance	140	70	76	6	9		This category includes Norway House improvements, door entry system installations and energy efficiency works. Norway House improvements are ahead schedule with the installation of a new intruder alarm, bathroom improvements and new CCTV equipment (see Garages & Environment Works, appendix 15(C)). The remaining budget is expected to be used to replace a communal bathroom within the facility and install finger guard production units on all the communal doors. Door entry improvements works at Hillhouse and Neal Court have been completed; whilst consultation with leaseholders and tenants in two further blocks at Hornbeam Close and Hilltop Court are still progressing. The energy efficiency scheme will be reassessed as part of the Capital Review with most of the cavity walls installations completed earlier in the programme.
<b>Total c/f</b>	<b>19,764</b>	<b>9,884</b>	<b>5,104</b>				

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19		Second Quarter		18/19 Variance		Comments
	Full Year Budget	£'000	18/19 Budget	18/19 Actual	Budget Vs Actual		
			£'000	£'000	£'000	%	
<b>Total b/f</b>	<b>19,764</b>		<b>9,884</b>	<b>5,104</b>			
Kitchen & Bathrooms	1,751		876	825	-51	-6	The kitchen & bathroom replacement schemes have progressed well for the first half of the year, however the contract for these repairs expired in September. The housing assets team are currently in the process of tendering for a new contractor, with the possibility of one contract for both bathroom and kitchen replacements being investigated.
Garages & Environment Works	624		277	294	17	6	The off-street parking schemes at Torrington Road and Paley Gardens are now complete providing a combined total of 33 spaces to local residents. However, due to a lack of take up in permits around several street parking sites, the housing assets team will submit a viability report to Cabinet detailing whether any more sites should be identified for parking; until a decision has been made, there will be no further works. The budget for major repairs to garages has seen a decline in recent years due to the Council's garages across the district being identified for potential housebuilding sites. In 2018/19 there has been no spend on any garage repairs as many of the sites are expected to be demolished and converted into development land; some costs relating to reinforcing walls and garage doors to garages not currently identified will be spent within the year. All costs relating to demolishing and securing the sites will continue to be charged to the housebuilding schemes as per the CIPFA guidance. There is an overspend showing on the estate environmental works scheme due to changes of bin requirements which has meant that the Council will need to construct new bin stores and also add ramps to others. The replacement CCTV system at Norway House was completed earlier than anticipated with a significant increase in the number of cameras and equipment utilised at the site, amid security concerns. Designs have been completed and are ready to tender for the replacement system at Limes Farm Red Block, whilst the work planned for the three lifts areas at all the Limes Farm sites cannot proceed until the lifts themselves become operational.
Structural Schemes	2,475		1,238	886	-352	-28	The Council is currently awaiting portfolio holder approval a second contractor to assist with the increased structural works to the Council's housing stock. The Council has seen a rise in expenditure over the past 3 years due to the properties becoming old, problems with trees, subsidence and cracks in plaster and walls becoming an issue. Although the current budget for these works (£1,533,000) seems sufficient, with a 23% buffer showing against the profiled budget, the housing assets and accounts team will continue to monitor the costs throughout the year. The installation of new lifts at Limes Farm and Copperfield are scheduled for practical completion by March 2019.
Disabled Adaptations	487		2,434	165	-2,269	-93	There has been limited spend and a subsequent back log of disabled adaptations due to a combination of staffing capacity and tendering for two new contractors to assist with the increasing volume of disabled adaptations and extensions. The Council has now recruited a Disabled Adaptations Officer whilst the tenders for extensions and bathroom adaptations to Council properties have both been received and are awaiting portfolio holder approval. These delays have caused a reduction in expenditure for the first half of the year however, once the tendering process has been completed, the scheme is likely to be accelerated through the rest of the year.
Other Repairs & Maint	223		112	171	59	53	Feasibility studies were performed on two properties in Waltham Abbey and Loughton which are showing signs of structural movement, whilst a third report has been issued for a property in Waltham Abbey after cracks and structural damage have appeared due to close proximity of trees. There is currently an overspend to the profiled budget for asbestos removal which is linked to the increase in structural repairs and has led to additional costs to remove asbestos when found in Council properties.
<b>Total c/f</b>	<b>25,324</b>		<b>14,821</b>	<b>7,445</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
HOUSING REVENUE ACCOUNT**

Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
<b>Total b/f</b>	<b>25,324</b>	<b>14,821</b>	<b>7,445</b>			
Service Enhancements	349	175	28	-147	-84	This budget covers the front door replacement programme including leaseholder properties, Oakwood Hill enhancements and mobility scooter stores. The door replacement programme for leaseholders has been suspended for the same reasons as other door replacement schemes in other categories. After consultation with members of the Oakwood Hill Estate Residents' Association (OHERA) it was agreed that the best use of the £400,000 funding (shared by EDFC and ECC) is to repair and resurface the whole footpath on the estate with slurry sealing rather than a full reconstruction on 25% of the estate; some of which are the responsibility of the District Council (un-adopted footpaths) and some the responsibility of the County Council (adopted footpaths). These works were completed in October, however ECC have not yet invoiced the Council. The housing assets team had identified Pelly Court as a potential site for the construction of a new Scooter Store, however the scheme became unviable after consultations with the residents with limited take up of the stores expected.
Replacement Housing Vehicles	68	34	1	-33	-97	Four replacement vans are on order to replace their ageing fleet, and are awaiting a delivery date that is expected to be towards the end of this calendar year. Currently, only modifications to the roofing racks for the housing repair vehicles delivered last year have been expensed.
Work On Hra Leasehold Prop (Cr)	-300	0	0	0	0	This credit budget allows for work undertaken within the above categories on sold Council flats. Once identified an adjustment will be made at the end of the year.
<b>Total</b>	<b>25,441</b>	<b>15,030</b>	<b>7,474</b>			

**2018/19 DIRECTORATE CAPITAL MONITORING -  
REVENUE EXPENDITURE FINANCED FROM CAPITAL UNDER STATUTE (REFCuS) AND CAPITAL LOANS**

REFCuS Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Parking & Traffic Schemes	272	0	0	0	0	The first phase review, which focused its attention towards twelve roads in Loughton, was completed last year; whilst the second phase will cover the larger Debden area. A meeting was held last year to discuss the designs and potential locations around Debden Station. The consultation and Traffic Road Order (TRO) was conducted by NEPP in October, with an advertising campaign inviting comment within 21 days. The time scales for this project will depend on the quantity and severity of objections to the TRO, each of which requires a personalised response and increases the likelihood of works slipping into the next financial year. Whilst the cost of the first phase was around £50,000, as the Debden review covers a much larger area, it is anticipated that costs will be commensurately larger.
Biffa Recycling Contribution	200	0	0	0	0	The Council entered into a ten year contract with Biffa in November 2014, which can be extended by another ten years. During the April Cabinet, Members considered a report from the Environment Portfolio setting out the difficulties arising from the Chinese Government decision to ban the import of paper produced by Material Recycling Facilities (MRF) in the U.K. This decision forced Biffa into improving their Edmonton MRF where Epping Forest recycling materials. As part of these works, Biffa requested the Council make a contribution to these costs of £841,000 based on the level of recycling within the contract and based on the remaining six years of the contract. To avoid the recycling wastes around the District ending up in landfill and putting further significant financial pressures on Biffa, Members agreed to a compromised contribution of £500,000 consisting of a one off capital of £200,000 and six yearly instalments of £50,000 to ensure stability of the waste management contract and guarantee end use of recycling materials collected in the District. The Capital contribution is expected to be made in November 2018.
Jack Silley Pavilion	0	0	210	210	0	In 2013, Members agreed a Section 106 contribution of £225,000 from the redevelopment of St John's School to be used to improve and redevelop sports and leisure facilities at Stonards Recreation ground in Epping. The contribution arose as a result of the development of the new Secondary School in Epping to compensate for the loss of playing fields and would be used to develop new or improved existing facilities within Epping. Improvement works to Jack Silley Pavilion was agreed with extensive works carried out including reroofing, changing room refurbishment and a café extension. The contributions across the 2017/18 and 2018/19 financial years have amounted to £233,000, an increase of £8,000, due to inflation since the contribution was agreed.
<b>Total</b>	<b>472</b>	<b>0</b>	<b>210</b>			

Capital Loan Scheme	18/19	Second Quarter		18/19 Variance		Comments
	Full Year Budget	18/19 Budget	18/19 Actual	Budget Vs Actual		
	£'000	£'000	£'000	£'000	%	
Private Sector Housing Loans	217	54	33	-21	-39	This scheme offers discretionary loans to provide financial assistance for improving private sector housing stock. After amendments were made to the Housing Assistance Policy, which forms part of the overall Housing Strategy 2017-2022, applications for private sector housing loans have reduced. Up to the end of quarter two, £33,000 has been spent on repayable assistance, with an additional £38,000 of approved cases where works are either on site or to go on site and be completed. The budget will be reviewed as part of the Capital Review with the intention of identifying some savings on this scheme.
<b>Total</b>	<b>217</b>	<b>54</b>	<b>33</b>			



**2018/19 DIRECTORATE CAPITAL MONITORING -  
MAJOR SCHEMES**

Hillhouse Leisure Centre										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000 (A)	Updates £'000 (B)	Approved Budget £'000 (C)	Actual Expenditure to Date £'000 (D)	Anticipated Outturn £'000 (E)	Variance to Approved Budget £'000 (E-C)/Cx100	Anticipated Outturn £'000 (C-D)
Jul-17	Nov-18	Jul-17	Nov-18	9,818	0	9,818	8,921	9,966	0.02	897
<p>In December 2014, the Council adopted a new Leisure and Cultural Strategy, which identified future need and the role that the District Council should play in the provision of opportunities for people to lead healthier lives, contribute to community wellbeing and provide social cohesion. At that time, leisure provision by the District Council primarily focused on four Sports/Leisure Centres at Ongar, Epping, Waltham Abbey and Loughton.</p> <p>The Council decided to replace the Waltham Abbey swimming pool, which had exceed its design life. A project team involving representatives from the District Council, Essex County Council and NHS England developed designs for a new community hub, comprising of a new leisure centre, health centre and independent living scheme for the elderly at Hillhouse. Outline planning permission for the whole community hub was granted on 30th November 2016 and in December 2016, Cabinet agreed to award Places for People Leisure Management Ltd preferred bidder status with an approved contract sum of £9,818,000.</p> <p>The facility specification included 80 station gym &amp; work out studios, a 6 lane x 25m main pool and teaching pool and a community room (including a café and pooling viewing area). The contract commencement date was 17th July 2017 with a contract period of 70 weeks. The building works at the new centre is on schedule despite lost days due to severe winter weather, utility supplier issues and multiple changes to the original specifications. The anticipated opening date for the centre remains as 20th November 2018 as it nears completion. The additional works and changes to the specification, including the construction of a steam room and sauna, improvement works in the public realm, electric vehicle charging points, digital marketing screens and enhanced CCTV coverage (see appendix 13), have meant that costs are expected to increase. Whilst part of the costs have been covered by compensatory savings a report was submitted to Cabinet in October outlining the need for an additional £148,000 to supplement the scope changes and other unforeseen expenses; this sum has been included within the anticipated outturn figures in the table above and the budget will be updated in the next Members monitoring report.</p> <p>Responsibility for the old Waltham Abbey Swimming Pool will be handed over to a housing contractor as soon as possible after the new centre has opened to enable demolition. A supplementary estimate of £275,000 was agreed by Members for the demolition of the old Leisure Centre in October, and this scheme will show up in the next quarterly monitoring review.</p>										

Loughton Leisure Centre										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000 (A)	Updates £'000 (B)	Approved Budget £'000 (C)	Actual Expenditure to Date £'000 (D)	Anticipated Outturn £'000 (E)	Variance to Approved Budget £'000 (E-C)/Cx100	Approved Budget Underspent to Date £'000 (C-D)
Jan-18	Aug-18	Jan-18	Aug-18	3,018	0	3,018	1,966	2,947	-0.02	1,052
<p>As part of the new Leisure and Cultural Strategy, improvement works to Epping Sports Centre (ESC), Ongar and Loughton Leisure Centres (LLC) were also approved by Members. Improvement works to the LLC commenced on 19th January 2018 and included developing a brand new two-story, 150-station gym area; renovating the changing village; demolishing the crèche area "Octagon" building; re-designing the original gym into two studios, and re-designing the reception and customer viewing areas.</p> <p>Works commenced on 12th February 2018 with the demolition of the "Octagon" building. There were initial difficulties with live power cables discovered beneath the 'Octagon' building however, these were resolved without delaying the work. The refurbishment to the changing village started on 23rd April and took approximately 16 weeks to complete. The scope of the work to the changing village included more family changing cubicles, new lockers, better disabled facilities, new LED lighting and a new-and-improved shower area. The replacement of the changing village was phased to minimise disruptions to the centre users and to continue to access the pool facilities. Inevitably this led to an increase in complaints about cleaning but the contractor has revised the cleaning schedules to keep the problem to a minimum.</p> <p>The planned works within the original scope at LLC progressed according to schedule and are expected to ultimately show a saving of £125,000</p> <p>There are however additional costs from works outside the original specification amounting to £53,500, including additional security measures to combat a rise in criminal incidents and an air conditioning upgrade. A report from the Leisure and Community Services portfolio was submitted to Cabinet detailing these costs with a recommendation that the net effect of this (£71,500) is reduced from the current budget at LLC and transferred to cover the additional costs relating to ESC as indicated in appendix 13; this adjustment is reflected in the anticipated outturn sum in the table above.</p> <p>The extension to the front of the centre is largely completed subject to snagging works and final inspections. There are also some outstanding external works to the footpaths and planted areas were completed before the refurbished centre re-opened to the public on the 16th August 2018 with a formal opening ceremony on the 8th September 2018. Actual expenditure incurred to 30 September 2018 was £1,996,000 which includes an outstanding retention of £46,000.</p>										

**2018/19 DIRECTORATE CAPITAL MONITORING -  
MAJOR SCHEMES**

Housebuilding Phase 2										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000 (A)	Updates £'000 (B)	Approved Budget £'000 (C)	Actual Expenditure to Date £'000 (D)	Anticipated Outturn £'000 (E)	Variance to Approved Budget £'000 (E-C)/Cx100	Anticipated Outturn to Budget £'000 (C-D)
Feb-16	Mar-18	Mar-16	Jul-19	9,110	2,465	11,575	9,923	11,728	1%	1,652

Phase 2 of the Housebuilding Programme achieved planning permission in September 2015 for 51 new affordable homes at Burton Road Loughton. The Contract was awarded to Mullalley & Co Ltd following a competitive tendering exercise in November 2015 ; the contract commencing in March 2016 had a pre-tender forecast figure of £9,110,000 and was adjusted to a sum of £9,847,179 based on a design and build contract with a contract period of 105 weeks.

This compared to a pre-tender estimate of £8,125,000, which was based on rates in the second quarter of 2015, without any inflationary uplift. The lowest tender as originally received was around 16% above the estimated cost and it was the view of Pellings LLP that this was due to a number of inflationary pressures affecting the construction sector.

Mullalley & Co Ltd took possession of the site in March 2016 with work commencing in July 2016, having discharged the planning conditions and completing the detailed designs. In order to satisfy the planning conditions around ground contamination, trial excavations revealed contaminated ground below the garages and the forecourt slabs. As a result of this, additional works were required and delays of around 23-weeks have been claimed by the Contractor. Their entitlement, and other costings, were evaluated by Pellings, the Council's Employers Agents, and an extension of time was granted taking the completion date to 25 June 2018 and the anticipated contract sum to £10,534,355. The extension of time included a loss and expense sum of £680,000 comprising of: £443,000 for the contamination remediation works; and £237,000 for numerous utilities and cable reconnections.

The contractor subsequently forecasted a further 20-week delay onto the contract time with a new proposed finish date of January 2019 and a further increase in the contractor's sum to £10,851,761 for works relating to the service utility costs, offsite work and contaminated material and remediation due to the extent of the works being greater than first expected. This brings the total anticipated expenditure, including fees, to £11,728,000 pending an update of fees as part of the Capital Review.

On the 17th August an equipment failure led to hot tar overheating and catching fire; the fire began on the third floor roof of the four story block of 19 apartments before spreading and was contained in the third and fourth story. The site was still being constructed and none of the units had tenants living in them. The main damage was to the windows and doors of the third and fourth stories, none of the utility installations had any damage to them. There would be no further delay to the 17 town houses and the block of 15 apartments, which should continue to be completed in January 2019. However, the block of 19 apartments with fire damage will fall behind schedule and is likely to be ready for handover in July 2019. The liability of this damage lies with the contractor and the Council are not expecting any further costs relating to this damage.

The costs and dates highlighted in the report reflect the delays to the construction contract and an extension of time that has been granted under the contract. Actual expenditure incurred to 30 September 2018 was £9,923,000, which includes an outstanding retention of £461,000 and a commitment of £241,000.

**2018/19 DIRECTORATE CAPITAL MONITORING -  
MAJOR SCHEMES**

Housebuilding Phase 3										
Original Start on Site Date	Original Finish Date	Actual Start on Site Date	Proposed Finish Date	Original Pre-Tender Forecast £'000 (A)	Updates £'000 (B)	Approved Budget £'000 (C)	Actual Expenditure to Date £'000 (D)	Anticipated Outturn £'000 (E)	Variance to Approved Budget £'000 (E-C)/Cx100	Anticipated Outturn Budget £'000 (C-D)
May-17	Sep-19	Apr-18	May-20	7,502	46	7,548	6,016	8,516	12.8%	1,532

Works across each of the Phase 3 house-building development sites commenced, based on the following:

Scheme	Original Contract Sum	Anticipated Final Account	Variation %	Start Date	Duration	Initial Estimated Completion Date	Revised Estimate Completion Date
Bluemans End	£753,034	£920,000	22.17%	02/05/2017	36 Weeks	06/03/2018	Completed 26/03/2018
Parklands	£716,757	£766,348	6.92%	18/04/2017	56 Weeks	24/05/2018	Completed 10/10/2018
Springfields & Centre Avenue	£1,408,126	£1,648,183	17.05%	18/04/2017	60 Weeks	21/06/2018	26/11/2018
Stewards Green	£752,340	£852,921	13.37%	22/05/2017	34 Weeks	07/03/2018	26/11/2018
London Road	£235,695	£257,643	9.31%	19/06/2017	36 Weeks	07/03/2018	Completed 07/03/2018
Centre Drive	£300,285	£374,613	24.75%	09/10/2017	36 Weeks	13/06/2018	12/11/2018
Queens Road	£2,320,493	£2,692,776	16.04%	15/10/2018	82 Weeks	11/05/2020	06/07/2020

The properties at Bluemans End and London Road were both completed in March 2018 providing 5 affordable housing units; the final account figure for both schemes will be produced half way through the defects liability period, in March 2019. The scheme at London Road has had increased costs in excess of the budget amounting to £17,406 due to the additional works, including additional fencing and landscaping works, and a provision of a photovoltaic system to assist in the heating of water, which ensured the property met the Sustainable Homes Level 4 code.

An agreement has now been put in place regarding the lease needed to divert power cables and reposition the electrical sub-station at the Queens Road site. Since then, the Council received confirmation of asbestos which indicates further delays and costs to the scheme. The garage roofs have been removed in a controlled manner, however further asbestos has been found under the garages after the slabs had been broken up; the debris in the hard core used in the sites foundation has this asbestos present in it and therefore the significant parts of the site has been contaminated. The Council assessed the options available to reinstate the ground and finalise the works at Queens Road which included the possibility of retendering or negotiating an increased contract sum with the contractor. The penalties and costs to retender were deemed too high and therefore a compromised sum was agreed with the current contractor at an additional cost to the Council of £125,000; this figure has been included in the anticipated outturn. The ground work will commence at the end of October whilst the start on site for the construction works will commence of the 7th January with an 82-week construction period.

The site at Stewards Green Road has been completed but has faced delays due to the discovery of asbestos, cross contamination of the original site, and drainage issues. The cost implications for these works are not yet known as the works could be small in nature or may need a complete remediation of the site which could cause considerable delays and costs. The Council will assess options for recovering these costs once the asbestos test results are returned at the end of November. Further internal testing and snagging issues will need to be completed before the units become ready to let. The four properties at Oaklands have been handed over, whilst each of the sites at Centre Avenue, Centre Drive and Springfields have had extensions of time certificate granted for their respective works. The estimated completion dates for all the sites date have been revised to September 2018. Actual expenditure incurred to 30 September 2018 on all sites within Phase 3 was £6,016,000, which includes outstanding retentions of £162,000.

This page is intentionally left blank

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



**Epping Forest  
District Council**

**Report reference: FPM-016-2018/19  
Date of meeting: 15 November 2018**

**Portfolio:** Finance

**Subject:** Fees and Charges 2019/20

**Officer contact for further information:** Peter Maddock (Ext 4602)

**Committee Secretary:** Rebecca Perrin (Ext 4532)

---

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

**(1) That the Committee consider the proposals for the level of fees and charges for 2019/20 and make comments and recommendations as appropriate.**

### **Executive Summary**

The report provides information on the fees and charges that the Council levies and what scope if any there is to increase particular charges.

### **Reasons for Proposed Decision**

As part of the annual budget process changes to fees and charges need to be agreed.

### **Other options for action**

Where the Council has discretion on the level of fees and charges that it sets there are many possible options open to the Council ranging between no increase up to applying quite large increases where justifiable.

### **Report:**

1. The Medium Term Financial Strategy has identified the need to find savings of £600,000, £300,000 in both 2020/21 and 2021/22, this is over and above the £2.5m (£1.7m General Fund) savings from the implementation of the people strategy which in itself is very challenging. Revenue Support Grant funding is set to be phased out in 2019/20 and although we have already had the settlement figures as part of the four year agreement this has still to be confirmed by the Government. At this stage there is no real information on funding levels from 2020/21 onwards except that it is expected that 75% of Business Rates income will be retained by the Local Authority sector. The funding split between upper and lower tier authorities has still to be confirmed and it is unclear whether any additional responsibilities will be placed on the sector as a result.
2. In reality going forward the Council will have to fund all its General Fund services from the Council Tax, Retained Business Rates and Fees and Charges. If these resources are not sufficient the General Fund balance will need to make up the difference.
3. Apart from parking charges, the scope for increased income as a result of increasing fees and charges is relatively limited as regards the General Fund, though less so with the Housing Revenue Account (HRA). For example some are set by Government, some have to be based on cost recovery or subject to a maximum, also the possibility of increases putting people off and actually having the opposite effect to that intended have to be

considered. So whether we increase fees by 2% or 3% will not have a particularly significant impact on overall income levels. Having said that we should ensure that our charges are set at a level to fully recover costs where we are able to as not doing so means the in effect the General Taxpayer is subsidising those services.

4. A review of Parking Charges has already been carried out and the additional ongoing income generated can be put toward the savings targets set within the Medium Term Financial Strategy (MTFS).
5. Another option is to introduce fees and charges where they are currently not levied. This does need to be explored further as generating our own income is becoming more important as years go by.
6. The Consumer Prices Index (CPI) was at 3% this time last year and during the spring and summer fell to around 2.4% it has now started to increase again and has just increased to 2.7%. Other measures such as CPIH which includes housing costs and employee related inflation are around 2.3%.

### **Community and Partnership Services**

7. There are a number of fees and charges made for community and wellbeing activities and those proposed for 2019/20 are listed at Appendix 1.
8. Charges for use of the Limes Centre have been increased in line with inflation though rounding to the nearest 50p gives an increase of between 2 and 3%. The proposed fees are at Appendix 2
9. The Council's Museum, Heritage and Culture (MHC) service levy a number of charges for their services these are shown at Appendix 3 with the proposed charge for 2019/20 also shown. The increases proposed have been considered taking into account the cost of provision and the possibility that organisations will be deterred from using the services.

### **Housing and Property Services**

10. The Schedule of proposed Housing-Related Fees and Charges for 2019/20 is shown at Appendix 4, which also lists the fees and charges for the current year for comparison. Charges relate to both the Housing Revenue Account and the General Fund.
11. Generally, it is recommended that the majority of fees and charges be increased by around 2.3% - rounded up or down as appropriate.

### **Planning Services**

12. Development Control fee levels are controlled by Central Government and the levels of income are somewhat dependant on the economic climate and the number and size of planning applications. The Government introduced an increase in fees of 20% from January 2018 under the proviso that the additional income would be used for planning related services. An assessment will need to be made to ascertain how much income this amounts to and it will need to be monitored going forward to ensure we comply with the requirements of the new fee regime.
13. With regard to pre-application charges that apply to major applications, income is in line with expectations. There is a balance to be struck between charging a reasonable fee to cover costs and charging an excessive amount which may put developers off. It is felt fees should be held at the same level as 2018/19 for 2019/20.
14. The way Local Land Charges are recorded and dealt with is undergoing significant change. Longer term all information is to be held centrally by the Land Registry with local authorities having access to that system. There is a significant amount of work required

by the Council before that can happen including data cleansing and migration to the Land Registry system. This council is expected to be part of the first phase due to be completed by December 2019. A full report on this is to be presented to Cabinet in due course and a review of fees and charges will be carried out for financial year 2020/21.

### **Contract & Technical Services**

15. The fees and charges relating to this area include Car Parking Charges, MOT's, and bulky waste charges.
16. Car Parking charges are not dealt with in this report as it tends to be rather more involved and has therefore been the subject of a separate exercise.
17. MOT income is subject to a maximum charge set by the Vehicle Operating Service Agency (VOSA) currently £54.85. The Council's fee is set below this level (£49.00). It is proposed that the fee be increased by £1 to £50. There is also a fee set for trade customers of £45 which it is proposed remains the same. A full review of the fleet operations service is to be carried out which will consider fleet management and maintenance, MOT's and other services that could be provided. This is unlikely to be complete in time for the Budget.
18. The cost of collection of bulk waste is subject to an annual index linked increase in line with the Waste Management contract. The proposed fees are based on the increased cost of collection and include an admin fee and are within appendix 5.
19. The general uplift for fees and charges related to the Leisure Centres is specified as being in line with the retail prices index within the leisure contract. If there is any variance from this the contractor has to agree this with the Council in advance of the increase.

### **Commercial & Regulatory Services**

20. With regard to Public Hire licences, the fee for the three and five year licences are shown at Appendix 5. These licences have to be set in line with the Local Government (miscellaneous provisions) Act 1976 these have to be set based on cost recovery. Currently these fees recover their costs so an increase could not be justified at this time.
21. With regard to other forms of licensing, some fall under the 2003 Licensing Act and this prescribes the level of fee that can be levied. Others though can be varied subject to a maximum level or can be levied on a cost recovery basis. Some fees don't fully recover costs and it is therefore felt that these should be increased where appropriate. Details of these fees are shown in Appendix 5.
22. Fees relating to the Gambling Act 2005 can now be set locally. Appendix 6 lists the proposed fees for 2019/20 these are unchanged from 2018/19.
23. There are a number of other miscellaneous fees and charges which are made. The proposed fees are also shown on appendix 5.
24. Building Control Fees are income to the ring-fenced Building Control Charging Account and therefore do not affect the General Fund directly. Apart from rationalising charges in 2017 fee levels have remained unchanged since 2011. It is therefore proposed to increase fees by an average of 5% but the exact fee structure is yet to be determined. It is intended that fees be increased from 1<sup>st</sup> January 2019.
25. There are also a number of fees and charges related to private sector housing enforcement and licensing and these are on the Housing related fees and charges schedule (Appendix 4).

## **Governance and Member Services**

26. The main area of fees here relates to the recharging of legal work. Charges were previously based on an exercise carried out some years ago and it had become evident that this needed to be revisited. This has now been done and fees updated as a result. In many cases fees were too low and did not properly recover costs. The proposed fees are shown at Appendix 7. It is also proposed that the new fees be introduced from 1<sup>st</sup> January and because this review was carried out quite quickly a more detailed review be undertaken to ensure that costs are fully recovered by the fees set.

## **Conclusion**

There are a number of fees and charges made by the Council which in some cases can be increased and in others cannot or an increase cannot be justifiable. The report seeks members views on the level of fees and charges for 2019/20.

## **Consultations Undertaken**

Consultations have been undertaken with various spending officers from directorates. The report has been considered by the Resources Select Committee at its meeting in October and they were supportive of the proposals.

## **Resource Implications**

This is additional Income to the General Fund and HRA. Whilst additional income generated from inflationary fee increases is not particularly significant it is important they are considered annually as changes directly affect residents. The increase in legal charges is expected to generate the most significant amount of additional income however it is right and proper that costs are recovered for such services which was the aim of the recent exercise.

## **Legal and Governance Implications**

Agreeing the level of fees and charges well in advance of the financial year concerned enables the budget to be prepared on a sound basis and also gives ample time to communicate any increases to the users of the services concerned.

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

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

## **Background Papers**

Working papers held in Accountancy.

## **Impact Assessments**

### Risk Management

With all fees and charges there is a risk that increasing fees could actually reduce total income. It is difficult though to predict the exact effect of a price increase on any particular fee levied.

### Equality and Diversity:

Did the initial assessment of the proposals contained in this report for relevance to the Council's general equality duties, reveal any potentially adverse equality implications?

No



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

What equality implications were identified through the Equality Impact Assessment process?  
None

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

Individual Directors will have performed equalities impact assessments on their own services and fees and charges. The main risk in changing fees and charges is the uncertainty over how service users will respond. This makes it difficult to predict the exact budgetary effect of any given change.

This page is intentionally left blank

Community, Health & Wellbeing Activity - Proposed Fees and Charges for 2019/20

Appendix 1

Service/Activity	2018/19 Fees	Proposed 2019/20 Fees	Comments
<b>New Horizons</b> Yoga session Indoor Bowls (Epping & Waltham Abbey) David Lloyd Bowls Badminton Boccia Table Tennis	£5.80 £3.80 £4.50 £3.80 £3.80 £3.80	£6.00 £4.00 £4.50* £4.00 £4.00 £4.00	*This was increased by 50p last year and we received a lot of criticism for this therefore we do not feel it should be increased again for 2018/19
<b>Lifewalks</b>	£2.00 per walk £30.00 privilege card for 6 months £58 privilege card for 12 months	£2.00* £30.00 £58	*Easy money for leaders to collect, gets complicated when dealing in pence plus feel this is a premium we can charge for a walk, most walkers purchase a privilege card  LVRPA have introduced car park charges, this has had a negative impact upon walkers attending and therefore we do not feel we can increase fees if walkers have to pay for parking.
<b>Cycling for Health</b>	£4.50 £9.00	£4.50 £9.00	LVRPA have introduced car park charges, this has had a negative impact upon people attending and therefore we do not feel we can increase fees if walkers have to pay for parking.
<b>Term time Sessions:</b> Futsal	£3.00	£3.00	Essex FA has advised that this is the right price for this session and any increase will reduce the number of people attending.
<b>Holiday Provision</b> Workshops	£5.00	£6.00	
<b>Get Active Sessions</b>	£3.50	£3.50	No change this year but will increase to £4 in 2020/21.
<b>Multi-Sport/Activity Camps</b>	£16.50	£16.50	Increased by 50p last year which is above 2.3% increase, we have a lot of local competition for these camps therefore we do not feel we can increase further this year.
<b>Play in the Forest</b>	£3.00	£3.50	





# The Limes Centre

Limes Avenue, Chigwell, IG7 5LP

SCALE OF HIRE CHARGES – from 1<sup>st</sup> April 2019

## *The Limes (Main) Hall*

	Charges per hour	
	Scale 1 – Regular Hirers	Scale 2 – Standard Rate
<b>Monday to Friday</b>		
9.00am – 6.00pm	£13.25	£26.50 (21.20)
6.00pm – 10.00pm	£18.25	£36.50 (29.20)
<b>Saturday</b>		
10.00am – 6.00pm	£18.25	£38.50 (30.80)
6.00pm – 11.00pm	£29.50	£50.00 (40.00)
<b>Sunday</b>		
10.00am – 9.00pm	£29.50	£50.00 (40.00)

## *Limes Activity Room*

	Charges per hour	
	Scale 1	Scale 2
<b>Monday to Friday</b>		
9.00am – 6.00pm	£9.25	£19.50 (15.60)
6.00pm – 10.00pm	£14.25	£24.50 (19.60)
<b>Saturday &amp; Sunday (9pm only)</b>		
10.00am – 6.00pm	£15.25	£25.50 (20.40)
6.00pm – 11.00pm	£20.50	£31.00 (24.80)

## *Limes Meeting Room*

	Charges per hour	
	Scale 1	Scale 2
<b>Monday to Friday</b>		
9.00am – 6.00pm	£6.25	£12.50 (10.00)
6.00pm – 10.00pm	£12.25	£24.50 (19.60)
<b>Saturday &amp; Sunday (9pm only)</b>		
10.00am – 6.00pm	£12.25	£24.50 (19.60)
6.00pm – 11.00pm	£16.25	£32.50 (26.00)

Charging Bands	Scale 1	Scale 2
	This rate is specifically for regular hirers (and not for profit organisations)	Standard rate less 20% if EFDC resident or Charity. Profitable organisations to pay full charge.

## **PAYMENTS**

- A deposit of 25% of the hire fee is payable with the application
  - The balance must be paid at least **ONE MONTH** before the letting
  - If the letting is less than one month from the booking date, the full amount must be paid at the time of booking
  - A refundable damage deposit fee of £500 for adult parties and £250 for children's parties
- Cheques should be made payable to Epping Forest District Council and crossed a/c Payee Only. Credit/Debit card payments are also taken**

## **CANCELLATIONS**

- Booking deposits are **not** refundable
- For general bookings, the balance is refundable only if more than **four week's notice** of the cancellation is given **or**, if shorter notice is given, the hall can be let to another hirer for the cancelled period
- For Wedding cancellations, a scale of cancellation fees applies according to period of notice given

Bookings may be made by telephone on

01992 564561

A completed application form and a non-returnable deposit of 25% of the hire fee along with a security deposit cheque are required before the letting can be confirmed.

## Museums, Heritage & Culture: Fees & Charges

## Appendix 3

	Actual (ex VAT) 2018/19 £	Proposed (ex VAT) 2019/20 £	VAT Indicator
<b>Images (Private Research &amp; Commercial)</b>			
<b>Private Research:</b>			
A4 Black & White print	£6.25	£6.50	Yes
A4 Colour print	£6.75	£7.00	Yes
A4 Black and white photocopy	£1.00	£1.00	Yes
Digital copy, 300dpi (by email)	£5.50	£6.00	Yes
Digital copy, 300dpi (by email) (over 10 images)	£4.50	£5.00	Yes
<b>Commercial:</b>			
<b>Books</b>			
Local History Groups & Registered Charities	Free	Free	
Cover Page	£220.00	£220.00	Yes
Inner Page	£70.00	£70.00	Yes
<b>TV / Film / Video</b>			
Single Country	£80.00	£80.00	Yes
Worldwide	£160.00	£160.00	Yes
<b>Digital</b>			
300dpi jpeg/tiff per image / single use	£80.00	£80.00	Yes
<b>Web</b>			
Regional based business	£80.00	£80.00	Yes
National / International business	£160.00	£160.00	Yes
<b>Identifications/ Enquiries</b>			
Collections Search Service	Free	Free	
Research Visits	Free	Free	
Identifications Service	Free	Free	
Research Service (fee per hour)	£15.00	£15.00	No
<b>Exhibition Hire</b>			
Touring Exhibitions (Venues in Eastern Region) per month (minimum 2 month hire)	£50.00	£60.00	No
Touring Exhibitions (Venues Outside Eastern Region) per month (minimum 2 month hire)	£75.00	£90.00	No
<b>Talks and Tours</b>			

## Museums, Heritage & Culture: Fees & Charges

## Appendix 3

	Actual (ex VAT) 2018/19 £	Proposed (ex VAT) 2019/20 £	VAT Indicator
1 hour daytime talk within the Borough of Broxbourne / Epping Forest District (per group)	£55.50	£60.00	No
1 hour daytime talk outside the Borough of Broxbourne / Epping Forest District (per group)	£65.50	£70.00	No
1 hour evening talk outside museum but within borough/district (per group)	£65.50	£70.00	No
1 hour evening talk outside the borough/district (per group)	£75.50	£80.00	No
1 hour daytime talk or tour (incl. Behind the Scenes), with refreshments within the museum (per person) <i>minimum group charge of £50</i>	£5.00	£6.00	No
1 hour evening talk or tour (incl. Behind the Scenes), with refreshments within the museum (per person) <i>minimum group charge of £70</i>	£7.00	£8.00	No
<b>Schools (workshops in school)</b>			
(max 35 pupils per class)			
<b>1 class for 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£40.00	£45.00	No
Schools outside Epping Forest/Broxbourne area	£50.00	£55.00	No
<b>2 classes on same day 2 x 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£60.00	£70.00	No
Schools outside Epping Forest/Broxbourne area	£70.00	£80.00	No
<b>3 classes on same day 3 x 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£80.00	£95.00	No
Schools outside Epping Forest/Broxbourne area	£90.00	£105.00	No
<b>4 classes on same day 4 x 1 hour</b>			
Epping Forest District and Broxbourne Borough Council Schools	£100.00	£120.00	No
Schools outside Epping Forest/Broxbourne area	£120.00	£140.00	No
<b>Schools (workshops in museum)</b>			
<b>2 hours (half day) up to two classes</b>			
Epping Forest District and Broxbourne Borough Council Schools (Per child) minimum charge £40	£3.00	£4.00	No
Schools outside Epping Forest/Broxbourne area (Per child) minimum charge £40	£4.00	£5.00	No
Self guided visit	Free	Free	
<b>School Topic Box Hire</b>			
Epping Forest and Broxbourne Borough Schools	£40.00	£45.00	No
Schools outside Epping Forest/Broxbourne area	£50.00	£55.00	No
*Special rate save £10 if booked with and delivered on the same day as a workshop			



## Museums, Heritage & Culture: Fees & Charges

## Appendix 3

	Actual (ex VAT) 2018/19 £	Proposed (ex VAT) 2019/20 £	VAT Indicator
<b>Workshops/Public Programme</b>			
Family Fun Workshops and Toddler sessions	£1.50	£2.00	No
Half Day Workshops	£8.00	£8.00	No
Full day workshops	£20.00	£20.00	No
Artist-led Workshops 1.5 hrs (incl. materials)	£8.00	£10.00	No
Artist-led Workshops 2 hrs (incl. materials)	£10.00	£10.00	No
Artist-led Workshops 5 hrs/1 day (incl. materials)	£20.00	£20.00	No
Performance ticket (kids theatre shows)	£8.00	£8.00	No
Motiv8 Performance ticket	£8.00	£8.00	No
Motiv8 Performance ticket Concession price	£5.50	£6.00	No
eNgage Performance ticket	£12.50	£13.00	No
eNgage Performance ticket Concession price	£9.50	£10.00	No
After School Dance per child per session	£3.50	£3.50	No
Active Assemblies 1 day of training for session leaders (plus travel)	£180.00	£200.00	No
Active Assemblies 20 resource packs	£400.00	£450.00	No
Active Assemblies teacher mentoring over 8 weeks, per group	£51.00		No
Active Assemblies session delivery for 8 sessions outside EFDC (plus travel)	£260.00	£300.00	No
Active Assemblies session delivery for 8 sessions EFDC	£185.00	£200.00	No
Creative Homes Arts sessions per session (incl. materials and set up, clear up time)	£67.00	£70.00	
Creative Homes Dance sessions per session (incl. materials)	£48.00	£50.00	
<b>Venue Hire</b>			
Lowewood Museum Room (per hour) (25 people)	12.50/£10.00	12.50/£10.00	Yes
Lowewood Museum Room evening rate (per hour) (25 people)	£50.00/£35.00	£50.00/£35.00	Yes
Lowewood Museum Whole Museum (per hour) (200 people)	£160.00/£150	£160.00/£150	Yes
The Space day rate (per hour) (30 people)	£25.00/15.00	£25.00/15.00	Yes
The Space evening rate (per hour) (30 people)	£50.00/£35.00	£50.00/£35.00	Yes
The Space Sunday rate (per hour) (30 people)	£100.00/£80.00	£100.00/£80.00	Yes
Tudor Gallery and Garden day rate (per hour) (20 people)	£35.00/£30.00	£35.00/£30.00	Yes
Tudor Gallery and Garden evening rate (per hour) (20 people)	£55.00/£45.00	£55.00/£45.00	Yes
Temp Ex (per hour) (60 people)	£120.00/£100	£120.00/£100	Yes
Whole Museum (per hour) (200 people)	£160.00/£150	£160.00/£150	Yes
Overnight hire at both museums		£500.00	Yes
Tea/Coffee and Biscuits (per person)	£3.00	£3.00	Yes
Buffet Lunch (per person)	£7.00	£7.00	Yes

This page is intentionally left blank

**Fees and Charges 2019/20 - HOUSING RELATED SERVICES**

Appendix 4

Service	2019/20		2018/19	
	Amount	Period	Amount	Period
<b>Older People's Housing</b>				
<b>Communal Halls:</b> Pelly Court Hall, Epping Oakwood Hill Hall, Loughton Barrington Hall, Loughton	£10.65 £149.20 £8.70	per hour per annum per session	£10.40 £145.85 £8.50	per hour per annum per session
Guest Rooms - Sheltered Housing	£9.90	per person per night	£9.65	per person per night
<b> Scooter Stores:</b> Rental Electricity	£4.25 £2.20	per week per week	£4.15 £2.15	per week per week
<b>Sheltered Housing Charges:</b> Scheme Management Charge: <i>Tenants not in receipt of housing benefit</i> <i>Tenants in receipt of housing benefit</i> Intensive Housing Management Charge <i>(Note: Charge not payable by HB claimants)</i>	£10.65 £3.20 £1.90	per week per week per week	£10.40 £3.15 £1.85	per week per week per week
<b>Area Housing Charges:</b> Scheme Management Charge: <i>Tenants not in receipt of housing benefit</i> <i>Tenants in receipt of housing benefit</i> Intensive Housing Management Charge <i>(Note: Charge not payable by HB claimants)</i>	£2.65 £0.85 £0.52	per week per week per week	£2.60 £0.80 £0.50	per week per week per week
<b>Careline Charges (Council tenants):</b> Tenants not in receipt of housing benefit Tenants in receipt of housing benefit	£4.60 £1.40	per week per week	£4.50 £1.35	per week per week
<b>Telecare Packages (Private users):</b> Alarm and up to 4 sensors (Monitoring only) Alarm only Monitoring of additional sensors (per sensor)	£156.50 £128.50 £15.90	per annum per annum per annum	£153.00 £122.00 £15.50	per annum per annum per annum
Monitoring of alarms for other organisations (per speech module)	£115.00	per annum	£112.00	per annum
Large Button Telephone	£23.20	per telephone	£22.65	per telephone
Use of Jessopp Ct Lounge by Essex CC as a Day Centre	£10,790	per annum	£10,545	per annum
Lease for Jessopp Ct Office to Peabody	Increased each October by the Sept RPI increase			
<b>Home Ownership and Sales</b>				
Leasehold Vendors' Enquiries	£156.50	per enquiry	£153.00	per enquiry
Certificates of Buildings Insurance - Leaseholders	£49.80	per copy	£48.70	per copy
Small Land Sales Valuation Charge	£399.40	per sale	£390.40	per sale
Valuation & Legal Charge - Re-sale of RTB Property within 5 years / Sale of property to EFDC within 10 years	£403.30	per application	£394.20	per application
Consideration of Right to Re-purchase Former RTB Property within 10 years of Original Purchase	£66.60	per application	£68.60	per application
<b>Housing Management</b>				
Hire of Halls for Elections	£97.30	per day	£95.10	per day
Garage rents	£8.95	per week	£8.75	per week
Hardstandings	£92.75	per annum	£90.65	per annum
Lockable parking spaces	£7.70	per annum	£7.50	per annum
Mortgage references	£45.70	per enquiry	£44.65	per enquiry
Request for covenant and leasehold approvals	£72.90	per request	£71.25	per request
Licences for vehicular access across housing land	£121.25	per annum	£118.50	per annum
Dishonoured cheques	£28.30	per cheque	£27.65	per cheque
<b>Homelessness</b>				
<b>Homeless Hostel Accommodation:</b> One Room Two Rooms Three Rooms Homelessness Pods (per room) Chalets	£51.40 £80.40 £108.15 £51.40 £93.70	per week per week per week per week per week	£50.25 £78.55 £105.70 £50.25 £91.55	per week per week per week per week per week
<b>Bed and Breakfast Accommodation (Contracted rates):</b> Single Room Double Room	£42.10 £50.05	per night per night	£42.10 £50.05	per night per night
<b>Repairs and Maintenance</b>				

Repairs and maintenance				
Condition surveys to respond to Party Wall Act Notices	£82.50	per Notice	£80.60	per Notice
Copies of Structural Reports on RTB Properties	£40.80	per report	£39.85	per report
Rechargeable repairs	2.3%	increase in all charges	3.0%	increase in all charges
Replacement Door Entry and Suited Keys	£15.40	per key	£15.00	per key
Sewerage charges for individual sewerage systems	2.3%	increase in all charges	3.0%	increase in all charges
Caring and Repairing in Epping Forest (CARE) Service				
<b>Caring And Repairing in Epping Forest (CARE) Fees:</b> Disabled facilities grants and Decent Homes loans Small Works Repayable Assistance	15% 10%	of works cost of works cost	15% 10%	of works cost of works cost
<b>C.A.R.E Handyperson Service:</b> <i>Clients in receipt of means-tested benefits:</i> General jobs Falls prevention and home safety checks/works Garden maintenance - First visit - Second visit <i>Clients <u>not</u> in receipt of means-tested benefits:</i> General jobs Falls prevention and home safety checks/works Garden maintenance	£34.30 Free Free Free £56.40 £28.15 £28.15	Maximum charge per visit per visit (up to 2 hours) per visit (up to 2 hours) Maximum charge per visit Maximum charge per visit per visit (up to 2 hours)	£33.50 Free Free Free £55.10 £27.50 £27.50	Max. charge per visit per visit (up to 2 hours) per visit (up to 2 hours) Max. charge per visit Max. charge per visit per visit (up to 2 hours)
Private Sector Housing				
<b>Licences - HMOs (Initial &amp; Renewal):</b> 3 storey HMO with up to 5 units of accommodation Additional units of accommodation	£753.50 £70.20	per licence per additional unit	£736.50 £68.60	per licence per additional unit
<b>Landlord Accreditation Scheme for Student Accommodation:</b> Bed-sit 1-2 bedroom flats House/bungalow with up to 6 bedrooms 3 storey houses (non-licensable)	£55.20 £111.00 £166.00 £194.00	per property accredited per property accredited per property accredited per property accredited	£53.95 £108.00 £162.00 £189.00	per property accredited per property accredited per property accredited per property accredited
<b>Park Homes Licensing Fees:</b> Site licence fees Depositing of site rules				
	In accordance with EFDC's Fees Policy for Licensing Residential Park Home Sites			
	£147.00	per deposit	£143.60	per deposit
<b>Penalty charges for private landlords</b> Failing to provide appropriate smoke and carbon monoxide alarms (Smoke and Carbon Monoxide Alarm (England) Regulations 2015) Fine for Lettings Agencies and Property Agencies failing to join a Government-approved Redress Scheme Civil Penalty Notices for certain Housing Act 2004 offences	£5,000 £5,000	per incidence (unless extenuating circs.) per incidence (unless extenuating circs.)	£5,000 £5,000	per incidence (unless extenuating circs.) per incidence (unless extenuating circs.)
	New charge		Up to £30,000 per notice	
<b>Property inspections for immigration applications:</b> 1 or 2 Bed Property 3 Bed Flat Property 4 Bed Property	£89.50 £120.00 £166.00	per inspection per inspection per inspection	£87.50 £117.50 £162.00	per inspection per inspection per inspection
<b>Enforcement of private sector housing conditions - Housing Act 2004 and Mobile Homes Act 2013</b> <b>1-4 Hazards:</b> 1 Bed Property 2 Bed Property 3 Bed Property 4 Bed Property 5 or 6 Bed Property > 6 Bed Property or HMO <b>5 or more Hazards:</b> 1 Bed Property 2 Bed Property 3 Bed Property 4 Bed Property 5 or 6 Bed Property > 6 Bed Property or HMO	£360.00 £405.00 £452.00 £540.00 £584.00 £706.00 £452.00 £195.00 £541.00 £645.00 £690.00 £765.00	per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement	£352.00 £396.00 £441.00 £528.00 £571.00 £690.00 £441.00 £484.00 £529.00 £630.00 £675.00 £748.00	per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement per enforcement
<b>Works in default following enforcement</b>				
Cost of Works plus 30%				
Page 156				
General percentage uplift for next year	2.3%			

**Proposed fees & charges for 2019/20**

Service area	2018/19		Proposed 2019/20		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
<b>Environmental Health</b>					
<b>Training</b>					
Basic food hygiene course	£75.00		£75.00		6 courses 10 per course
Basic health & safety course	£65.00		£65.00		
<b>Animal welfare</b>					
Animal boarding	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Dog breeding	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Pet Shops	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Dangerous wild animals	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Riding Establishment	£250.00	£250.00	£250.00	£250.00	Plus recharge of Vet Fees
Stray dog					Set by Waltham Forest as part of contract with them
Dog home boarding fee	£72.00		£75.00		.
Zoo's	£570.00		£570.00		
<b>Licensing.</b>					
<b>Hackney Carriage/Private Hire</b>					
Annual Vehicle Licence	£277.00	£277.00	£277.00	£277.00	
Annual Driver's Licence	£186.00	£186.00	£186.00	£186.00	
Vehicle plate	£30.00		£30.00		Initial fee, refundable on return
Driver badge	£10.00		£10.00		
Drivers Test	£40.00		£40.00		Refundable if 2 days notice of cancellation given. Payment required 7 days before.
Drivers re-sit of test	£21.00		£21.00		Refundable if 2 days notice of cancellation given. Payment required 7 days before.

Service area	2018/19		Proposed 2019/20		Notes
	Application/ Event	Renewal	Application/ Event	Renewal	
<b>Private Hire Operators</b>					
Annual operator licence (1 vehicle only)	£105.00		£105.00		Subject to Statutory consultation, 5 year licence
Annual Operators (> 1 vehicle)	£405.00		£405.00		Subject to Statutory consultation, 5 year licence
Plate exemption	£88.00		£88.00		
<b>Gambling Act 2005</b>					
See separate sheet					
<b>Miscellaneous</b>					
Special treatment premises	£167.00		£171.00		
Special treatments person	£90.00		£92.00		
Sex Shops and Cinemas	£556.00	£556.00	£569.00	£569.00	
Sexual Entertainment Venues -	£4,325.00	£2,160.00	£4,425.00	£2,210.00	
Street Trading Consents	£410.00	£410.00	£420.00	£420.00	If not successful at sub-committee then half fee refunded
Scrap Metal Site	£405.00		£415.00		3 year licence
Scrap Metal Dealer	£243.00		£249.00		3 year licence
Road Closure Notices	£181.00		£185.00		
<b>Licensing Act 2003</b>					All fees set by statute based upon premises rateable value plus occupancy for premises holding more than 5,000 people. Personal licences valid for 10 years  EFDC cannot amend these charges, therefore not included in this table

**Gambling Act 2005**

Betting Premises	New application		Annual fee		Variation, Transfer, Re-instatement	
	Current	Proposed	Current	Proposed		
Betting premises (not tracks)	£1,220.00	£1,220.00	£610.00	£600.00		

Betting Premises	Licence copy		Notification of change	
	Current	Proposed	Current	Proposed
Betting premises (not tracks)	£31.00	£31.00	£31.00	£31.00

**Waste management**

**Bulky household waste**

Item	Current	Proposed	Notes	
1 to 3 items	£25.00	£25.50	50% concession HB/in receipt of state pension	Contract plus Admin. Fee
4 to 7 items	£37.50	£38.50	50% concession HB/in receipt of state pension	Contract plus Admin. Fee
8 to 10 items	£49.50	£51.00	50% concession HB/in receipt of state pension	Contract plus Admin. Fee
11 to 15 items	£63.00	£65.00	50% concession HB/in receipt of state pension	Contract plus Admin. Fee
More than 15 items	Assessment	Assessment	50% concession HB/in receipt of state pension	Contract plus Admin. Fee

## Street Numbering and Naming Charges

Item	Current	Proposed	Notes	
House Name Change/ Addition	£54.00	£55.00	Per property	
Development of 1+ properties	£54.00	£55.00	For first property	
	£18.50	£19.00	Per additional property	
Changes in initial development after initial notification	£54.00	£55.00	For first property	
	£18.50	£19.00	Per additional property	
Renaming of street at residents request	£54.00	£55.00	For first property	
	£18.50	£19.00	Per additional property	
Confirmation of postal address details	£2.95	£3.00	Per certificate issued	
	£18.50	£19.00	Per property involved	



Fee Type Permit Type	Application fee	Annual fee	Renewal fee	Transitional Application Fee
FEC Gaming Machine	£306.00	N/A	£306.00	£102.00
Prize Gaming	£306.00	N/A	£306.00	£102.00
Alcohol Licences Premises – Notification of 2 or less machines	£51.00	N/A	N/A	N/A
Alcohol Licences Premises – More than 2 machines	£153.00	£51.00	N/A	£102.00
Club Gaming Permit	£204.00	£51.00	£204.00	£102.00
Club Gaming Machine Permit	£204.00	£51.00	£204.00	£102.00
Club Fast-track for Gaming Permit or Gaming Machine Permit	£102.00	£51.00	£204.00	N/A
Small Society Lottery Registration	£42.00	£22.00	£22.00	N/A

**Permit - Miscellaneous Fees**

	Change of Name £	Copy of Permit £	Variation £	Transfer £
FEC Permits	£26.00	£16.00	N/A	N/A
Prize Gaming Permits	£26.00	£16.00	N/A	N/A
Alcohol Licences Premises – Notification of 2 or less machines	£51.00	N/A	N/A	N/A
Alcohol Licences Premises – More than 2 machines	£26.00	£16.00	£102.00	£26.00
Club Gaming Permit	N/A	£16.00	£102.00	N/A
Club Gaming Machine Permit	N/A	£16.00	£102.00	N/A
Small Society Lottery Registration	£42.00	£22.00	N/A	N/A

This page is intentionally left blank

**LEGAL FEES – 2018/19**  
**& Proposed from 1/1/19**

	<b><u>2018/19</u></b>	<b><u>2019/20</u></b>
<b>1. Property Transactions</b>		
1.1 Redemption of Mortgages	£152.00	£152.00
1.2 Transfers of Equity	£295.00	£295.00
1.3 Sale of Land	£431.00	£650.00
1.4 Repayment of Discount and Postponement of Legal Charge	£144.00	£432.50
1.5 Deed of Release of Covenant	£266.00	£400.00
1.5.1 Deed of Covenant + Application to Cancel Land Charges Entry (Form K11)	£115.00	£300.00
1.6 Second Mortgage Questionnaires	£106.00	£120.00
1.7 Licence to cross land/occupy land	£431.00	£643.00
Licences to cross housing land	£128.00	£324.00
1.8 Leases		
(a) Shops	£773.00	£1,200.00
(b) Industrial (e.g. Oakwood Hill and North Weald)	£773.00	£1,200.00
(c) Leases contracted out of Landlord and Tenant Act 1954 provisions	£184.00	£184.00
(d) New Lease extending Term (residential)	£547.00	£600.00
1.9 Licences granted pursuant to a lease		
(a) To Assign (add £63.00 if surety)	£402.00	£1,140.00
(b) For Alterations	£402.00	£1,140.00
(c) For Change of Use	£402.00	£1,140.00
(d) To sublet	£402.00	£1,140.00
1.10 Deed of Surrender of Lease	£400.00	£1,140.00
1.11 Combined Surrender/Licence	£481.00	£1,140.00
1.12a Transfer of Lease and Notification of Mortgage (RTB)	£65.00	£84.00
1.12b For commercial leases	£89.00	£90.00
1.13 Deed of Variation (if they produce)	£195.00	£450.00
1.14 Deed of Variation (Legal prepare)	£313.00	£450.00
1.15 Consent for restriction (Land Registry)	£65.00	£114.00

		<u>2018/19</u>	<u>2019/20</u>
<b>2.</b>	<b>Planning Agreements</b>		
2.1	S106 Agreement - routine	£643.00	£900.00
2.2	S106 Agreement – complex	Time recorded	Time Recorded
2.3	S106 Agreement including Minor Highway Works	£643.00	£1,300.00
2.4	S106 Agreement including Major Highway Works	£864.00	£1,500.00
2.5	Unilateral Undertaking - routine	£356.00	£500.00
2.6	Unilateral Undertaking - Complex	Time recorded	Time Recorded
2.7	Variation/Revocation of S106 Agreement or Unilateral Undertaking	£430.00	£550.00
<b>3.</b>	<b>Photocopying</b>		
3.1	Abstract of Title	£10.00 £1.85 for each Deed	£12.00 £2.20 each Deed
3.2	Other	A4 –£0.90 per page A3–£1.32 per page  Add £2.88 for P&P	A4-£0.93 per page A3-£1.35 per page  Add £2.95 for P&P
3.3	Any Document that can be obtained as office copies from the Land Registry not in connection with a redemption or other current matter for each document	£10.00 plus £3.14 for P&P	£10.00 plus £3.20 for P&P
3.4	Additional charge for faxing documents/letter	£0.90 per page	£0.93 per page

\* All charges are subject to an increase in case of additional work being necessary in accordance with time spent.

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



**Epping Forest  
District Council**

**Report reference: FPM-018-2018/19**  
**Date of meeting: 15 November 2018**

**Portfolio: Finance**

**Subject: Draft General Fund CSB, DDF and ITS lists and Savings Update**

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

**Democratic Services Officer: Rebecca Perrin - (01992 - 56 4532)**

---

### **Recommendations**

**To note the first draft of the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) schedules.**

### **Executive Summary**

The report provides the first draft of the Continuing Services Budget (CSB), District Development Fund (DDF) and Invest to Save (ITS) Schedules for 2019/20.

### **Reasons for proposed action**

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

### **Other options for action**

No other options applicable.

### **Report**

1. The Financial Issues Paper was considered by this Committee at its meeting in July. The report highlighted a number of financial uncertainties and risks facing the Authority including the reductions in Central government funding, Retention of Business Rates, Welfare reform and Transformation.
2. The Medium Term Financial Strategy (MTFS), which forms part of the Financial Issues Paper, identified that savings of £600,000 were required over the forecast period. The savings are required in 2020/21 and 2021/22 and were identified at £300,000 in each year over and above those previously identified on the growth/savings lists. There is also the need to find £2,500,000 (£1,700,000 General Fund, £800,000 HRA) savings or additional income from the implementation of the people strategy spread over three year beginning in 2018/19.
3. The People Strategy implementation is underway and indications suggest that the figure identified in 2018/19 for the General Fund of £437,000 will be achieved and depending on progress during the second half of this financial year progress toward the more challenging 2019/20 target of £1,058,000 could be made earlier than originally thought. Cabinet have also agreed a change to the parking tariffs which are expected to be implemented by March 2019 which should generate additional ongoing income of at least £300,000 to put toward the savings targets.

4. Income from the Shopping Park is showing as a lower figure than previously on the lists as additional income was accounted for in 2017/18 and therefore forms part of the opening CSB figure rather than in year growth but overall the total CSB is unchanged because of this. There have been a number of other movements within the CSB but broadly the totals over the period of the MTFs last year compared to this are similar.
5. The lists themselves represent bids for growth for 2019/20 and will be submitted to Cabinet and Council during February when if successful will form part of the 2019/20 budget.
6. There has been an exercise over recent years to remove budgets where traditionally underspends have been seen and it is intended to continue with this exercise as part of the budget process. In recent years success has been more limited but it isn't a particularly time consuming exercise and with the passage of time priorities change and some budgets that were previously set at a particular level historically, it may be that that level may not be appropriate now.
7. When the Outturn reports were considered during June the DDF programme for 2018/19 plus the carry forwards from 2017/18 put the fund into deficit at the end of 2018/19. However the DDF is now in balance for 2018/19 mainly due to slippage on the Local Plan budget and a number of other movements so assuming there are no further significant bids should stay solvent over the forecast period.
8. The remaining balance at the end of 2017/18 on the ITS has been fully allocated. If further bids come forward the fund will need to be replenished from the General Fund which is currently not allowed for in the MTFs.
9. The schedules of CSB growth/savings, DDF and ITS expenditure are attached and these are at Annexes 1, 2 and 3. Work is on-going on these lists and this represents the position so far. An updated list will be tabled at the meeting if there has been any significant changes since the agenda was published.
10. Clearly the emphasis in this budget cycle will again need to be on CSB savings rather than growth. There will inevitably be significant financial challenges ahead and whilst the position for 2019/20 will hopefully be confirmed on 6<sup>th</sup> December the years after that are far less certain. The figures generally need to be viewed in the context of this being quite early in the budget preparation process and will clearly need to be revisited over the next two months or so as the budget comes together.

### **Consultations Undertaken**

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

### **Resource Implications**

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

### **Legal and Governance Implications**

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

financial monitoring can take place during the year in question.

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

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

### **Background Papers**

Various budget working papers held in Accountancy.

### **Impact Assessments**

#### Risk Management

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

#### Equality and Diversity:

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

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

What equality implications were identified through the Equality Impact Assessment process?  
None

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

## **Due Regard Record**

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

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

<b>Date / Name</b>	<b>Summary of equality analysis</b>
5/11/18	There are no equality implications arising from the recommendation of this report.
Assistant Director of Resources	The report contains growth and savings proposed for the Revised 2018/19 and Original 2019/20 budget. The most significant items will have been the subject of a Cabinet report which would have considered any equality implications as part of that report.





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

Directorate	Service		Estimate	Revised	Estimate	Estimate	Estimate	Estimate
			2018/19 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
<b>Chief Executive</b>	Corporate Policy Making	Annual Customer Satisfaction Survey	20	20				
	<b>Total Chief Executive</b>		<b>20</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Business Support</b>	Bank and Audit charges	Reduction in fees	(5)	(10)				
	Finance Miscellaneous	Salary Savings from People strategy	(437)	(437)	(1,058)	(200)		
	Human Resources	Apprentices	15	15				
	ICT	Printer Migration	(3)	(3)				
	ICT	Technology Strategy	373	373				
	<b>Total Business Support</b>		<b>(57)</b>	<b>(62)</b>	<b>(1,058)</b>	<b>(200)</b>	<b>0</b>	<b>0</b>
<b>Commercial &amp; Regulatory</b>	Land and Property	Epping Forest Shopping Park	(1,562)	(1,043)	(163)			
	Land and Property	Broadway Gate development	(50)	(50)	(200)			
	Land and Property	Rental Income - Shops	(61)	(61)				
	North Weald Airfield	Additional rental income	(113)	(32)	(91)			
	<b>Total Commercial &amp; Regulatory</b>		<b>(1,786)</b>	<b>(1,186)</b>	<b>(454)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Community &amp; Partnership</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contract &amp; Technical</b>	Leisure Management	Savings from New Contract	(944)	(844)	(266)	(50)	(50)	
	Off Street Parking	New Chargeable Parking Spaces (ITS)	(17)	(17)				
	Off Street Parking	Additional Staffing	13	13				
	Off Street Parking	New Management Contract (ITS)	26	26				
	Off Street Parking	Vere Road Pay & Display (ITS)	(7)	(7)				
	Off Street Parking	Additional income			(300)			
	Waste Management	Contract Payments		50				
	<b>Total Contract &amp; Technical</b>		<b>(929)</b>	<b>(779)</b>	<b>(566)</b>	<b>(50)</b>	<b>(50)</b>	<b>0</b>

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

Directorate	Service		Estimate	Revised	Estimate	Estimate	Estimate	Estimate
			2018/19 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Customer	Cashiers	Reduction Credit Card Fees	15	25				
	Housing Benefits Administration	Admin Reductions	29	29				
	Housing Benefits	Non Hra Rent Rebates	4	4				
	<b>Total Customer</b>		<b>48</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Governance &amp; Member</b>								
<b>Total Governance &amp; Member</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Housing & Property	Facilities Management	Training	5	5				
	<b>Total Housing &amp; Property</b>		<b>5</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Planning	Development Control	Fees & Charges	(210)	(210)				
	Development Control	Strategic Implementation / Planning Performance		250	28			
	Development Control	Strategic Implementation / Planning Performance		(250)	(28)			
	Development Control Group	Trainee Planning Officers	34	34				
	Development Management	Additional Temporary Staffing - Systems Technical Officer	15	15				
	Development Management	Planning Validation Officer	15	15				
	Enforcement / Trees & Landscape	Compliance Officer	27	27				
	<b>Total Planning</b>		<b>(119)</b>	<b>(119)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Items	Investment Interest	Reduction due to use of balances	18	9	9			
	General Fund Loans	Interest Payable	200		200			
	New Homes Bonus		1,125	1,125	202	531		
	Pensions	Deficit Payments	22	22	31			
		Provision for repayment of General Fund Loan			350			
<b>Total CSB</b>		<b>(1,453)</b>	<b>(907)</b>	<b>(1,286)</b>	<b>281</b>	<b>(50)</b>	<b>0</b>	

## DISTRICT DEVELOPMENT FUND

Directorate	Service	Description	Estimate	BIF from 2017/18	Revised	Estimate	Estimate	Estimate	Estimate
			2018/19 £000's	2018/19 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Chief Executive	Corporate Fraud Investigation	Fees & Charges	(27)		(27)				
	<b>Total Chief Executive</b>		<b>(27)</b>	<b>0</b>	<b>(27)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Business Support	Finance Miscellaneous	Implementation of People Strategy	1,040	32	950	122			
	ICT	Technology Strategy	133		133	24	24	24	
	People Team	Additional Staffing		36	36				
	Sundry Non Distributable Costs	Emergency Premises Works	5			5			
	Sundry Non Distributable Costs	St Johns - Non-Domestic Rates & Security	17		17				
<b>Total Business Support</b>			<b>1,195</b>	<b>68</b>	<b>1,136</b>	<b>151</b>	<b>24</b>	<b>24</b>	<b>0</b>
Commercial & Regulatory	Land and Property	Epping Forest Shopping Park empty rates	81		120				
<b>Total Commercial &amp; Regulatory</b>			<b>81</b>	<b>0</b>	<b>120</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community & Partnership	Economic Development	Town Centres Support	60	13	60	13			
	Economic Development	Economic Development Strategy		8	9				
	Economic Development	Smart Places		87	87				
	Safer Communities	CCTV Trainee Assistant post	23		23				
	Safer Communities	Contribution for Police Officers	215		215	215	215		
	Safer Communities	Security Costs		12	12				
	Youth Council	Enabling Fund	8		8				
	Grant - Citizens Advice Bureau	CAB Debt Advisors	4		34	34			
<b>Total Community &amp; Partnership</b>			<b>310</b>	<b>120</b>	<b>448</b>	<b>262</b>	<b>215</b>	<b>0</b>	<b>0</b>
Contract & Technical	Car Parking	Feasibility Additional Parking Levels				40			
	Car Parking	Changes to Traffic Orders			30				
	Contaminated Land & Water Quality	Contaminated land investigations	72		42	50			
	Countrycare	BRIE - SLA	4		4				
	Highways General Fund	Local Highways Panel			100				
	Leisure Management	New Management Contract			20	(266)	(444)	(259)	
	Parks & Grounds	Open Spaces - Tree Planting	10	(1)	9				
	Parks & Grounds	Tree Service - Oak Tree Planting	3		3				
	Parks & Grounds	Roding Valley Development - Woodland Planting	20	10	30	20			
	Parks & Grounds	Roding Valley Dev. - Demolition of Building Roding Lane		7	7				
	Parks & Grounds	Survey of River Roding erosion	8		8				
	Waste Management	DCLG recycling reward scheme	85	18	33	70			
	Waste Management	Reduction in recycling income	150	(75)	75				
	<b>Total Contract &amp; Technical</b>			<b>352</b>	<b>(41)</b>	<b>361</b>	<b>(86)</b>	<b>(444)</b>	<b>(259)</b>
Customer	Cashiers	Replacement of kiosk Licence fees		(5)	(5)				
	Council Tax Collection	Collection Investment	(47)		(47)				
	Council Tax Collection	Local Council Tax E-Services	9	(2)	7				
	Housing Benefits Administration	Hardship & Compliance	(80)		(80)				
	Housing Benefits Administration	Benefits Specific Grants - Data Matching	27	8	35	5	5	4	
	Housing Benefits Administration	Benefits Specific Grants - Unallocated		9	9	20			
	Housing Benefits	Hardship & Compliance - Benefits Officers	56		56	56	13		
	Housing Benefits	Benefits Specific Grants - Agency Staff / Equipment New	44	19	40	23			
	Revenues	Temporary Additional Staffing	177	84	177	84			
	<b>Total Customer</b>			<b>186</b>	<b>113</b>	<b>192</b>	<b>188</b>	<b>18</b>	<b>4</b>

## DISTRICT DEVELOPMENT FUND

Directorate	Service	Description	Estimate	BIF from 2017/18	Revised	Estimate	Estimate	Estimate	Estimate
			2018/19 £000's	2018/19 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Governance & Member	Elections	Costs Re District Elections	139		119				
	Electoral Registration	Individual Registration Costs	36	9	40	5			
	Electoral Registration	Individual Registration Grant	(18)		(17)	34	31		
	Transformation	Transformation Staffing	157		115	27			
	Transformation	Transformation Prototype Fund		29	29				
<b>Total Governance &amp; Member</b>			<b>314</b>	<b>38</b>	<b>286</b>	<b>66</b>	<b>31</b>		
Housing & Property	Building Maintenance - Non HRA	Planned Building Maintenance Programme	215	38	253	160	123	23	
	Homelessness	Legal Challenges	10	15	10	15			
	Homelessness	Homeleneess Reduction Activities	50	64	114	50	34		
	Homelessness	Homeleneess Reduction Act Grant	(41)		(41)	(48)			
	Homelessness	Homelessness Data Grant			9	9			
	Homelessness	Flexible Homelessness Grant : Incentives for Genesis			8	8			
	Homelessness	Flexible Homelessness Grant :Zinc Arts			2	2			
	<b>Total Housing &amp; Property</b>			<b>234</b>	<b>136</b>	<b>355</b>	<b>177</b>	<b>157</b>	<b>23</b>
Planning	Development Control	Pre Application Consultation Fees	(5)		(5)				
	Development Control	Strategic Implementation / Planning Performance	278	100	128				
	Development Control	Developer Contributions - Strategic Implementation	(40)						
	Development Control	Agency Staff		11	11				
	Development Management	Administrative Assistant	17		17				
	Development Management	Document Scanning	113	29	142				
	Development Management	Casual Staff Re Scanning / Indexing Building Control Files	5	5	10				
	Enforcement / Trees & Lanscape	Agency Staff		5	5				
	Forward Planning	Local Plan	946	272	777	841			
	Forward Planning	Garden Town Initiative	432	527	600	550	155		
	Forward Planning	Garden Town Initiative - Grant			(291)				
	Forward Planning	Community Housing	21	54	50	25			
	Forward Planning	Brownfield Register		17	17				
	Local Land Charges	Local Land Charges Officer	14		5				
Local Land Charges	Agency Staff		7	16					
Planning Appeals	Contingency for Appeals	32	9	41	21				
<b>Total Planning</b>			<b>1,813</b>	<b>1,036</b>	<b>1,523</b>	<b>1,437</b>	<b>155</b>	<b>0</b>	<b>0</b>

## INVEST TO SAVE

			Estimate	B/F from	Revised	Estimate	Estimate	Estimate	Estimate
			2018/19	2018/19	2018/19	2019/20	2020/21	2021/22	2022/23
			£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>Commercial &amp; Regulatory</b>	North Weald Airfield	Extension to Vehicle Compound	Capital	12					
				<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contract &amp; Technical</b>	Car Parking	Replacement LED lighting	Capital	100	1	15	86		
	Car Parking	New Car Parks	Capital	20	13				
	Car Parking	ICT infrastructure	Capital						
	Car Parking	Lea Valley pay & display	Capital						
	Car Parking	Vere Road Pay & Display	Capital	41	5	83			
				<b>161</b>	<b>19</b>	<b>98</b>	<b>86</b>	<b>0</b>	<b>0</b>
<b>Governance &amp; Member</b>	Transformation	Behavioural Insights project	Revenue	21	4	25			
	Transformation	Service Accomodation Review	Revenue			72			
				<b>21</b>	<b>4</b>	<b>97</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Housing &amp; Property</b>	Homelessness	Rental Loans Scheme	Revenue	30		26			
				<b>30</b>	<b>0</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>
				<b>224</b>	<b>23</b>	<b>221</b>	<b>86</b>	<b>0</b>	<b>0</b>

This page is intentionally left blank