

# Committee Agenda



**Epping Forest  
District Council**

## ***Finance and Performance Management Cabinet Committee Thursday, 24th January, 2019***

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

**Council Chamber - Civic Offices  
on Thursday, 24th January, 2019  
at 7.30 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

**THE RESOURCES SELECT COMMITTEE HAS BEEN INVITED TO ATTEND 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**

To report the appointment of any substitute members for the meeting.

**4. DECLARATIONS OF INTEREST**

To declare interests in any item on this agenda.

**5. MINUTES**

To confirm the minutes of the last meeting of the Committee held on 15 November 2018 (previously circulated at Cabinet on 10 December 2018).

[Click here for FPMCC minutes 15 November 2018.](#)

**6. 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.

**7. CORPORATE PLAN 2018-2023 - PERFORMANCE REPORT Q3 2018/19 (Pages 5 - 98)**

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

**8. RISK MANAGEMENT - CORPORATE RISK REGISTER (Pages 99 - 136)**

To consider the attached report (FPM-019-2018/19).

**9. DETAILED DIRECTORATE BUDGETS 2019/20 (Pages 137 - 236)**

To consider the attached report (FPM-020-2018/19).

**10. 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):

| <b>Agenda Item No</b> | <b>Subject</b> | <b>Exempt Information Paragraph Number</b> |
|-----------------------|----------------|--------------------------------------------|
| Nil                   | Nil            | Nil                                        |

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

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

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

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

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



**Epping Forest  
District Council**

**Report reference: FPM-024-2018/19**

**Date of meeting: 24 January 2019**

**Portfolio:** Leader of the Council

**Subject:** Corporate Plan 2018-2023 –  
Performance Report Q3 2018/19

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

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

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

- (1) That the Committee review the outturn position for Quarter 3 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.

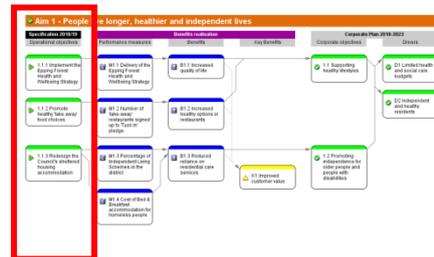
10. In this context, a benefit is defined as: the measurable improvement resulting from an outcome perceived as an advantage by a stakeholder, which contributes towards one or more organisational objectives.

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.

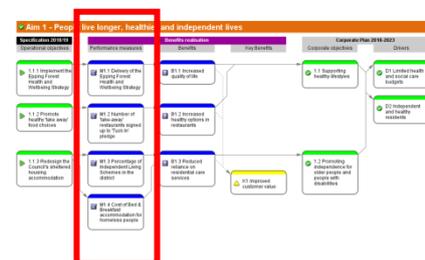
**How to Read the Performance Report**

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).

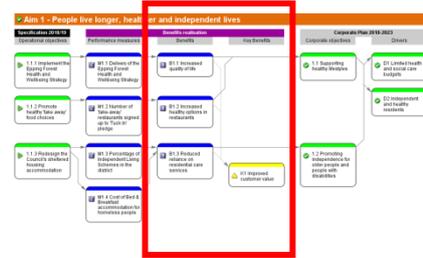


13. The next column of the benefits maps covers the measurement of performance through a set of Performance Indicators (PIs).



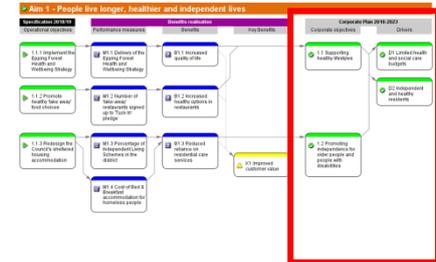
14. The benefits for stakeholders sit at the centre of the benefits maps. One or more performance measures makes up each (intermediate) benefit. Individual performance measures may contribute to one or more benefit. Where this is the case, weightings that show how the performance of these indicators ‘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 indicators will be considered by individual Select Committees during January and February 2019

Overview and Scrutiny Committee – 26 February 2019

### **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 3 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.

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## 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 3 2018/19

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

Date of completing the assessment: 07/01/2019

## 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 3 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 3 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<br>Positive, neutral, adverse<br>(explain why)                                                      | Extent of impact<br>Low, medium, high<br>(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<br>Yes/No as<br>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 Head of Service: Garth Nicholas

Date: 07/01/2019

Signature of person completing the EqlA: Monika Chwiedz

Date: 07/01/2019

### 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.

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# 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

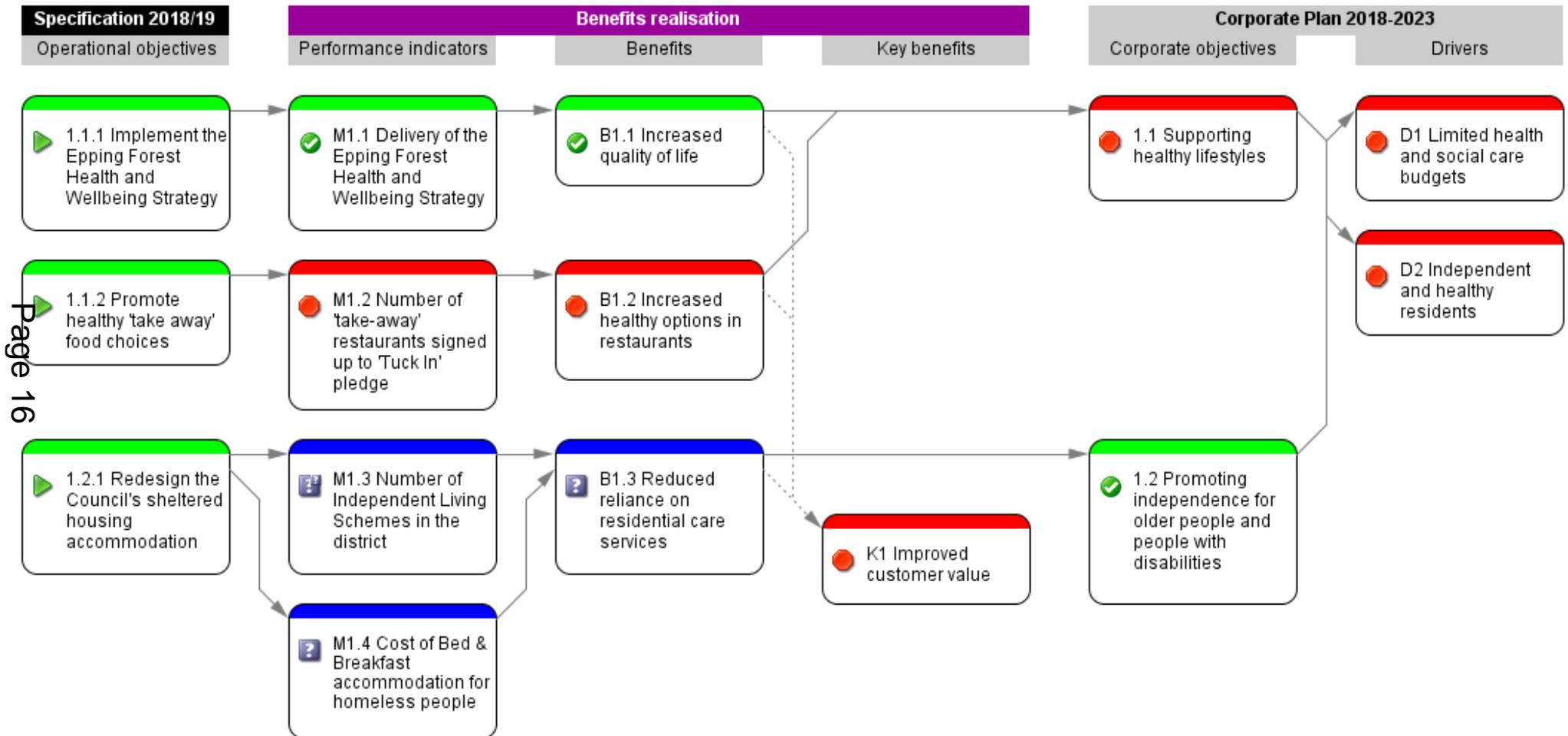
10.1 Efficient use of our financial resources, buildings and assets

9.2 Improving performance through innovation and new technology

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                                                                                                                                                                                                                                                                                                                                                              | 75%      | 31-Mar-2019 | Action On Target | CSC      | Community and Partnership Services Director |
| Page 17 | Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete.                                                                                                                                                                                                                                                 |          |             |                  |          |                                             |
|         | 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                                                                                                                                                                                                                                                        | 75%      | 31-Mar-2019 | Action On Target | NSC      | Commercial and Regulatory Services Director |
|     | Q3 - The evaluation of TUCK IN which was due to report back in December is now due in February. The outcome of that could influence our proposed work in Waltham Abbey. A meeting with the CCG NHS Public Health Neighbourhoods group in W/Abbey took place and they are supportive of the link |          |             |                  |          |                                             |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | between EFDC and them pointing patients on weight loss programmes to 'healthy takeaways' they have offered to promote via their communications team also. We will still be targeting Waltham Abbey this month to get some businesses signed up. JJ's a commercial food supplier is now listing foods which caterers can buy which fit with TUCK IN objectives, so we will be highlighting this to businesses we visit over the next few weeks.                                                                                                              |
|  | 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.

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

| TAG                                                                              | Description                                                                                                                                                                                                                                                                                               | Progress | Due date    | Expected outcome | Scrutiny | Manager                               |
|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|---------------------------------------|
|  | Redesign the Council's sheltered housing accommodation                                                                                                                                                                                                                                                    | 75%      | 31-Mar-2019 | Action Pending   | CSC      | Housing and Property Service Director |
|                                                                                  | Q3 - as per Q2                                                                                                                                                                                                                                                                                            |          |             |                  |          |                                       |
|                                                                                  | 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**

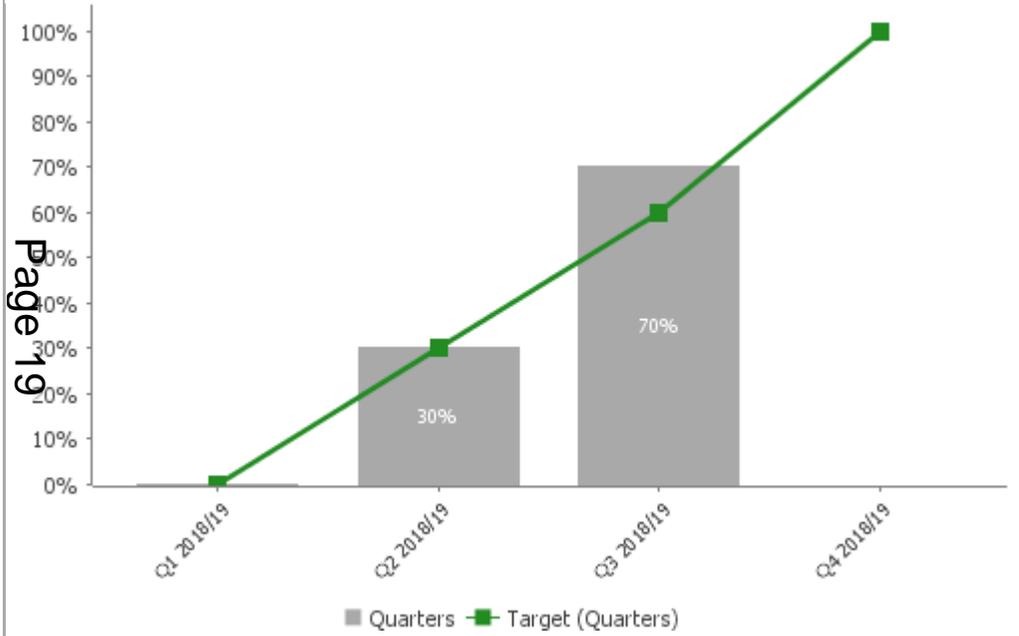
This indicator is a measure of the successful implementation of projects contributing to the multi-agency Epping Forest Health & Wellbeing Strategy 2018-28 (Year 1).

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

*Manager*  
Community and Partnership Services Director

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

*Trend chart*



*Comments*  
Q3 - The three multi-agency health & wellbeing thematic Action Groups continue to make good progress on their priority objectives. Overall, projects are 70% complete.

*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%        | 70%   | ✔      | 100%       |       |        |

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

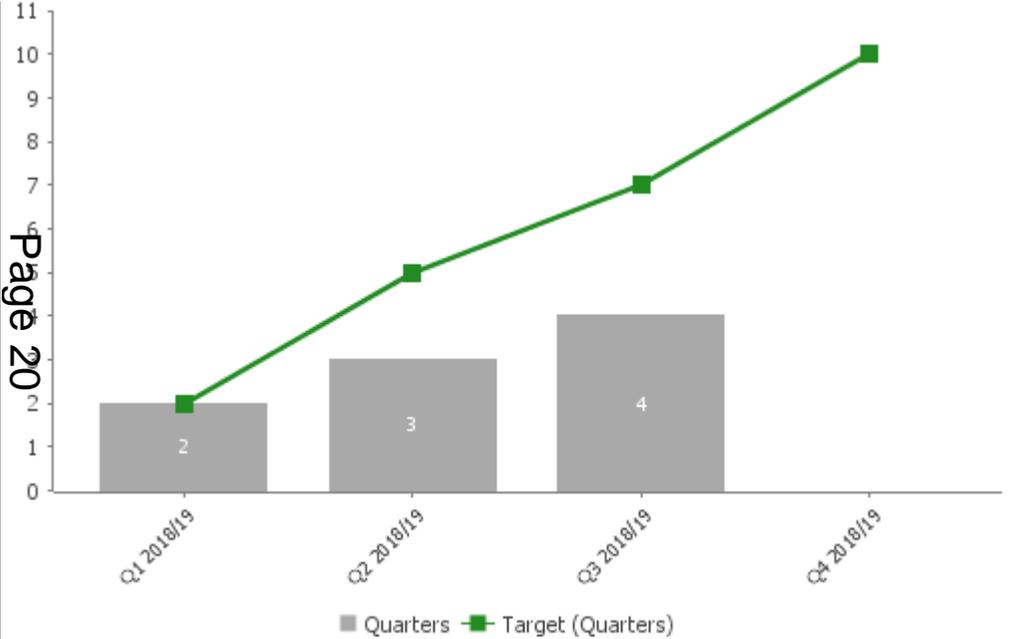
This indicator is a measure of the number of take-away restaurants and cafes who sign up to the 'Tuck In' pledge (this is an Essex County Council initiative).

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

*Manager*  
Commercial and Regulatory Services Director

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

*Trend chart*



*Comments*  
Q3 - 1 further business signed up this quarter - The Three Colts.

*Corrective action*

Q3 - Meeting with Fabrizio Ferrari, EFDC Public Health Improvement Officer took place in October '18. EFDC may be able to bid for monies for Public Health initiatives up to £5k and use this for promotional materials. What we produce could be influenced by what the evaluation of TUCK IN feeds back in February. We have however had it confirmed from the TUCK IN group that we can use the logo for our own promotional material so we can start to look at posters, flyers etc specific for our needs.  
So, our next steps are:

- targeting Waltham abbey over the next few weeks
- finding and developing some concepts promotional materials
- responding to the evaluation in Feb
- and firm the link between us and PHT W/Abbey
- implement

| 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          | 4     | ⚠️     | 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).

|                                                  |                  |                 |
|--------------------------------------------------|------------------|-----------------|
| <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> |
| Acting Chief Executive | Aim to Maximise         | Corporate                                 | ?                   |

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



Q3 - Essex County Council has submitted an application for the Independent Living Scheme at Hillhouse. The application is pending a Development Forum and Quality Review Panel

*Corrective action*

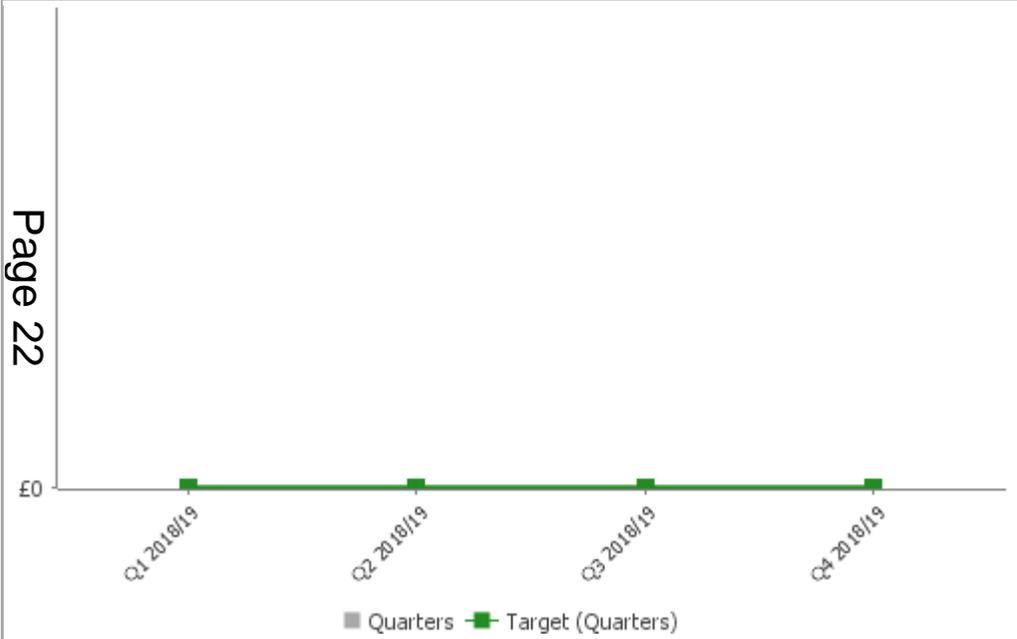
| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
| 0       |       |        |

**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>Good performance</i>                          |  | <i>Corporate or Partnership indicator</i> |                 |
| Assistant Director - Housing Operations (COP01)  |  | Corporate                                 |                 |

*Trend chart* *Comments*



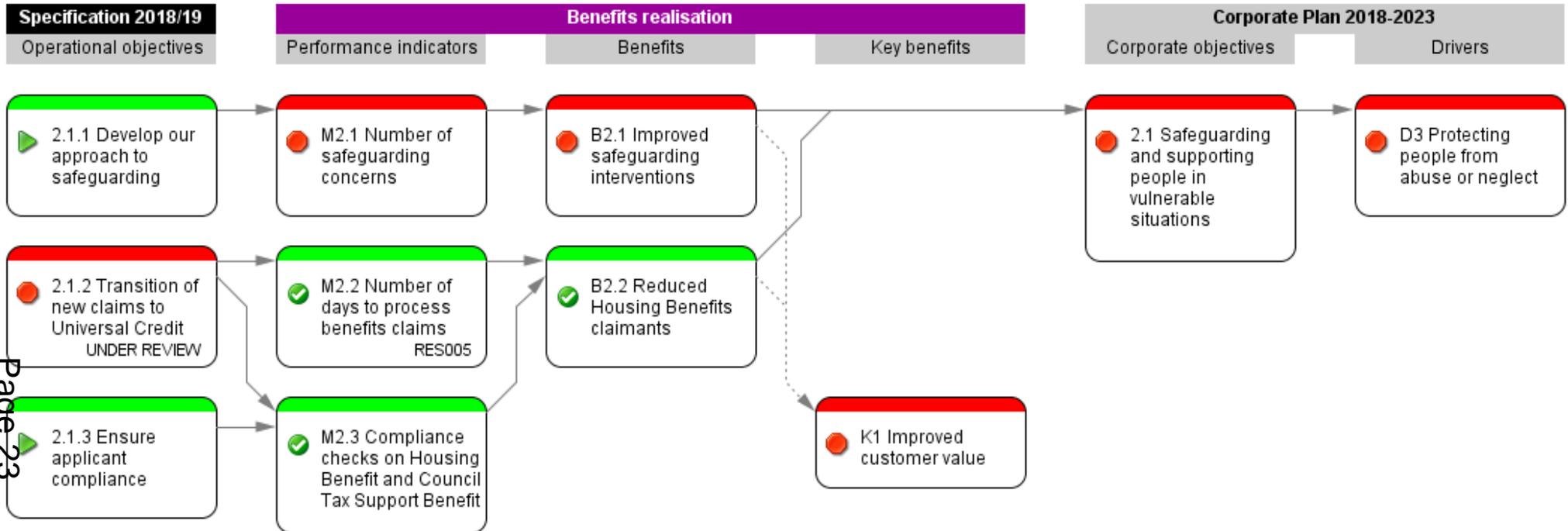
Q3 - This indicator will now be reported from 2019/20 onwards.

*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         |       |        | £0         |       |        |

## 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                                                                                                                                                                                                                                                                                                              | 75%      | 31-Mar-2019 | Action On Target | CSC      | Community and Partnership Services Director |
| Page 24 | Q3 - A meeting has been arranged between a Senior mental health practitioner and Safeguarding Lead for NELFT in January, at EFDC to discuss how we can access mental health services swiftly when supporting Epping Forest residents                                                                                                              |          |             |                  |          |                                             |
|         | 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      | Customer Services Director |
|     | Q3 - 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                                                                                                                                                                                                           | 75%             | 31-Mar-2019     | Action On Target        | RSC             | Customer Services Director |
|                                                                                   | Q3 - 1902 of compliance checks of Housing Benefit and/or Council Tax were completed during quarter 3, which represents approximately 25% of caseload checked.                                                                         |                 |                 |                         |                 |                            |
|                                                                                   | 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**

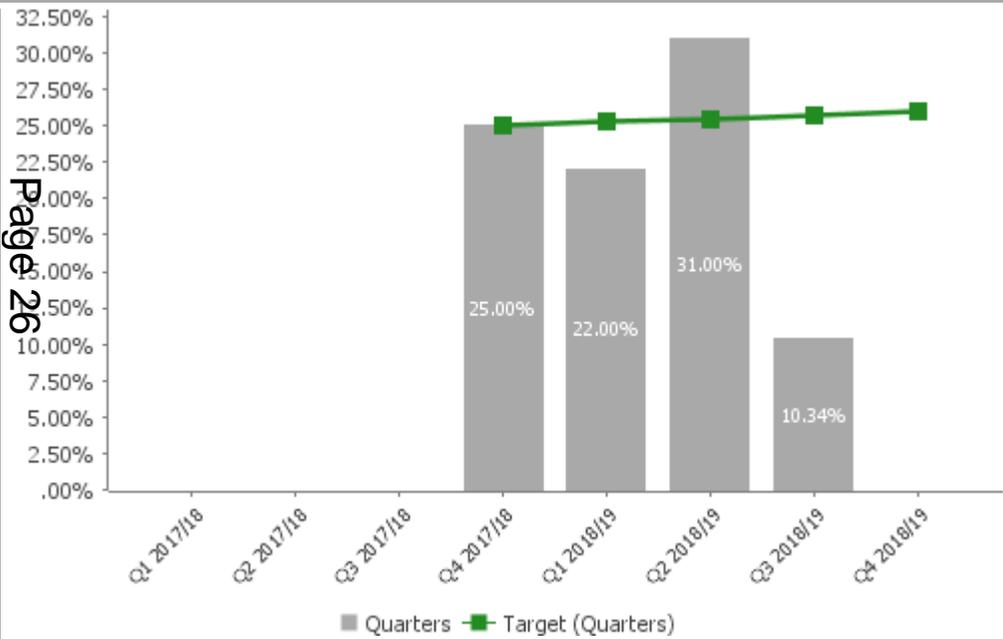
Safeguarding aims to protect or promote the welfare of individuals and/or groups of people, which ensures prevention of harm for children, young people and adults with care and support needs (*Epping Forest District Council Safeguarding Policy and Procedures*).

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

*Manager*  
Community and Partnership Services Director

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

*Trend chart* *Comments*



Q3 - Total no of referrals in Q3 = 64  
 Total no of referrals in Q2 = 58  
 Total increase in referrals = 64 - 58 = 6  
 % Increase in referrals in Q3 = 6 / 58 x 100% = 10.34%

*Corrective action*

This is a new measure and challenging where there may be seasonal variations to the figures. The baseline has been set with a 1% increase on the cumulative 2017/18 statistics. A truer reflection may be realised later in the year for any corrective 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 |
| 25.25%     | 22.00% | ⚠️     | 25.50%     | 31.00% | ✅      | 25.75%     | 10.34% | ⚠️     | 26.00%     |       |        |

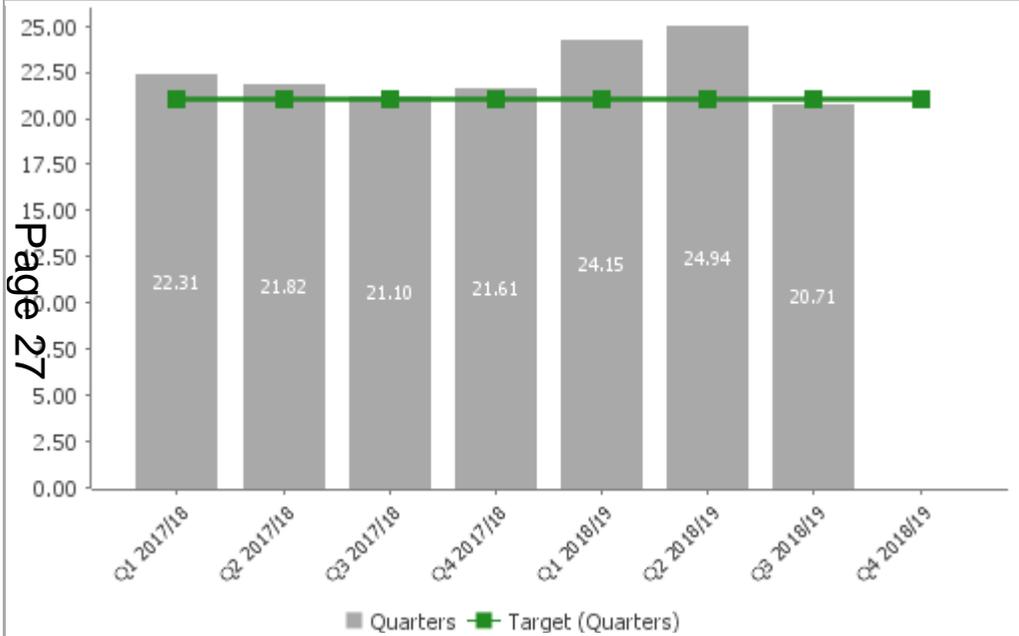
 **Performance indicator M2.2 Number of days to process benefits claims**

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             |

|                            |                         |                                           |                                                                                     |
|----------------------------|-------------------------|-------------------------------------------|-------------------------------------------------------------------------------------|
| <i>Manager</i>             | <i>Good performance</i> | <i>Corporate or Partnership indicator</i> | <i>Annual trend</i>                                                                 |
| Customer Services Director | Aim to Minimise         | Corporate                                 |  |

*Trend chart*



*Comments*

Q3 - On target

*Corrective action*

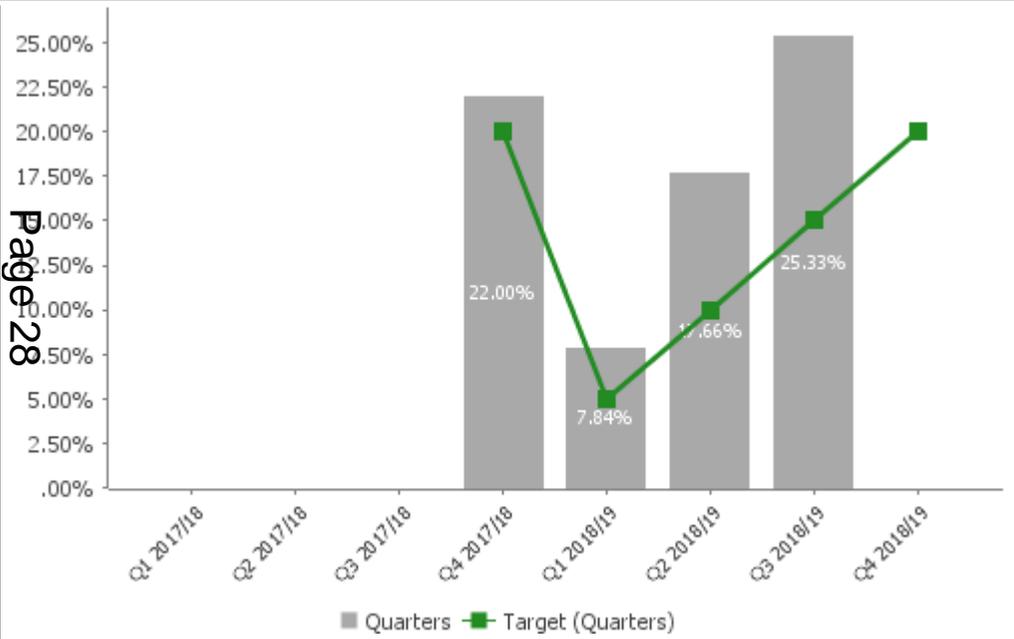
| Q1 2018/19 |       |                                                                                     | Q2 2018/19 |       |                                                                                       | Q3 2018/19 |       |                                                                                       | Q4 2018/19 |       |        |
|------------|-------|-------------------------------------------------------------------------------------|------------|-------|---------------------------------------------------------------------------------------|------------|-------|---------------------------------------------------------------------------------------|------------|-------|--------|
| Target     | Value | Status                                                                              | Target     | Value | Status                                                                                | Target     | Value | Status                                                                                | Target     | Value | Status |
| 21.00      | 24.15 |  | 21.00      | 24.94 |  | 21.00      | 20.71 |  | 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>            |                 |
| Customer Services Director                       |  | Corporate or Partnership indicator |                 |
| Aim to Maximise                                  |  | Corporate                          |                 |
|                                                  |  | Annual trend                       |                 |
|                                                  |  | ↑                                  |                 |

*Trend chart*



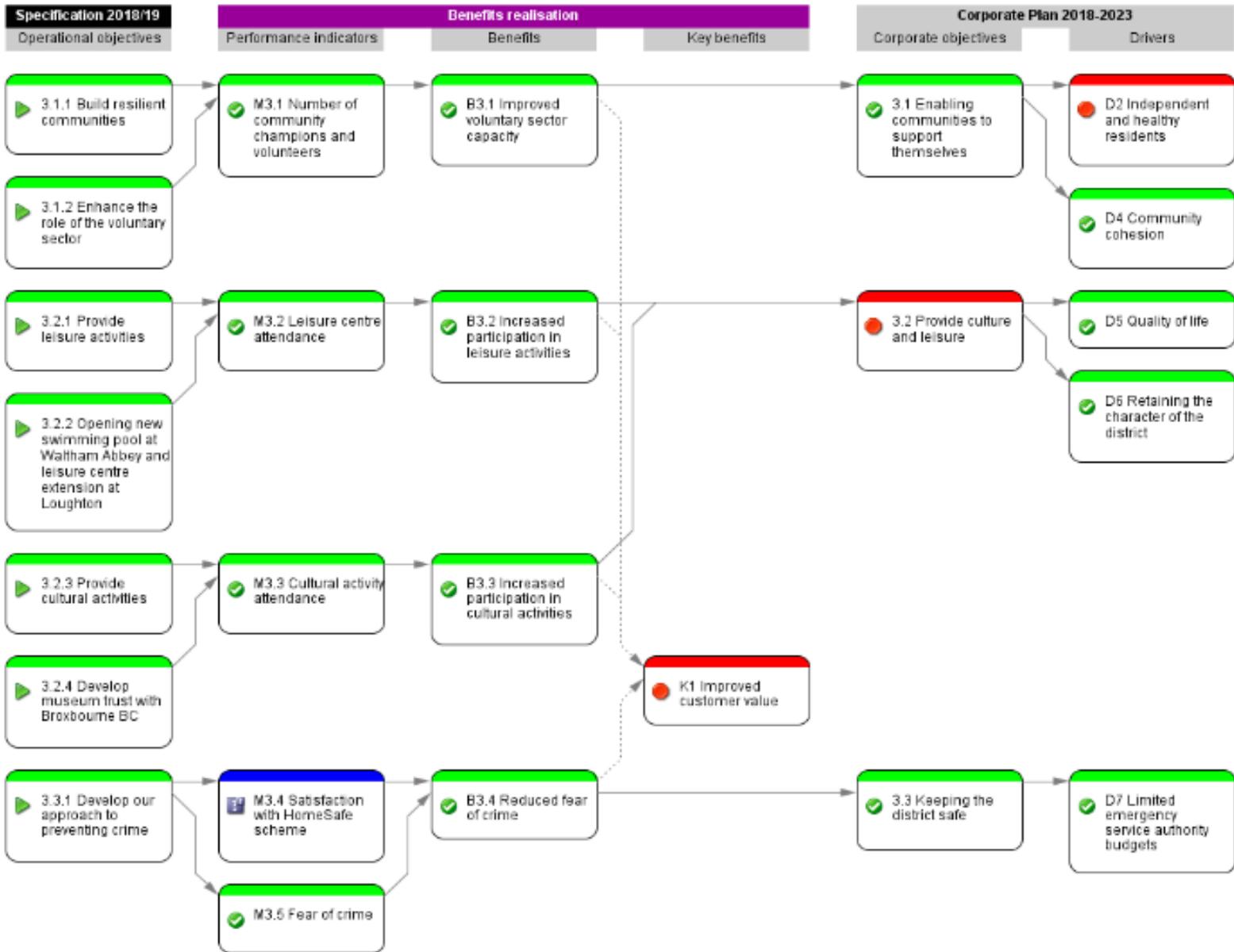
*Comments*

Q3 - Target exceeded

*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%     | 25.33% | ✔      | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 75%      | 31-Mar-2019 | Action On Target | CSC      | Community and Partnership Services Director |
| Page 30 | Q3 - 235 older residents attended four Stay Well this Winter events across the Epping Forest District. The events are a multi-agency approach to delivering core health, safety and wellbeing messages to the older community over the winter months in the Epping Forest District. Buckhurst Hill Social Isolation Project – a multi-agency door knocking exercise and community event were delivered in Buckhurst Hill as part of the process to understand and reduce levels of social isolation in Buckhurst Hill. As a result EFDC have taken the lead with developing many activities and initiatives which will include raising awareness of the Active Living project, which targets inactive people, a new strength and balance exercise class, day time adult workshops, identifying a local community champion and the development working with the Monkams Public House to start a crochet club. |          |             |                  |          |                                             |
|         | 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                                                                                                                                                | 75%      | 31-Mar-2019 | Action On Target | CSC      | Community and Partnership Services Director |
|     | Q3 – Objective relating to Year 3 of the current Grant Aid SLA with VAEF has been agreed and signed by Chair of Trustees.                                                               |          |             |                  |          |                                             |
|     | 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                                                                                                                                                                                              | 75%      | 31-Mar-2019 | Action On Target | NSC      | Acting Chief Executive |
|     | Q3 - Attendance numbers at each centre was as follows:<br><ul style="list-style-type: none"> <li>• Ongar - 43,484</li> <li>• Loughton - 101,546</li> <li>• Epping - 39,888</li> <li>• Waltham Abbey - 50,120</li> </ul> |          |             |                  |          |                        |
|     | 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 | 45%      | 31-Mar-2023 | Implement | NSC      | Contracts and Technical Services Director |

|  |                                                                                                                                                     |  |  |  |  |  |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|  | 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. |  |  |  |  |  |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|

**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                   | 100%     | 31-Mar-2019 | Action Achieved  | NSC      | Commercial and Regulatory Services Director |
|     | Q3 - Loughton refurbishment completed in September. The Waltham Abbey centre opened on 17th November. |          |             |                  |          |                                             |
|     | 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.                      |          |             |                  |          |                                             |

**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. | 45%      | 31-Mar-2023 | Implement | NSC      | Contracts and Technical Services Director |

**Operational objective 3.2.3 Provide cultural activities**

| RAG | Description                                                                                                                                                                                  | Progress | Due date    | Expected outcome | Scrutiny | Manager                            |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|------------------------------------|
| ▶   | Provide cultural activities                                                                                                                                                                  | 75%      | 31-Mar-2019 | Action On Target | CSC      | Museum, Heritage & Culture Manager |
|     | Q3 - Users in person: 9698, Total usage: 178417<br>The figures show an increase on the previous year's figures Oct-Dec 17/18 Users in person: 5412 Total usage: 164581                       |          |             |                  |          |                                    |
|     | 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                                                                                                                                                                                                                                                                                                                                | 75%      | 31-Mar-2019 | Action On Target | CSC      | Museum, Heritage & Culture Manager |
|                                                                                   | Q3 - The trust has met 5 times, the trust is registered with Companies House but still awaiting registration with the Charity Commission. Following the initial delay caused by internal issues within the charity commission a case officer has now been appointed the application for registration is now being reviewed. There are currently two trustee vacancies. |          |             |                  |          |                                    |
|                                                                                   | 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      | Community and Partnership Services Director |

**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                                                                                                       | 75%      | 31-Mar-2019 | Action On Target | CSC      | Community and Partnership Services Director |
|                                                                                     | Q3 - Following on from Operation Rose EFDC Community Safety Hub Police Officers are working with neighbouring Met Police Officers to deliver 5 |          |             |                  |          |                                             |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Criminal Behaviour Orders (CBOs) on nominals identified in the operation resident in Epping Forest. Met Police are pursuing 9 CBOs on their respective nominals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|  | 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.                                                                                                                                                      |

| <i>Projects &amp; programmes</i> <b>P181 EFDC Community Safety Hub</b> |                                                                                                                                                                                                                                                                                                                                      |                 |                 |              |                 |                                   |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|--------------|-----------------|-----------------------------------|
| <i>Prog</i>                                                            | <i>Description</i>                                                                                                                                                                                                                                                                                                                   | <i>Progress</i> | <i>Due date</i> | <i>Stage</i> | <i>Scrutiny</i> | <i>Manager</i>                    |
|                                                                        | 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. | 66%             | 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.

Is year-end target likely to be achieved?

 Yes

Live from

2018

Scrutiny

CSC

Manager

Community and Partnership Services Director Community, Health & Wellbeing Manager (CHW01)

Good performance

Aim to Maximise

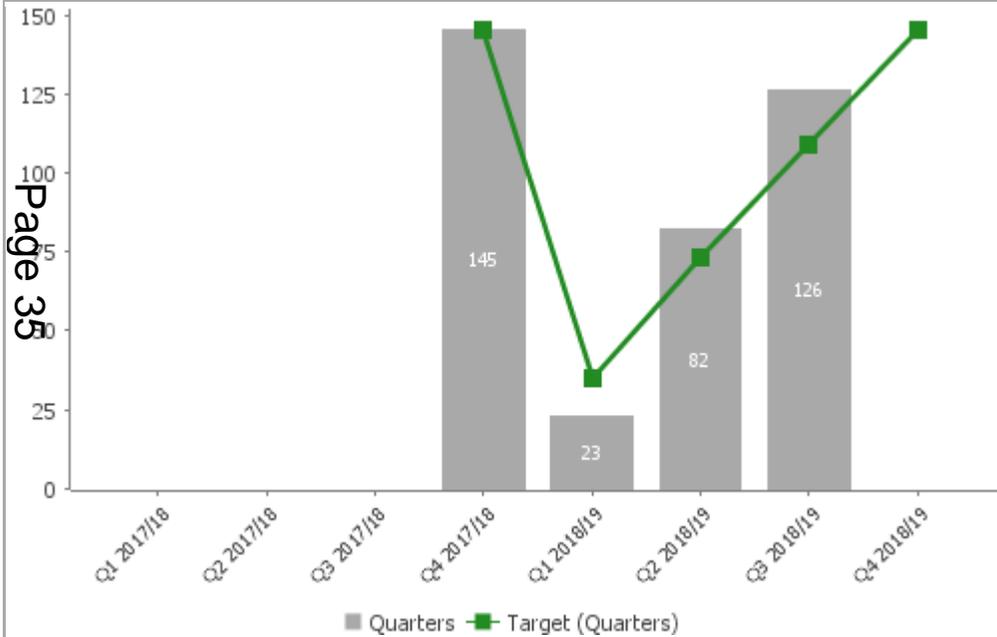
Corporate or Partnership indicator

Corporate

Annual trend



Trend chart



Comments

Q3 - 32 Volunteers were placed within organisations by VAEF across the District. 12 Community Champions have been recruited and undertaking Safeguarding training, Dementia Awareness and Make Every Contact Count training

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        | 126   |  | 145        |       |        |

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

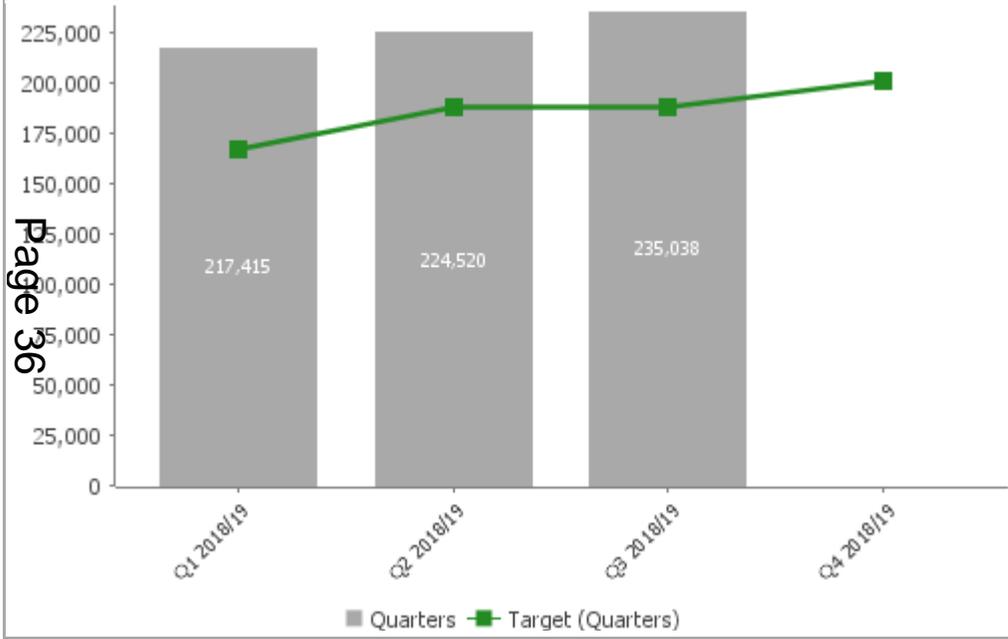
The number of attendances at leisure centres through Epping Forest District Council

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

Manager  
Commercial and Regulatory Services Director

|                  |                                    |                                                                                     |
|------------------|------------------------------------|-------------------------------------------------------------------------------------|
| Good performance | Corporate or Partnership indicator | Annual trend                                                                        |
| Aim to Maximise  | Corporate                          |  |

Trend chart



Comments  
Q3 - Target met. Attendance numbers at each centre was as follows:  
 • Ongar - 43,484  
 • Loughton - 101,546  
 • Epping - 39,888  
 • Waltham Abbey - 50,120

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 |
| 167,235    | 217,415 |  | 187,545    | 224,520 |  | 187,874    | 235,038 |  | 200,970    |       |        |

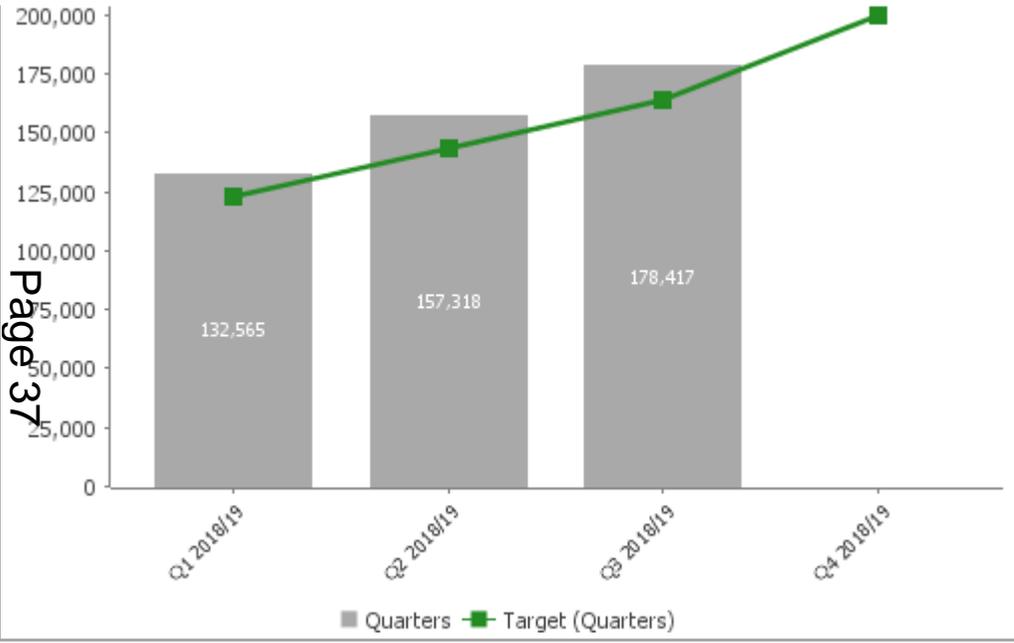
 **Performance indicator M3.3 Cultural activity attendance**

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

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

|                                             |                         |                                           |                                                                                     |
|---------------------------------------------|-------------------------|-------------------------------------------|-------------------------------------------------------------------------------------|
| <i>Manager</i>                              | <i>Good performance</i> | <i>Corporate or Partnership indicator</i> | <i>Annual trend</i>                                                                 |
| Community and Partnership Services Director | Aim to Maximise         | Corporate                                 |  |

*Trend chart*



*Comments*

Q3 - Total usage: 178417  
Users in person: 9698

The figures show an increase on the previous year's figures at quarter 3 17/18  
- Users in person: 5412 Total usage: 164581

*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 |
| 122,667    | 132,565 |  | 143,567    | 157,318 |  | 164,466    | 178,417 |  | 200,000    |       |        |

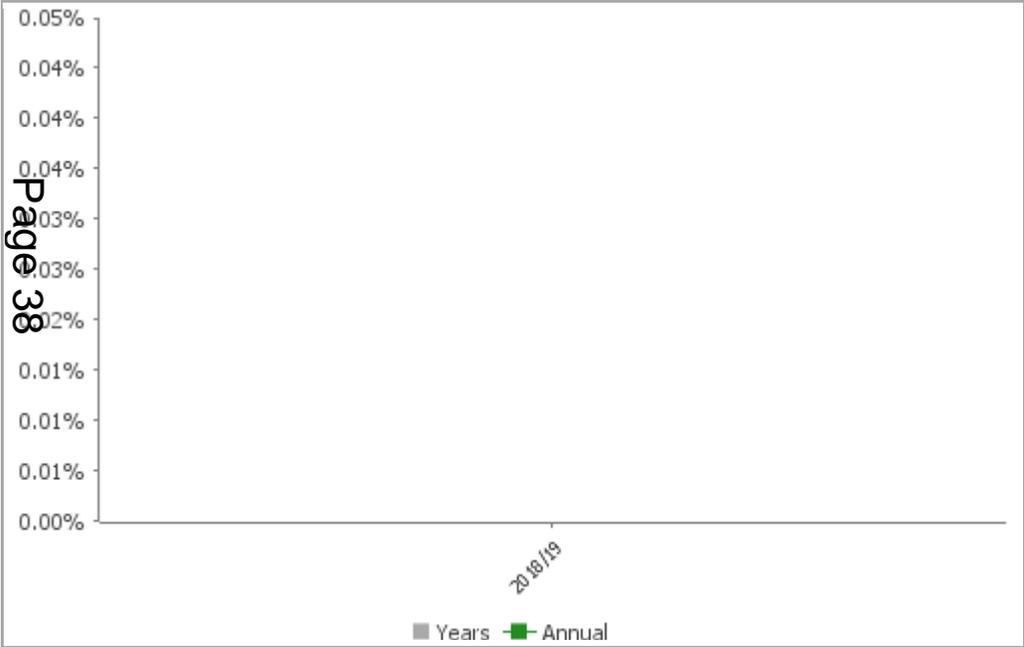
**?** Performance indicator **M3.4 Satisfaction with HomeSafe scheme**

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 |
|---------------------------------------------|------------------|------------------------------------|--------------|
| Community and Partnership Services Director | Aim to Minimise  | Partnership                        | <b>?</b>     |

Trend chart Comments



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**

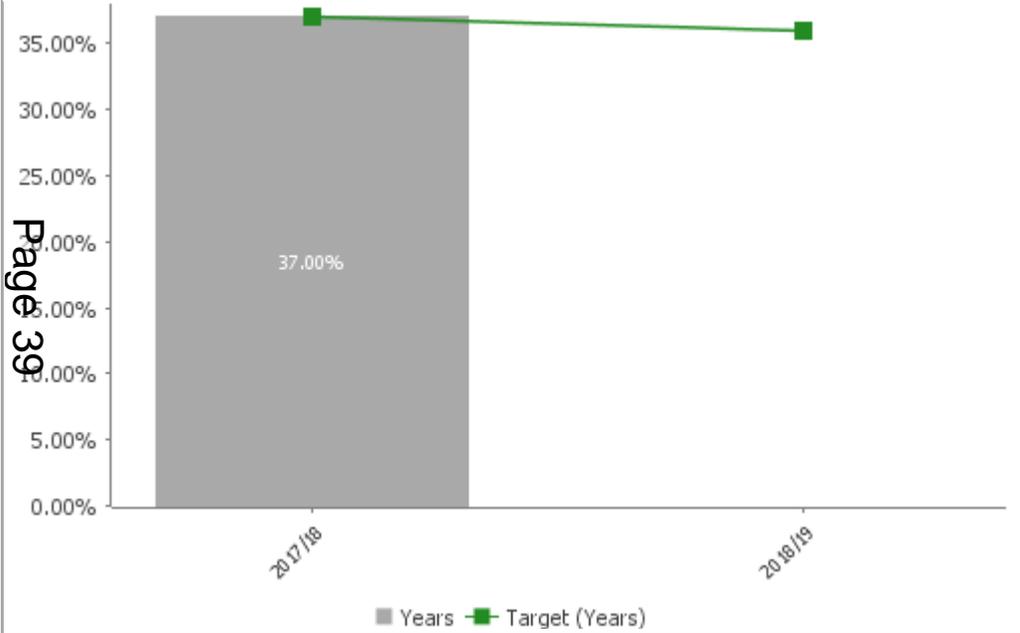
This indicator relates to the reduced fear of crime within the Epping Forest District year-on-year. It is informed by the 'Public Views and Experience of Policing and Criminal Justice in Essex' annual survey (Essex Police).

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

*Manager*  
Community and Partnership Services Director

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

*Trend chart*



*Comments*

Please note this is an annual indicator

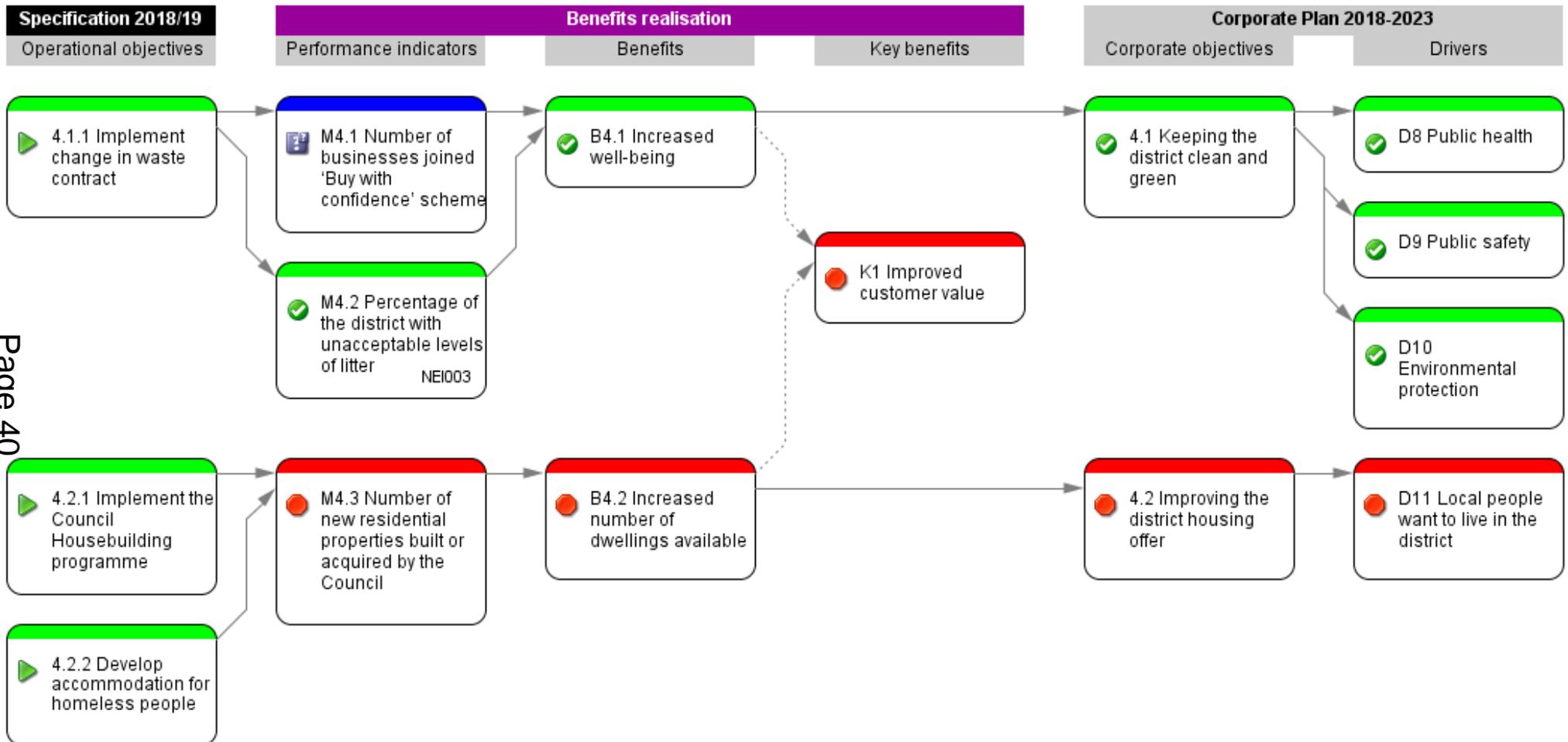
*Corrective action*

|  |
|--|
|  |
|--|

| 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                                                                                                                                                                                                                                                                                                                                                              | 75%      | 31-Mar-2019 | Action On Target | NSC      | Contracts and Technical Services Director |
| Page 41 | Q3 - The Waste Management Partnership Board at its meeting in July agreed to delay any changes to the waste collection arrangements following a full review. The government has recently published its Resources and Waste strategy for England. Any changes to waste management services can only be considered in light of the new Strategy, something that will be reviewed during the year. |          |             |                  |          |                                           |
|         | 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                                                                                                                                                            | 75%      | 31-Mar-2019 | Action Under Control | CSC      | Housing and Property Service Director |
|     | Q3 - 12 units were completed this quarter: Parklands (Verrall Close) 4 units, Centre Avenue (Matthews Close) 4 units and Stewards Green Road (Thorn Terrace) 4 units.<br>Those units were not completed: |          |             |                      |          |                                       |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>• Springfield due to boundary walls issues</li> <li>• Burton Road - two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water.</li> </ul>                                                                                                                                                                                                 |
|  | 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. | 59%      | 12-Dec-2020 | Implement | CSC      | Housing and Property Service Director |

Page 42

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

| RAG | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Progress | Due date    | Expected outcome | Scrutiny | Manager                               |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|---------------------------------------|
| ▶   | Develop accommodation for homeless people                                                                                                                                                                                                                                                                                                                                                                                                                        | 75%      | 31-Mar-2019 | Action On Target | CSC      | Housing and Property Service Director |
|     | Q3 - Contractor possession date moved to 17th December due to concerns raised about unexploded bombs. This was classed as Low/Medium risk in the UXO report however at a late stage further investigations were needed due to the requirement to dig to 2 metres deep for foundations. Completion due for 1st March 2019                                                                                                                                         |          |             |                  |          |                                       |
|     | 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. | 61%      | 31-Jul-2019 | Initiation | CSC      | Senior Project Manager (Housing) |

| <span style="background-color: #4a4a8a; color: white; padding: 2px;">?</span> Performance indicator <b>M4.1 Number of businesses who joined the 'Buy with confidence' scheme</b> |                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                            |                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------|
| 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><br><span style="color: orange;">⚠</span> Uncertain |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <i>Live from</i><br>2018                   | <i>Scrutiny</i><br>NSC                                 |
|                                                                                                                                                                                  | <i>Manager</i><br>Contracts and Technical Services Director                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <i>Good performance</i><br>Aim to Maximise | <i>Corporate or Partnership indicator</i><br>Corporate |
| <i>Trend chart</i>                                                                                                                                                               |                                                                                                     | <i>Comments</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                            |                                                        |
|                                                                                                                                                                                  |                                                                                                     | <p>Q3 - Only one company that provides a range of waste removal services locally has joined the scheme.<br/> <a href="https://www.buywithconfidence.gov.uk/profile/ews-environmental-waste/25128/">https://www.buywithconfidence.gov.uk/profile/ews-environmental-waste/25128/</a></p> <p>Many other companies have been contacted by our Trading Standards partners (who administer the scheme and carry out the audit work). Although companies have expressed an interest, no others have joined. Some have suggested that the initial cost (£400) has put them off, others have said they are simply too busy already and do not need any extra work that membership is aimed at bring them.</p> <p>In 2018, EFDC and ECC agreed to match fund and offer membership for free to the first ten companies providing services in the EFDC area. Free membership has not attracted any more members. It appears that many relatively small scale waste collection companies are not willing to join and submit themselves to a Trading Standards audit and/or do not see any significant benefit in joining.</p> <p>Officers from EFDC, ECC and Trading Standards will be meeting early in 2019 to assess if we should continue with any further attempts to promote membership of Buy with Confidence. There are alternative schemes available such as Which - Trusted Traders, Ratedpeople, Checkatrade, Trustatrade, etc, but these schemes are not backed by Trading Standards audits and provide only a limited number of waste disposal companies.</p> <p>At this time the prospect of developing the scheme further looks unlikely. It is clear that residents and business that employ a company to dispose of their waste should carry out their own checks to ensure that the company is authorised by the Environment Agency. This is a minimum requirement. It is</p> |                                            |                                                        |

also important that they record in detail who they give their waste to, to ensure compliance with their duty and can demonstrate that is the case if necessary.

*Corrective action*

| 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**

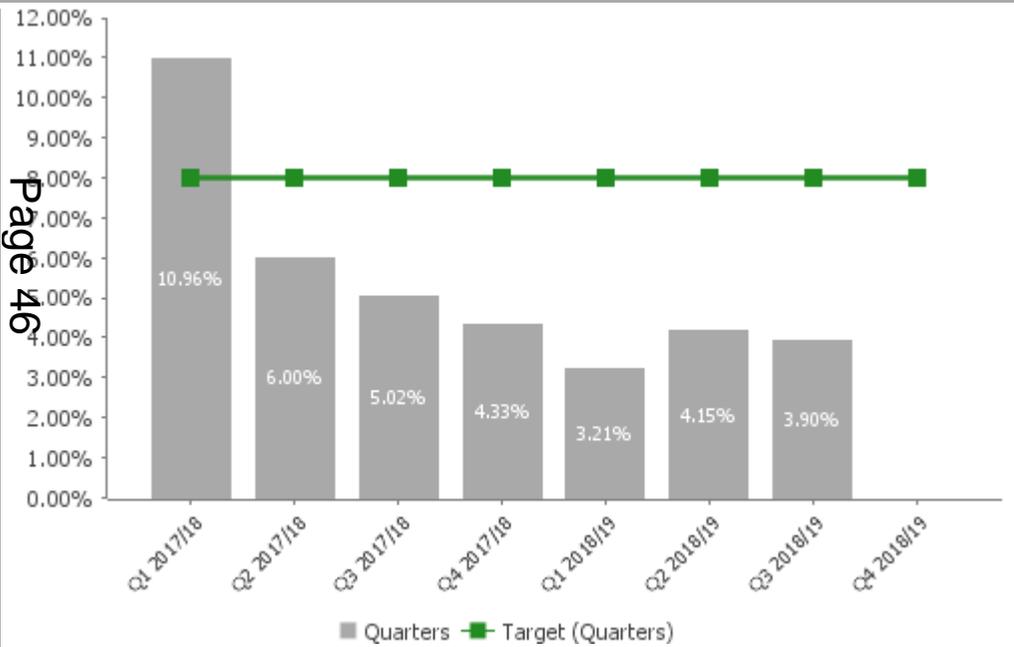
This indicator seeks to reduce unacceptable levels of litter. Performance is based on surveys of prescribed sites carried out over four quarterly periods each year, and represents the percentage of relevant land with deposits of litter which exceed the acceptable level (Previously NEI003).

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

*Manager*  
Contracts and Technical Services Director

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

*Trend chart*



*Comments*

Q3 - Problems with vehicle thrown litter has increased in the district through roads

*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 |
| 8.00%      | 3.21% | ✔      | 8.00%      | 4.15% | ✔      | 8.00%      | 3.90% | ✔      | 8.00%      |       |        |

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

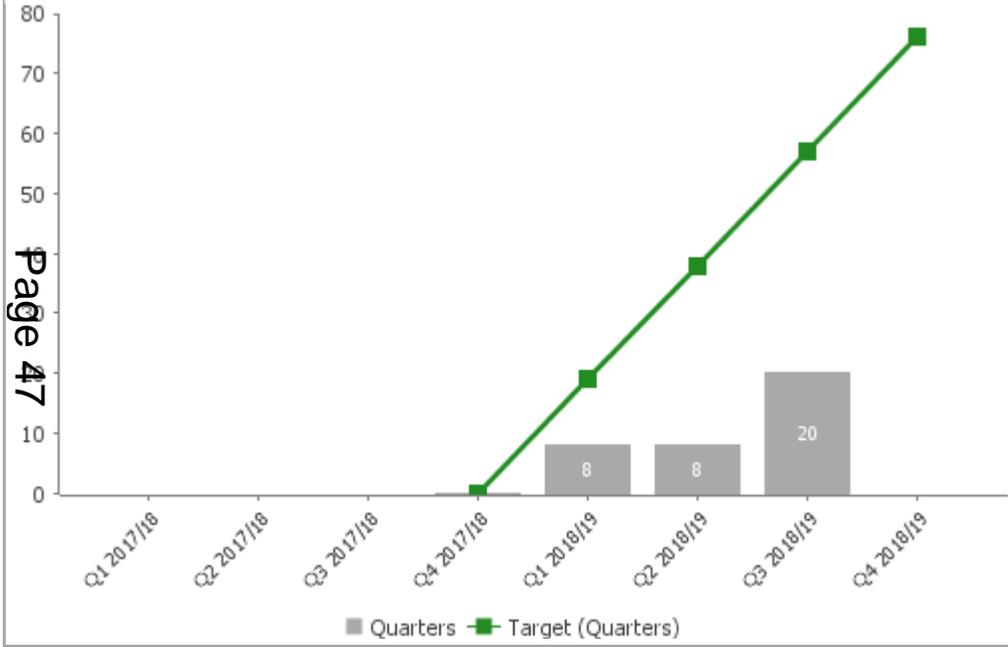
To increase the level of Council housing in the District. To make better use of the Council's land to provide affordable housing.

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

*Manager*  
Housing and Property Service Director

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

*Trend chart*



*Comments*  
Q3 - 12 units completed in total:  
October'18 – Parklands (Verrall Close) 4 units  
November'18 – Centre Avenue (Matthews Close) 4 units  
December'18 – Stewards Green Road (Thorn Terrace) 4 units

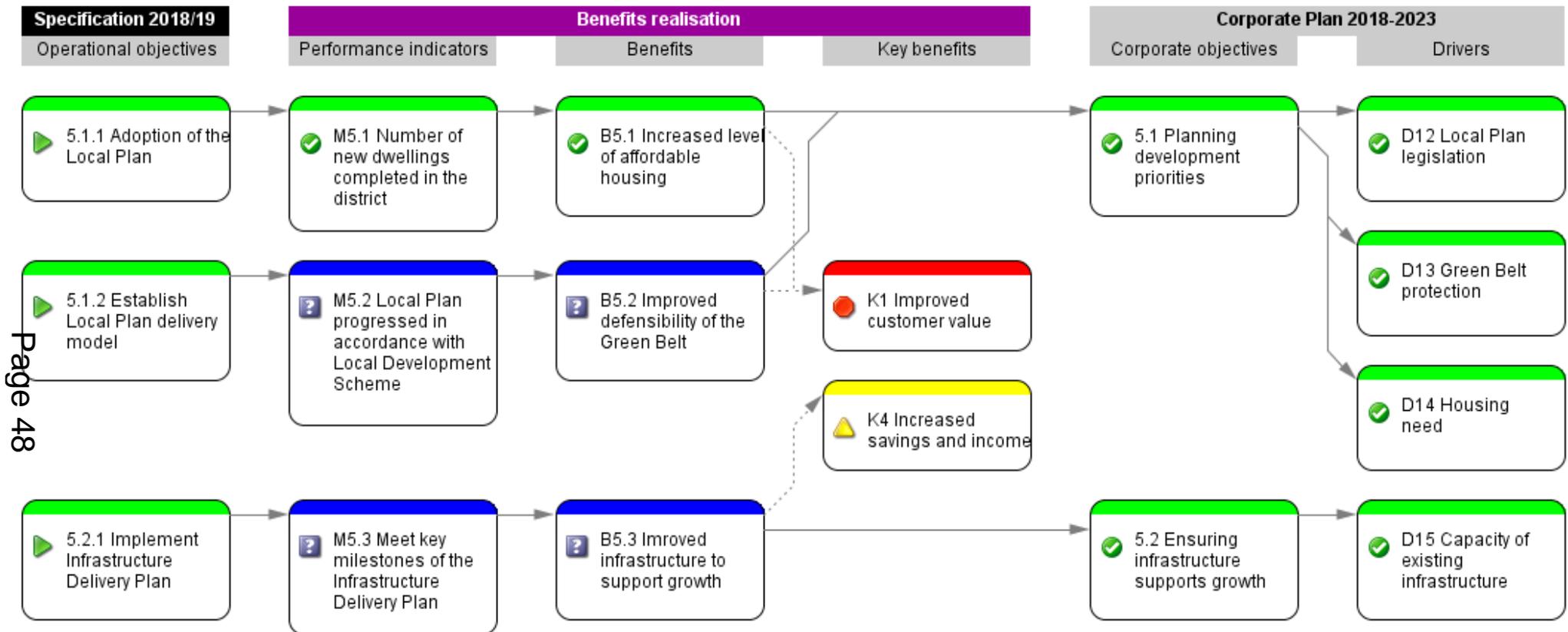
*Corrective action*

Q3 - those units were not completed:  
Springfield - 4 units, delay due to boundary wall issues  
Burton Road - 51 units, two key issues are firstly the damage from the recent fire and secondly a delay in getting the water supply connected by Thames Water.

| 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         | 8     | ⚠️     | 57         | 20    | ⚠️     | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 75%      | 31-Mar-2019 | Action On Target | NSC      | Acting Chief Executive |
| Page 49 | Q3 – The Independent Examination of the Local Plan has been scheduled for dates in February, March and May. The Programme Officer appointed is making arrangements for those parties who have responded to the Regulation 19 Publication and registered to speak. The Inspector has sought clarifications on a number of points, the responses to which will be published on the Council's Website.                                                                                                                                                                                                                                   |          |             |                  |          |                        |
|         | 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      | Planning Services Director |

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

| RAG                                                                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Progress | Due date    | Expected outcome | Scrutiny | Manager                |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|------------------------|
|  | Establish Local Plan delivery model                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 75%      | 31-Mar-2019 | Action On Target | NSC      | Acting Chief Executive |
|                                                                                   | Q3 – The Council has adopted a Masterplanning approach to delivery and has appointed a Quality Review Panel to evaluate major applications. Developer Forums have been established and are meeting regularly                                                                                                                                                                                                                                                                                                                                                                   |          |             |                  |          |                        |
|                                                                                   | 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                                                                                                                                                                                                                                                                                                                                                                                                                                                | 75%      | 31-Mar-2019 | Action On Target | NSC      | Acting Chief Executive |
|                                                                                   | Q3 - A comprehensive Infrastructure Delivery Plan has been prepared as part of the development of the Local Plan                                                                                                                                                                                                                                                                                                                                                                      |          |             |                  |          |                        |
|                                                                                   | 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. |          |             |                  |          |                        |



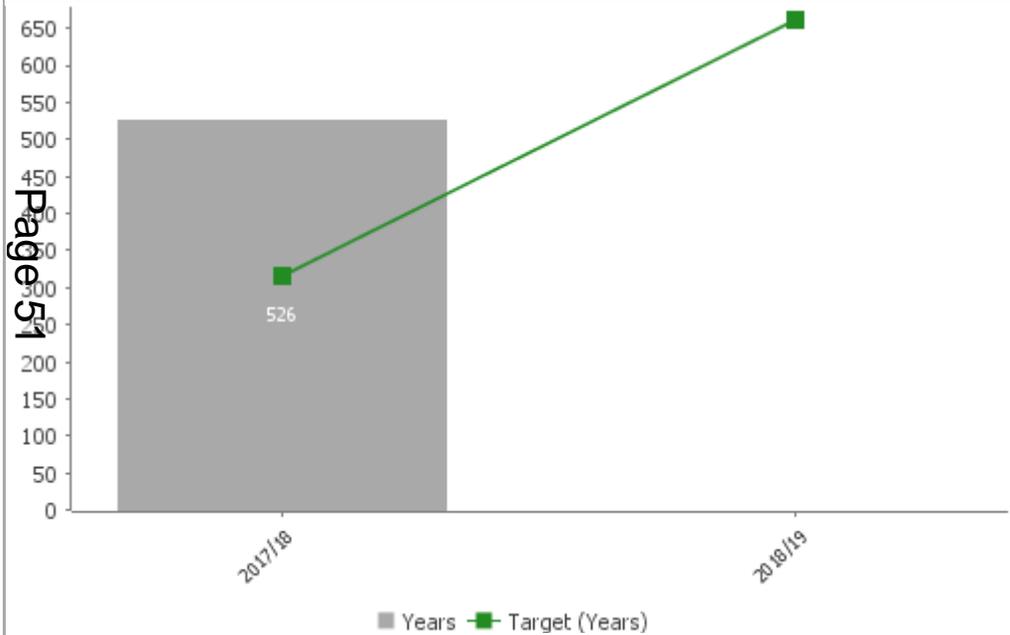
**Performance indicator M5.1 Number of new dwellings completed in the district**

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.

|                                                  |                  |                 |
|--------------------------------------------------|------------------|-----------------|
| <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> |
| Interim Assistant Director (NFP502) | Aim to Maximise         | Corporate                                 | ↑                   |

*Trend chart* *Comments*



Q3 - Please note this is an Annual indicator reported at Q4.

*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.                                                                               | Is year-end target likely to be achieved?                                                          |                                    | Live from    |
|                                                                                                                                                                                       |  Not applicable |                                    | 2018         |
| Manager                                                                                                                                                                               | Good performance                                                                                   | Corporate or Partnership indicator | Scrutiny     |
| Interim Assistant Director (NFP502)                                                                                                                                                   | Aim to Maximise                                                                                    | Corporate                          | Annual trend |
| Trend chart                                                                                                                                                                           | Comments                                                                                           |                                    |              |
| 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 indicator                                                            |                                    |              |
|                                                                                                                                                                                       | Corrective action                                                                                  |                                    |              |

| 2018/19 |       |                                                                                     |  |
|---------|-------|-------------------------------------------------------------------------------------|--|
| Target  | Value | Status                                                                              |  |
| Yes     |       |  |  |

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

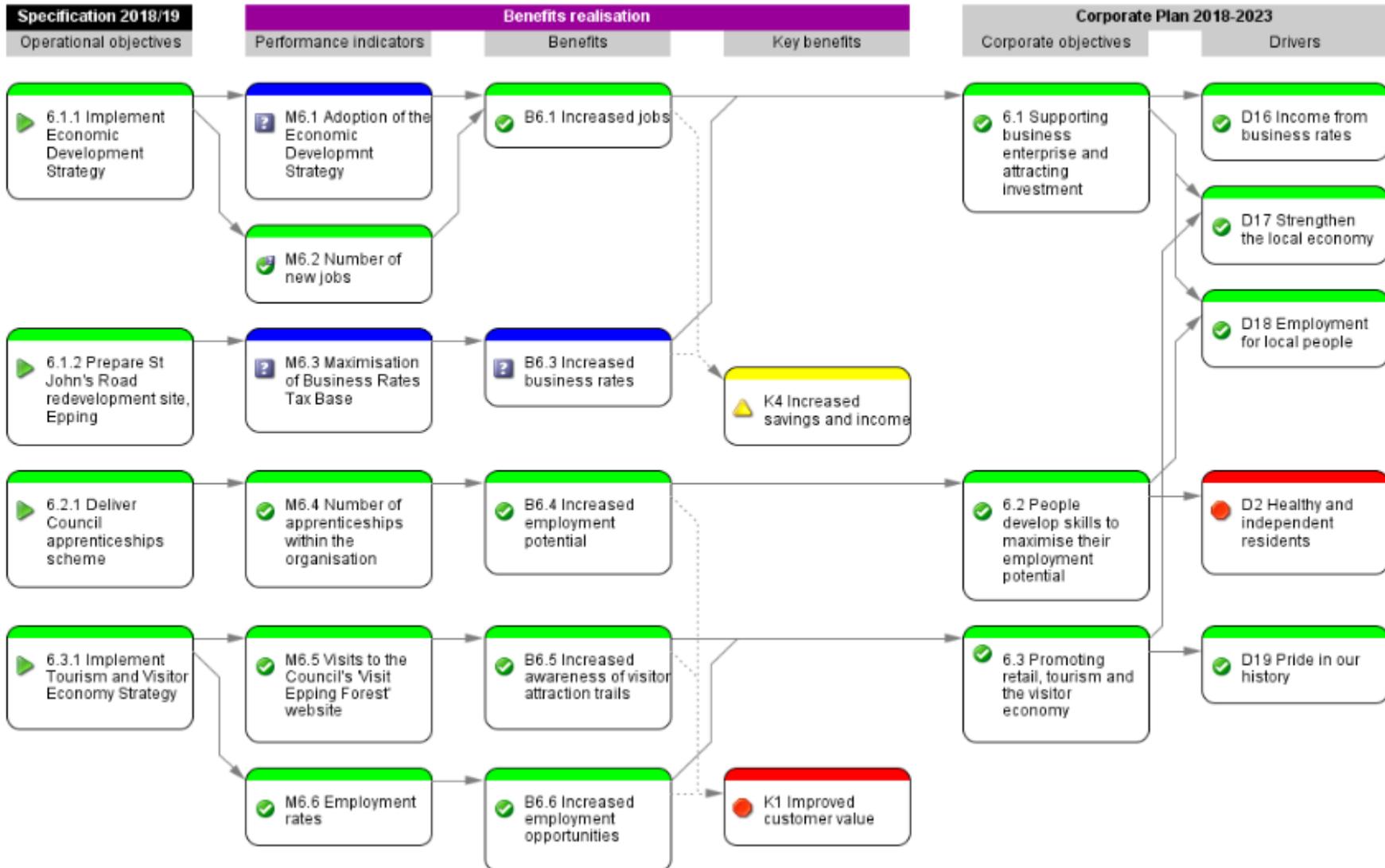
|                                                                                                      |                                                                                      |                                           |                  |                     |
|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------|------------------|---------------------|
| 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 53

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

# Aim 6 - An environment where businesses thrive

Stronger places





## 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                                                                                                                                                                                                                             | 75%      | 31-Mar-2019 | Action On Target | NSC      | Local Strategic Partnership Manager |
| Page 55 | Q3 - We reprioritised and set a new deadline for the release of the consultation Draft Economic Strategy for 12th February aiming for completion of the full strategy by the end of quarter 2 2019.                                                                 |          |             |                  |          |                                     |
|         | 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.                                                                                                       |          |             |                  |          |                                     |

### 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                                                                                                                                                                                                                                                                                                                                                                                               | 75%      | 31-Mar-2019 | Action Behind Schedule | NSC      | Acting Chief Executive |
|     | Q3 - After the failure to agree a mutually acceptable way forward with the Council's previous development partner, the Council has agreed at December Cabinet to take forward the St John's Road site itself, with potential support from Epping Town Council to deliver the economic and community benefits of the existing brief. Work has commenced on the feasibility of relocating Epping Sports Centre onto the site.                     |          |             |                        |          |                        |
|     | 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. | 100%     | 31-Mar-2018 | Closure | 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                                                                                                                                                                                                                                                                                                                                          | 75%      | 31-Mar-2019 | Action On Target | RSC      | Learning & Development Manager (RHR02) |
|     | Q3 - as per Q2                                                                                                                                                                                                                                                                                                                                                                  |          |             |                  |          |                                        |
|     | 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**

| <i>RAG</i>                                                                        | <i>Description</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <i>Progress</i> | <i>Due date</i> | <i>Expected outcome</i> | <i>Scrutiny</i> | <i>Manager</i>         |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-------------------------|-----------------|------------------------|
|  | Implement Tourism and Visitor Economy Strategy                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 75%             | 31-Mar-2019     | Action On Target        | NSC             | Acting Chief Executive |
|                                                                                   | Q3 - The work continues the follow up meeting, which is being held in January. With the aim of producing joined bids for external investment with eastern Hertfordshire and west Essex.                                                                                                                                                                                                                                                                                                                                                             |                 |                 |                         |                 |                        |
|                                                                                   | 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.         | N/A                                              |                                           |                  |                     |
|                                                                                                   | <i>Corrective action</i>                         |                                           |                  |                     |

|        |       |  | 2018/19 |
|--------|-------|--|---------|
| Target | Value |  | Status  |
| Yes    |       |  |         |

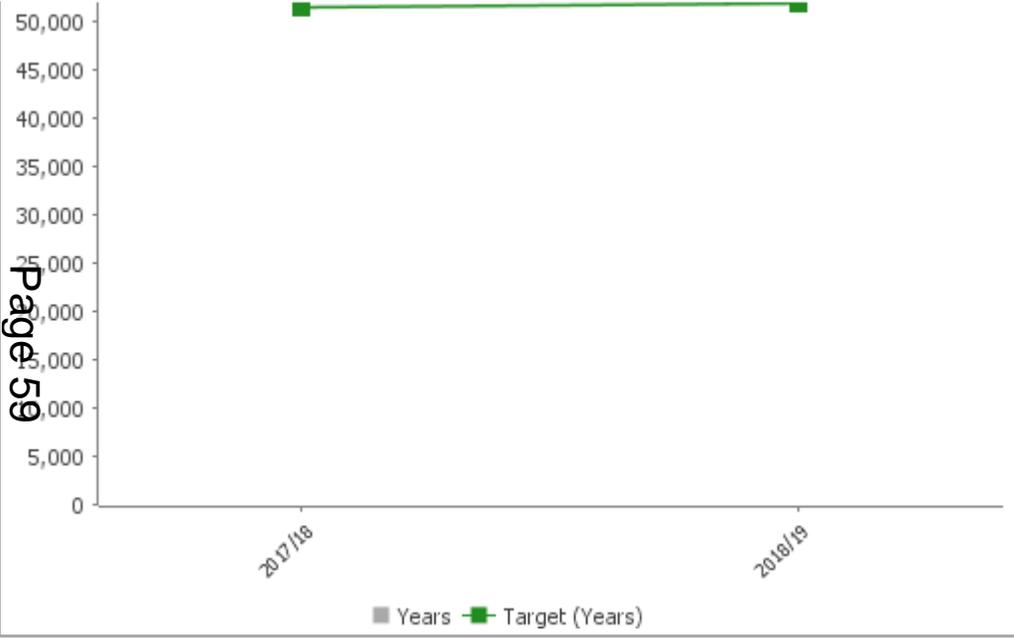
 **Performance indicator M6.2 Number of new jobs**

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> |
|--------------------|-----------------|



*Comments*  
Q3 - The next data release on NOMIS 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  |       |  |

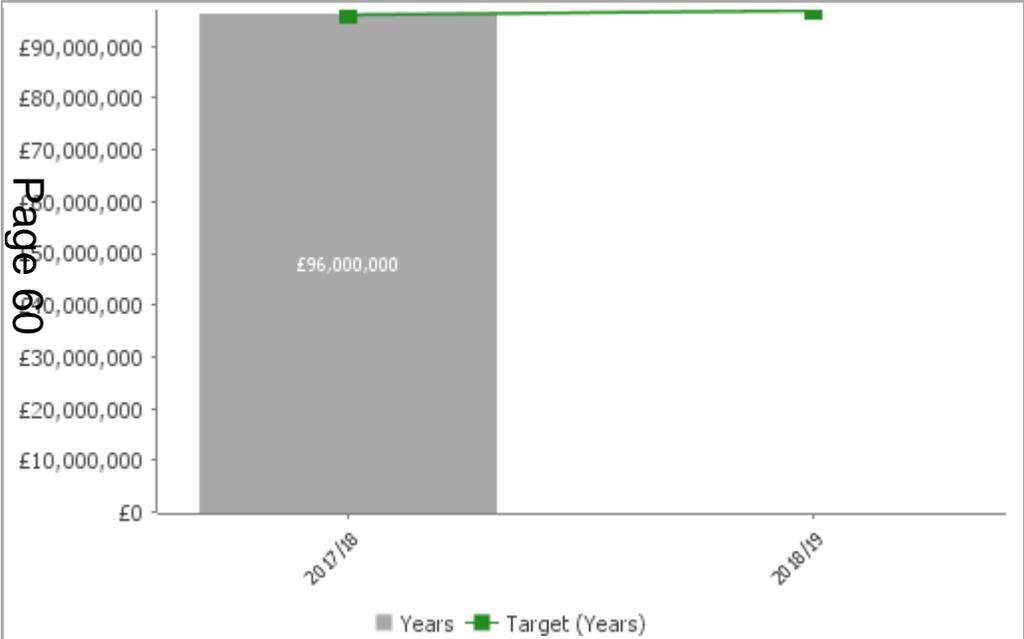
**?** Performance indicator **M6.3 Increase of Business Rates Tax Base**

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 |
|-------------------------------------------|-----------|----------|
| ● Not applicable                          | 2018      | RSC      |

| Manager                    | Good performance | Corporate or Partnership indicator | Annual trend |
|----------------------------|------------------|------------------------------------|--------------|
| Customer Services Director | Aim to Maximise  | Corporate                          | <b>?</b>     |

Trend chart Comments



To use 2017/18 as baseline with 1% increase for 2018/19

Corrective action

Please note this is a year end 2019 measure

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



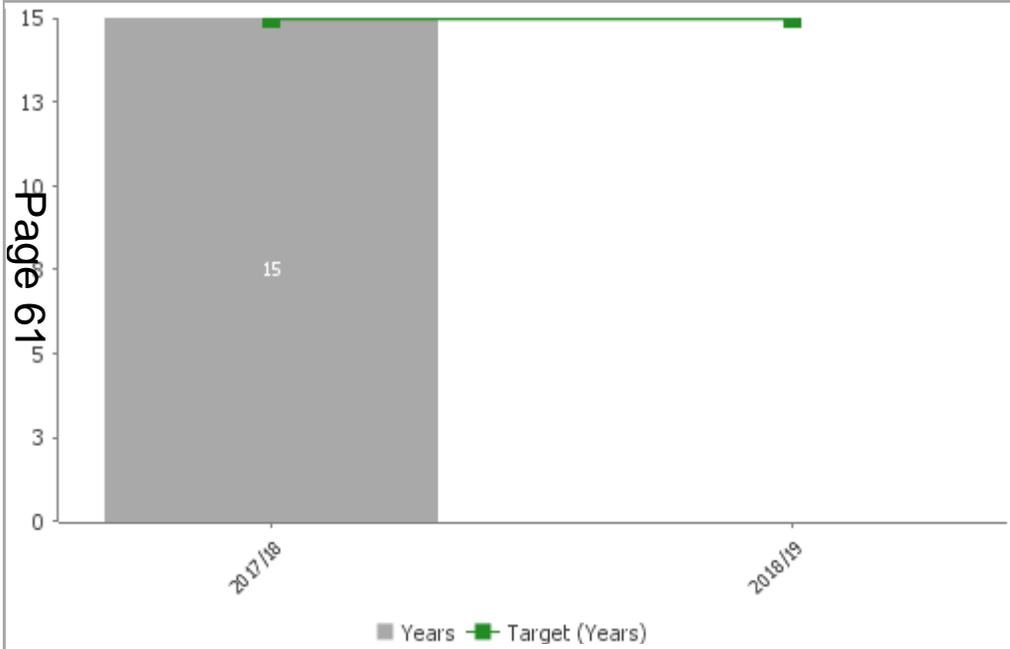
**Performance indicator M6.4 Number of apprenticeships within the organisation**

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> |
| Business Services Service Director | Aim to Maximise         | Corporate                                 |                     |

*Trend chart* *Comments*



Q3 - Please note that data will now be reported at quarter 4 for this performance indicator

*Corrective action*

| 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? | Live from | Scrutiny |
| ▶ Yes                                     | 2018      | NSC      |

Manager  
Local Strategic Partnership Manager (NSP01)

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

Trend chart



Comments

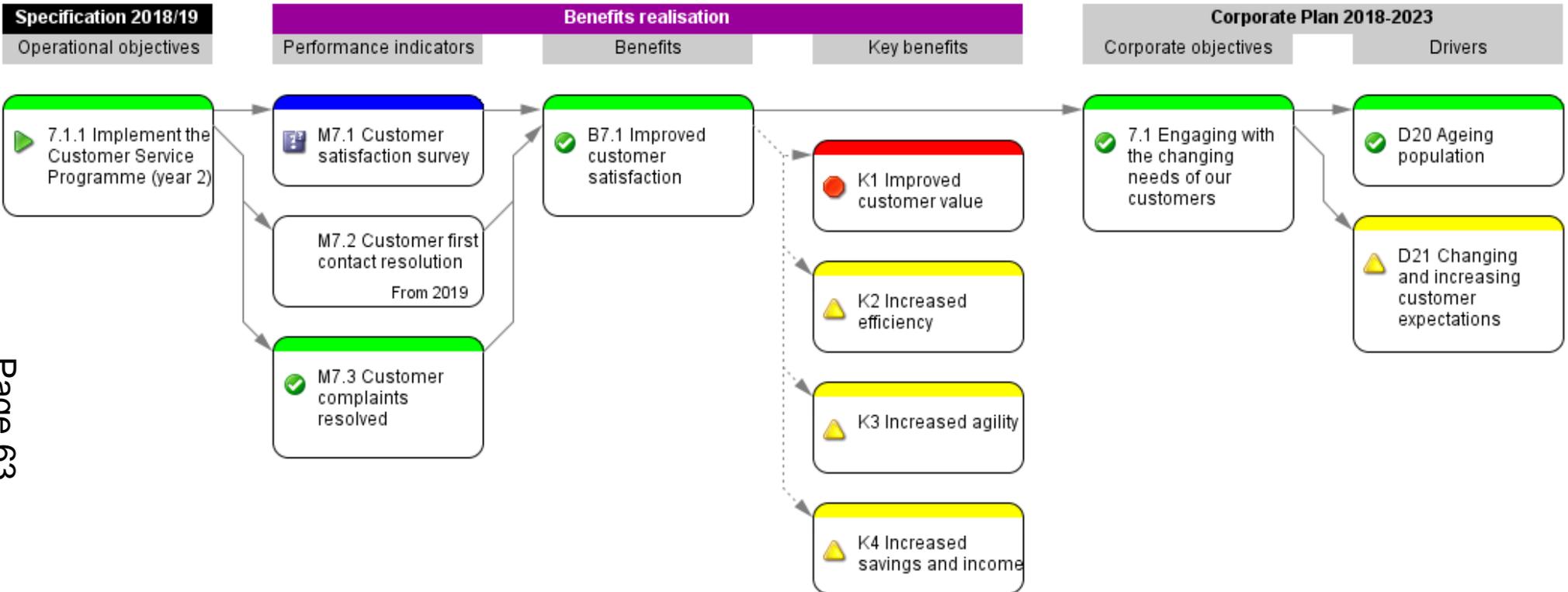
Q3 - Performance in line with rest of year and as expected/projected. Individual peaks being studied to learn reason – for example a significant peak of 1,657 visitors on Saturday November 3rd reveals all the increase were accessing ten events pages featuring firework displays.

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     | 115,950 | ✔      | 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)                                                                                                                                                                                                                                                                                                                                                                            | 75%      | 31-Mar-2019 | Action On Target | O&S      | Customer Services Director |
| Page 64 | Q3 - no change, as per Q1 and Q2                                                                                                                                                                                                                                                                                                                                                                                             |          |             |                  |          |                            |
|         | Q2 - as per Q1                                                                                                                                                                                                                                                                                                                                                                                                               |          |             |                  |          |                            |
|         | 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. | 52%      | 31-Mar-2019 | Implement | O&S      | Customer Services Director |



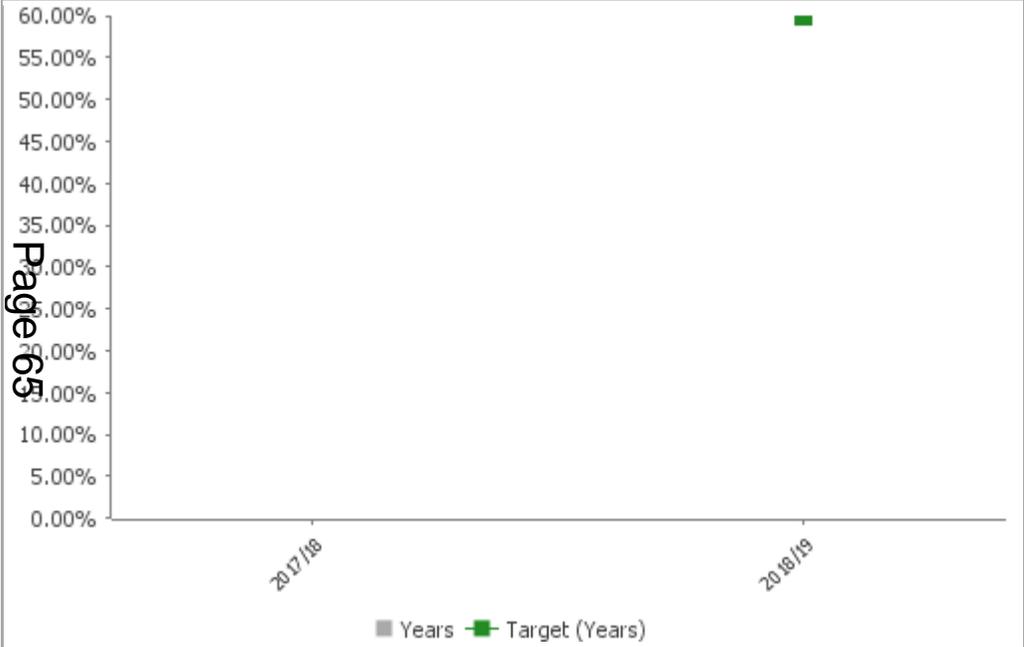
**?** Performance indicator **M7.1 Customer satisfaction survey**

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.

| Is year-end target likely to be achieved? | Live from | Scrutiny |
|-------------------------------------------|-----------|----------|
| Yes                                       | 2018      | O&S      |

| Manager                    | Good performance | Corporate or Partnership indicator | Annual trend |
|----------------------------|------------------|------------------------------------|--------------|
| Customer Services Director | Aim to Maximise  | Corporate                          |              |

*Trend chart*



*Comments*

Q3 - Please note this is a yearly measure due April 2019

*Corrective action*

| 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                                                                                                                     | Corporate or Partnership indicator | Annual trend                                                                        |
| Customer Services Director                                                                                                                                       | 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. | Q3 - due to ongoing merging of staff into the contact centre it is taking time to bring the statistics up for first point resolution |                                    |                                                                                     |
|                                                                                                                                                                  | Corrective action                                                                                                                    |                                    |                                                                                     |

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| 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% |  |            | 34.76% |  |            |       |        |

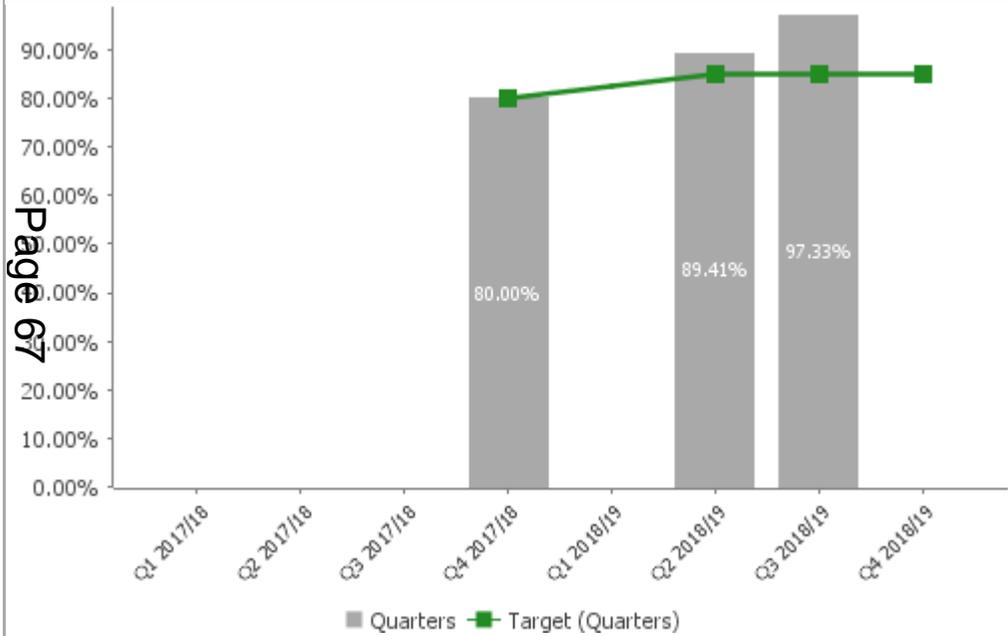
 Performance indicator **M7.3 Customer complaints resolved**

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.

|                                                                                               |           |          |
|-----------------------------------------------------------------------------------------------|-----------|----------|
| Is year-end target likely to be achieved?                                                     | Live from | Scrutiny |
|  Uncertain | 2018      | O&S      |

|                            |                  |                                    |                                                                                     |
|----------------------------|------------------|------------------------------------|-------------------------------------------------------------------------------------|
| Manager                    | Good performance | Corporate or Partnership indicator | Annual trend                                                                        |
| Customer Services Director | Aim to Maximise  | Corporate                          |  |

Trend chart Comments



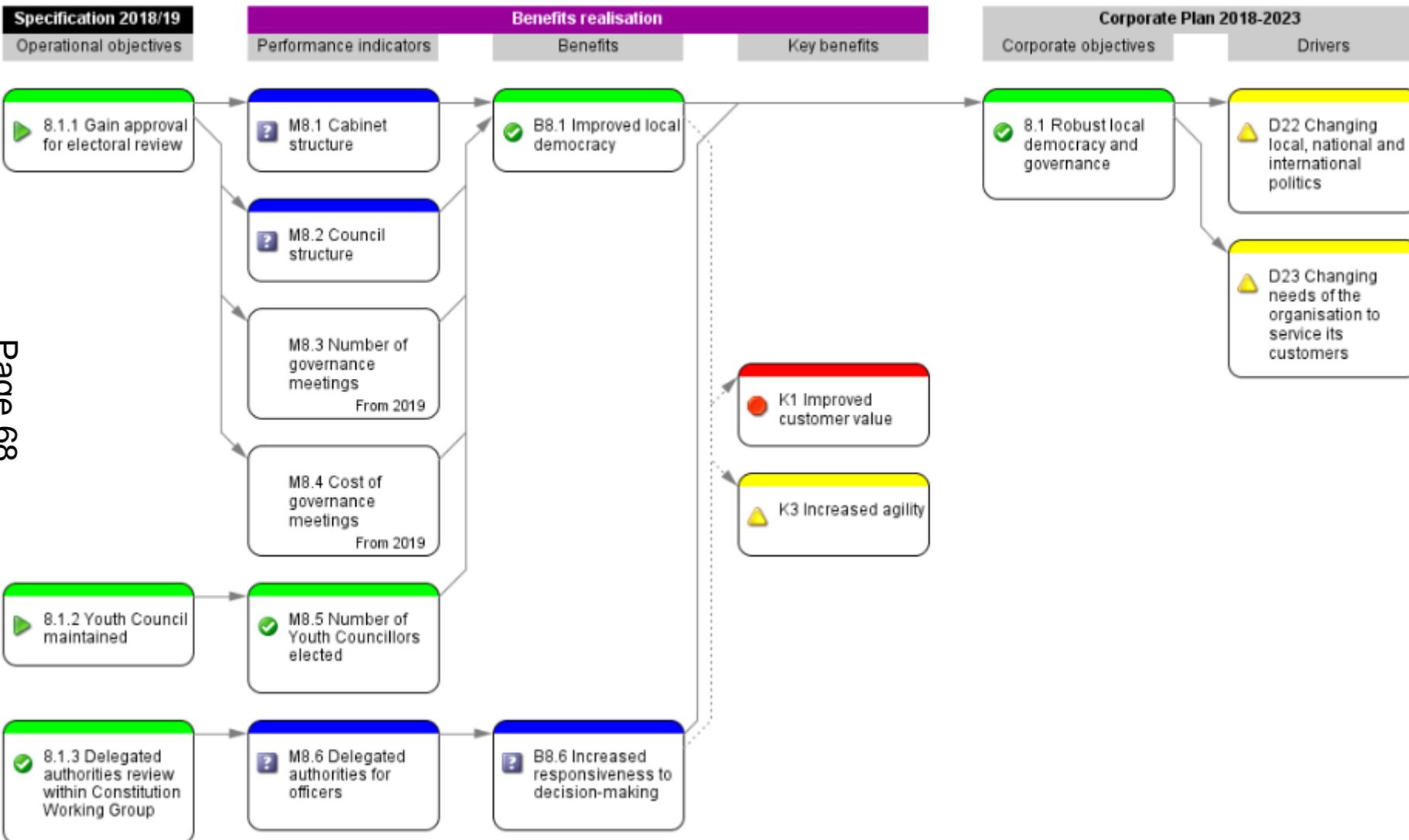
Q3 - Target met

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%     | 97.33% |  | 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                                                                                                                                                                    | 75%      | 31-Mar-2019 | Action Pending   | GSC      | Customer Services Director |
| Page 69 | Q3 - This item will fall due by 31 <sup>st</sup> March 2019. Leadership Team to discuss due dates in February 2019 with a view to moving date out in order to align to a more achievable time period. |          |             |                  |          |                            |
|         | 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                                                                                                                                                                               |          |             |                  |          |                            |

**Operational objective 8.1.2 Youth Council maintained**

| RAG | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress | Due date    | Expected outcome | Scrutiny | Manager                                     |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|---------------------------------------------|
|     | Youth Council maintained                                                                                                                                                                                                                                                                                                                                                                                                                                               | 75%      | 31-Mar-2019 | Action On Target | CSC      | Community and Partnership Services Director |
|     | Q3 - Youth Council numbers are maintained at 25. The Youth Councillors represent the views of young people across the district. Epping Forest Youth Council have recently completed their Drugs Awareness project and are now developing their next project. The EFLC projects are developed in recognition of the concerns facing people in the district – projects developed by young people, for young people.                                                      |          |             |                  |          |                                             |
|     | 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      | Customer Services Director |
| Q3 – This action is complete for 2018/19 – Further work will be undertaken in 2019/20 |                                                                |          |             |                  |          |                            |

*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>     |
|                                                                                                                    | ⚠ Uncertain                                                    |                                           | 2018             | GSC                 |
| <i>Manager</i>                                                                                                     | <i>Good performance</i>                                        | <i>Corporate or Partnership indicator</i> |                  | <i>Annual trend</i> |
| Customer Services Director                                                                                         | 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.                          | None currently - this is an event driven indicator due in 2019 |                                           |                  |                     |
|                                                                                                                    | <i>Corrective action</i>                                       |                                           |                  |                     |

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
| Yes     |       |        |

|  Performance indicator <b>M8.2 Council structure</b>                      |                                                                                                                                                 |                                    |                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------------------|
| 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?<br> Not applicable | Live from<br>2018                  | Scrutiny<br>GSC                                                                     |
| Manager                                                                                                                                                    | Good performance                                                                                                                                | Corporate or Partnership indicator | Annual trend                                                                        |
| Customer Services Director                                                                                                                                 | 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.                                                                  | None currently - this is an event driven indicator due in 2019                                                                                  |                                    |                                                                                     |
|                                                                                                                                                            | Corrective action                                                                                                                               |                                    |                                                                                     |

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
| Yes     |       |        |

|  <i>Performance indicator</i> <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><br> Not applicable |                          | <i>Live from</i><br>2019                               | <i>Scrutiny</i><br>GSC                                                                                     |
|                                                                                                                                                                                       | <i>Good performance</i>                                                                                                                                |                          | <i>Corporate or Partnership indicator</i><br>Corporate | <i>Annual trend</i><br> |
| <i>Manager</i><br>Customer Services Director                                                                                                                                          | <i>Aim to Minimise</i>                                                                                                                                 |                          | <i>Corporate or Partnership indicator</i><br>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.                      |                                                                                                                                                        | <i>Corrective action</i> |                                                        |                                                                                                            |

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
|         |       |        |



|  <i>Performance indicator</i> <b>M8.4 Cost 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><br><input checked="" type="radio"/> Not applicable |                                                                                                            | <i>Live from</i><br>2019                               | <i>Scrutiny</i><br>GSC |
|                                                                                                                                                                                       | <i>Good performance</i><br>Aim to Minimise                                                          |                                                                                                            | <i>Corporate or Partnership indicator</i><br>Corporate |                        |
| <i>Manager</i><br>Customer Services Director                                                                                                                                          |                                                                                                     | <i>Annual trend</i><br> |                                                        |                        |
| <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.                      |                                                                                                     | <i>Corrective action</i>                                                                                   |                                                        |                        |

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

 **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?*

 **Yes**

*Live from*

**2018**

*Scrutiny*

**CSC**

*Manager*

Community and Partnership Services Director

*Good performance*

**Aim to Maximise**

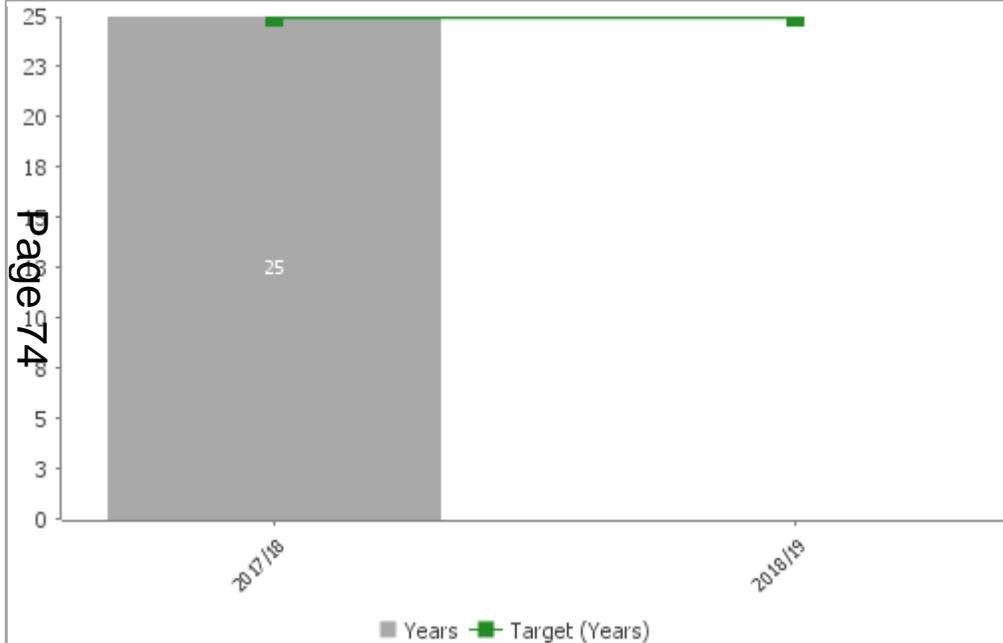
*Corporate or Partnership indicator*

**Corporate**

*Annual trend*



*Trend chart*



*Comments*

Please note this is an annual indicator

*Corrective action*

2018/19

| <i>Target</i> | <i>Value</i> | <i>Status</i> |
|---------------|--------------|---------------|
| 25            |              |               |

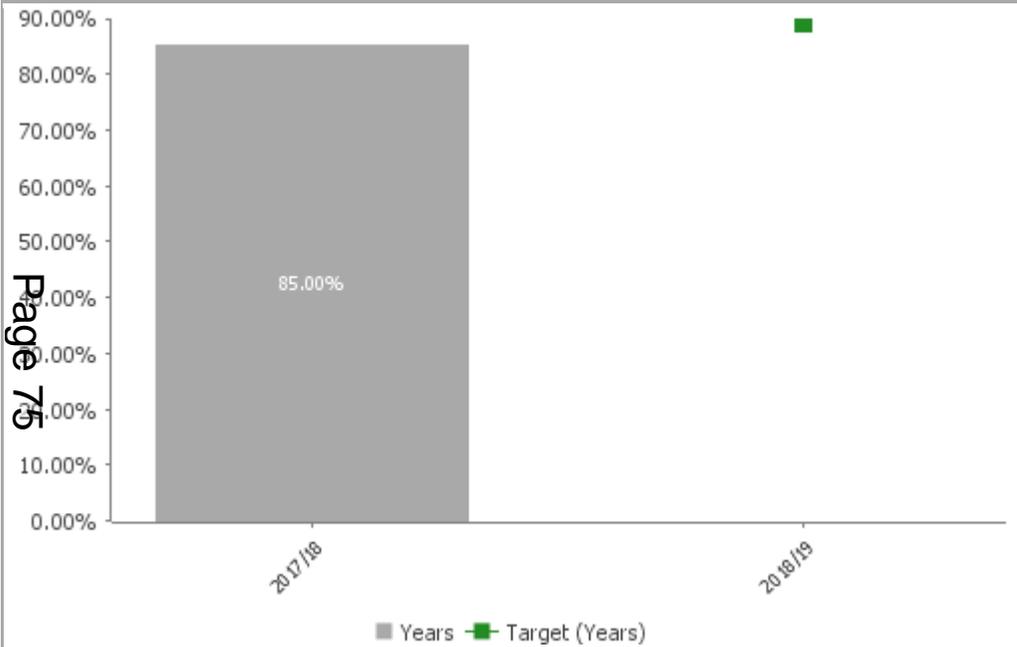
**?** Performance indicator **M8.6 Delegated authorities for officers**

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             |

|                            |                         |                                           |                     |
|----------------------------|-------------------------|-------------------------------------------|---------------------|
| <i>Manager</i>             | <i>Good performance</i> | <i>Corporate or Partnership indicator</i> | <i>Annual trend</i> |
| Customer Services Director | Aim to Maximise         | Corporate                                 | ?                   |

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



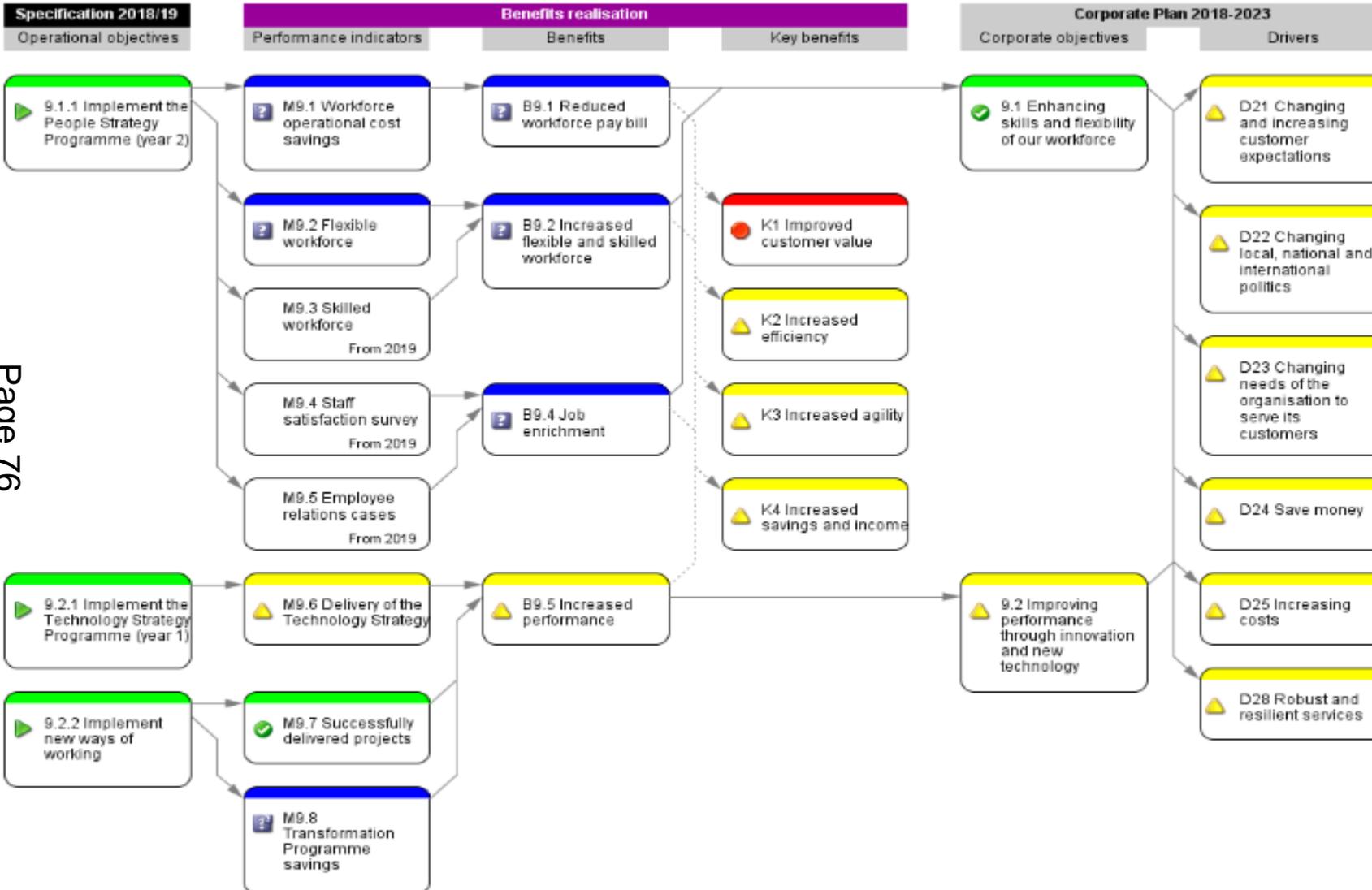
Q3 – Revision to the scheme of Delegation of planning application decision making was approved at Council in July 2018. A full review will be held after a year in 2019/20.

*Corrective action*

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
| 89.25%  |       |        |

# ▲ 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)                                                                                                                                                       | 75%      | 31-Mar-2019 | Action Under Control | RSC      | Business Services Service Director |
| Page 77                                                                           | Q3 - <u>Developing Leadership</u> : This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure.                       |          |             |                      |          |                                    |
|                                                                                   | <u>Developing the Organisation</u> : The new structure is due to be agreed and implemented during March/April 2019. ITrent development is ongoing, leave and sickness absence has been implemented.    |          |             |                      |          |                                    |
|                                                                                   | <u>Developing Skills &amp; Capacity of the Workforce</u> : This project has been evolving alongside the restructure. The end date of the project is likely to be extended in line with the restructure |          |             |                      |          |                                    |
|                                                                                   | <u>Resourcing the Organisation</u> : Apprenticeship recruitment is ongoing.                                                                                                                            |          |             |                      |          |                                    |
|                                                                                   | <u>The Recruitment Strategy</u> project is slightly behind schedule                                                                                                                                    |          |             |                      |          |                                    |
|                                                                                   | <u>Pay &amp; Benefits</u> : Negotiations are taking place with the trade unions                                                                                                                        |          |             |                      |          |                                    |
|                                                                                   | 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 | 57%      | 29-Jun-2020 | Implement | RSC      | Business Services Service Director |

|                                                                                                                                                   |  |  |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
| fluid workforce that is able to work collaboratively across boundaries and combining the ethos of public service with a commercial understanding. |  |  |  |  |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|

**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)                                                                                                                                                                                                                                                                                                                                                                          | 75%      | 31-Mar-2019 | Action On Target | RSC      | Assistant Director - ICT & FM |
| Page 78                                                                           | Q3 - The technology strategy remains largely on track for the year, although a number of projects have been reprioritised based on changing corporate objectives. The focus on enabling flexible working continued with the main laptop rollout being completed, and a substantial proportion of users being set up for home working. Preparation and migration work for Office 365 continues ahead of initial go live in Q4. |          |             |                  |          |                               |
|                                                                                   | 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<br>NB % Completion for this project is based on the following:<br>Total Projects completed as % of total scheduled/planned projects.<br>As a result addition of new projects will result in % performance dropping. | 32%      | 31-Mar-2023 | Implement | RSC      | ICT Program Manager |

Operational objective 9.2.2 Implement new ways of working

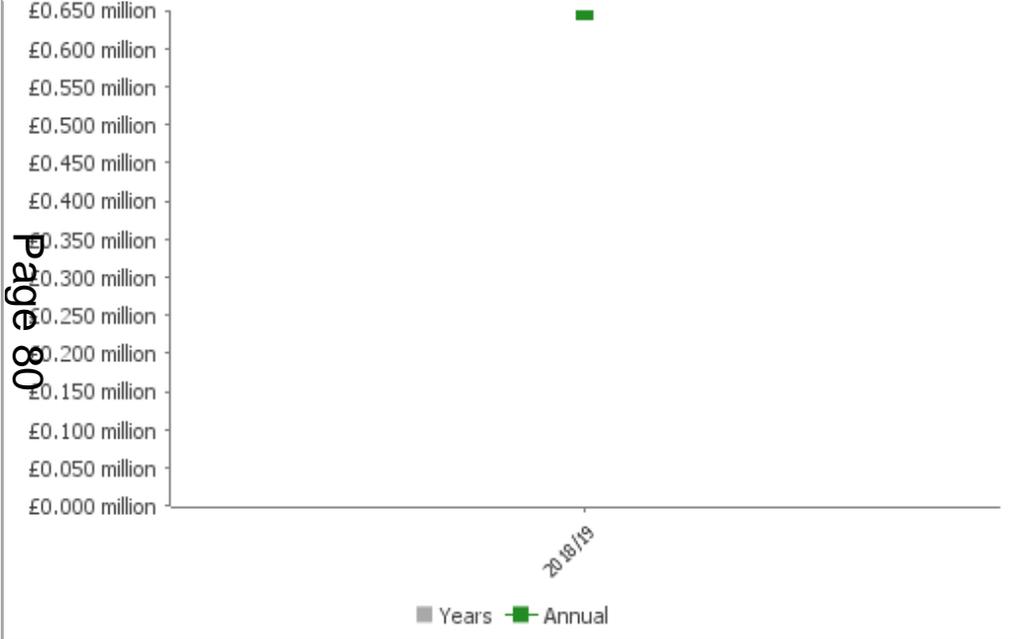
| RAG     | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Progress | Due date    | Expected outcome       | Scrutiny | Manager                        |
|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------------|----------|--------------------------------|
| ▶       | Implement new ways of working                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 75%      | 31-Mar-2019 | Action Behind Schedule | O&S      | Interim Transformation Manager |
| Page 79 | <p>Q3 - Process mapping has been rolled out across the organisation with more technical services commencing mapping. Timescales for mapping have slipped and wider support has been gained with colleagues across the Council volunteering to map the large number of processes.</p> <p>Current rates of process mapping completion over this quarter are:</p> <ul style="list-style-type: none"> <li>• Building Control 20% completion</li> <li>• Private Sector Housing 56% completion</li> <li>• Housing &amp; Property Services 20% completion</li> <li>• Communities Fiance 95% completion</li> <li>• Housing Assets 50% completion</li> <li>• Housing Information, Customer Relations &amp; Strategy 90% completion</li> <li>• Housing Management 25% completion</li> </ul> <p>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.</p>                    |          |             |                        |          |                                |
|         | <p>Q2 - Legal – All 48 ‘as is’ processes mapped. Reviewing where tasks sit within the Common Operating Model.<br/>                     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.<br/>                     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.<br/>                     Community Health and Wellbeing – 33 of 38 ‘as is’ processes mapped. Housing Options – 34 of 119 ‘as is’ processes mapped.<br/>                     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.</p> |          |             |                        |          |                                |
|         | <p>Q1 - All 48 ‘as is’ processed were mapped in Planning, plus two maps in Benefits. Work has started in Legal Services to map 56 existing processes. This work will be followed by the preparation of ‘to be’ process maps, before proceeding with prototyping and embedment. These processes were mapped through workshops with staff and include swim lanes and timings. Initial work has also commenced to map payroll processes. 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.</p>                                                                                                                                                                                                                                                                                                                                                                   |          |             |                        |          |                                |

**?** 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* **Business Services Service Director** *Good performance* **Aim to Maximise** *Corporate or Partnership indicator* **Corporate** *Annual trend* **?**

*Trend chart* **Comments**



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 |       |        |



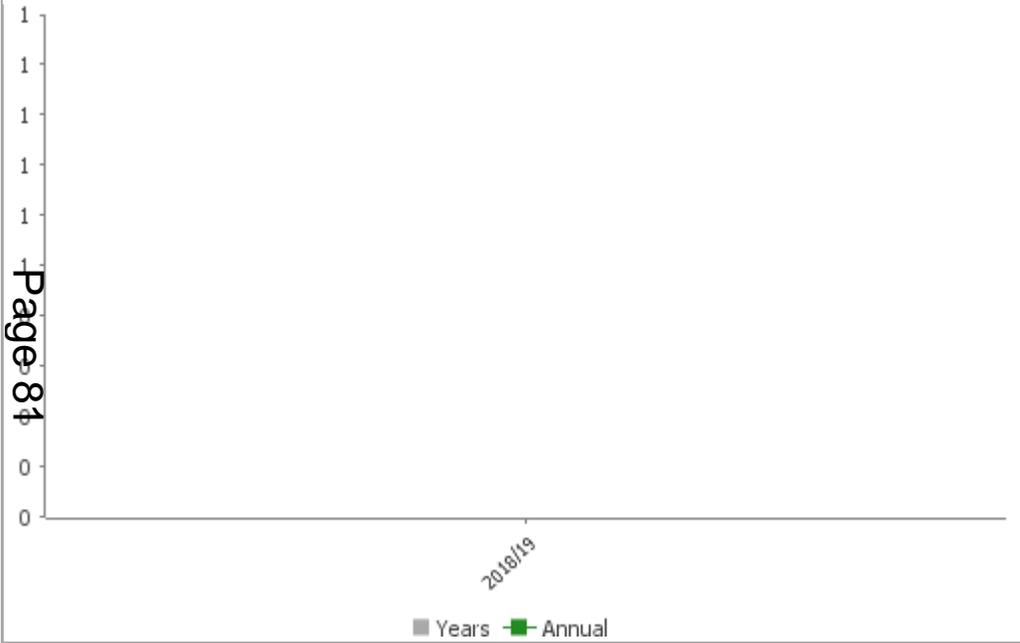
**?** Performance indicator **M9.2 Increased flexible workforce**

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> |
| Business Services Service Director | Aim to Minimise         | Corporate                                 | <b>?</b>            |

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



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

*Corrective action*

| 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                                                                        |
| Business Services Service Director                                                                                                                               | 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. |                                                                                                    |                                    |                                                                                     |
|                                                                                                                                                                  | Corrective action                                                                                  |                                    |                                                                                     |

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
| 60%     |       |        |

**?** Performance indicator **M9.4 Staff satisfaction survey**

|                                                                                                                                                                  |                                                  |                                           |                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------|---------------------|
| The indicator is intended to measure the satisfaction levels of staff.                                                                                           | <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> |
| Business Services Service Director                                                                                                                               | Aim to Maximise                                  | 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. |                                                  |                                           |                     |
|                                                                                                                                                                  | <i>Corrective action</i>                         |                                           |                     |

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
|         |       |        |

|  Performance indicator <b>M9.5 Employee relations cases</b>                     |                                                                                                    |                                           |                                                                                     |                 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------|-----------------|
| 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>                                                                 |                 |
| Business Services Service Director                                                                                                                               | 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. | <i>Corrective action</i>                                                                           |                                           |                                                                                     |                 |
|                                                                                                                                                                  |                                                                                                    |                                           |                                                                                     |                 |

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
|         |       |        |

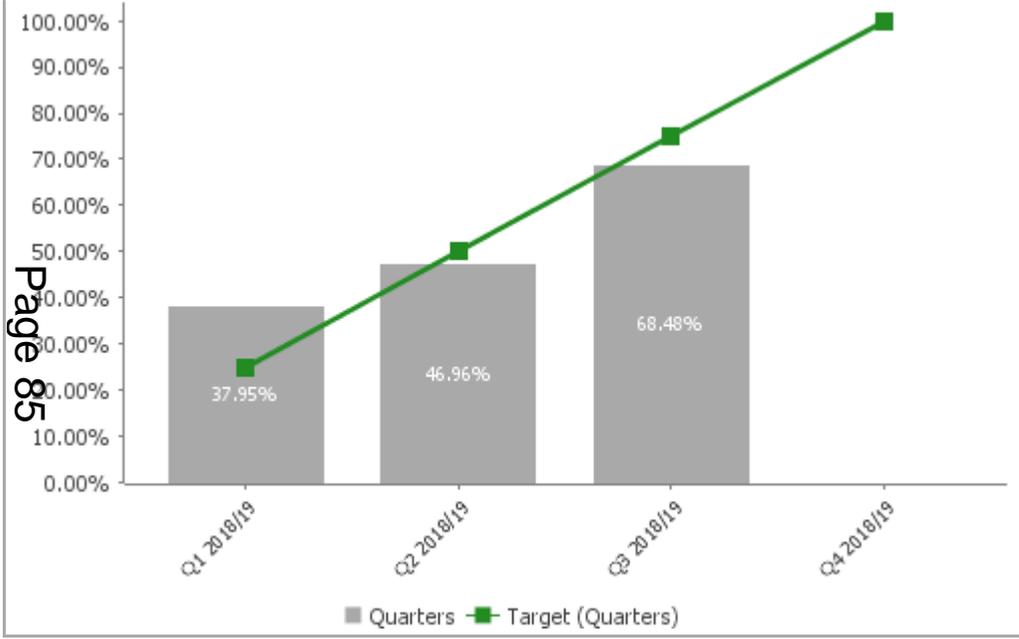
**Performance indicator M9.6 Delivery of the Technology Strategy**

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

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

|                        |                  |                                    |              |
|------------------------|------------------|------------------------------------|--------------|
| Manager                | Good performance | Corporate or Partnership indicator | Annual trend |
| ICT Operations Manager | Aim to Maximise  | Corporate                          |              |

Trend chart



Comments

Q3 - 165 Projects due in 18/19  
 113 Completed  
 52 in Progress

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 |
| 25.00%     | 37.95% |        | 50.00%     | 46.96% |        | 75.00%     | 68.48% |        | 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.

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

● Not applicable

*Live from*

2018

*Scrutiny*

O&S

*Manager*

Interim Transformation Manager

*Good performance*

Aim to Maximise

*Corporate or Partnership indicator*

Corporate

*Annual trend*

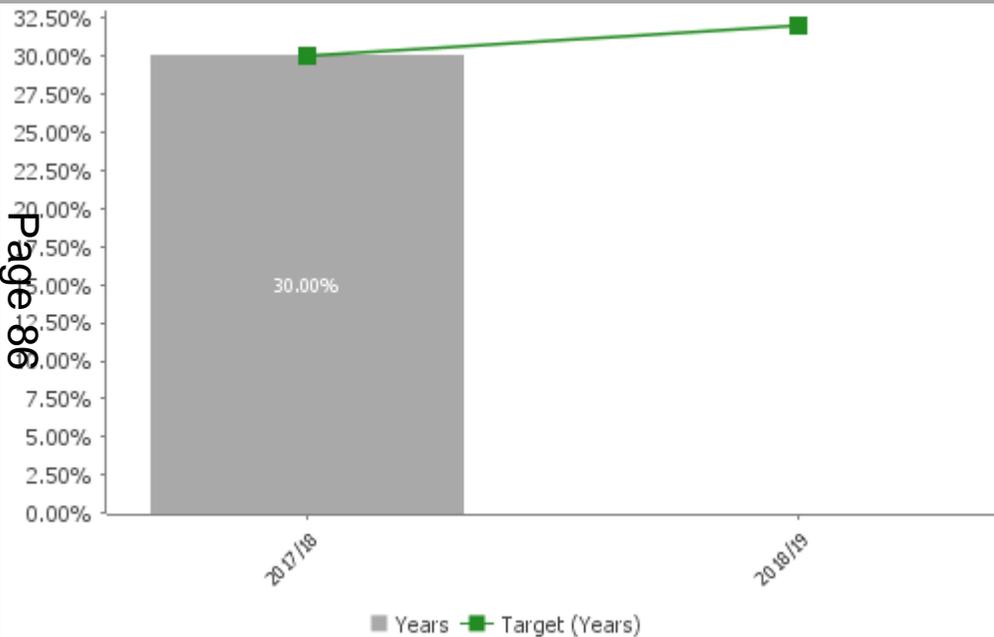


*Trend chart*

*Comments*

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

*Corrective action*



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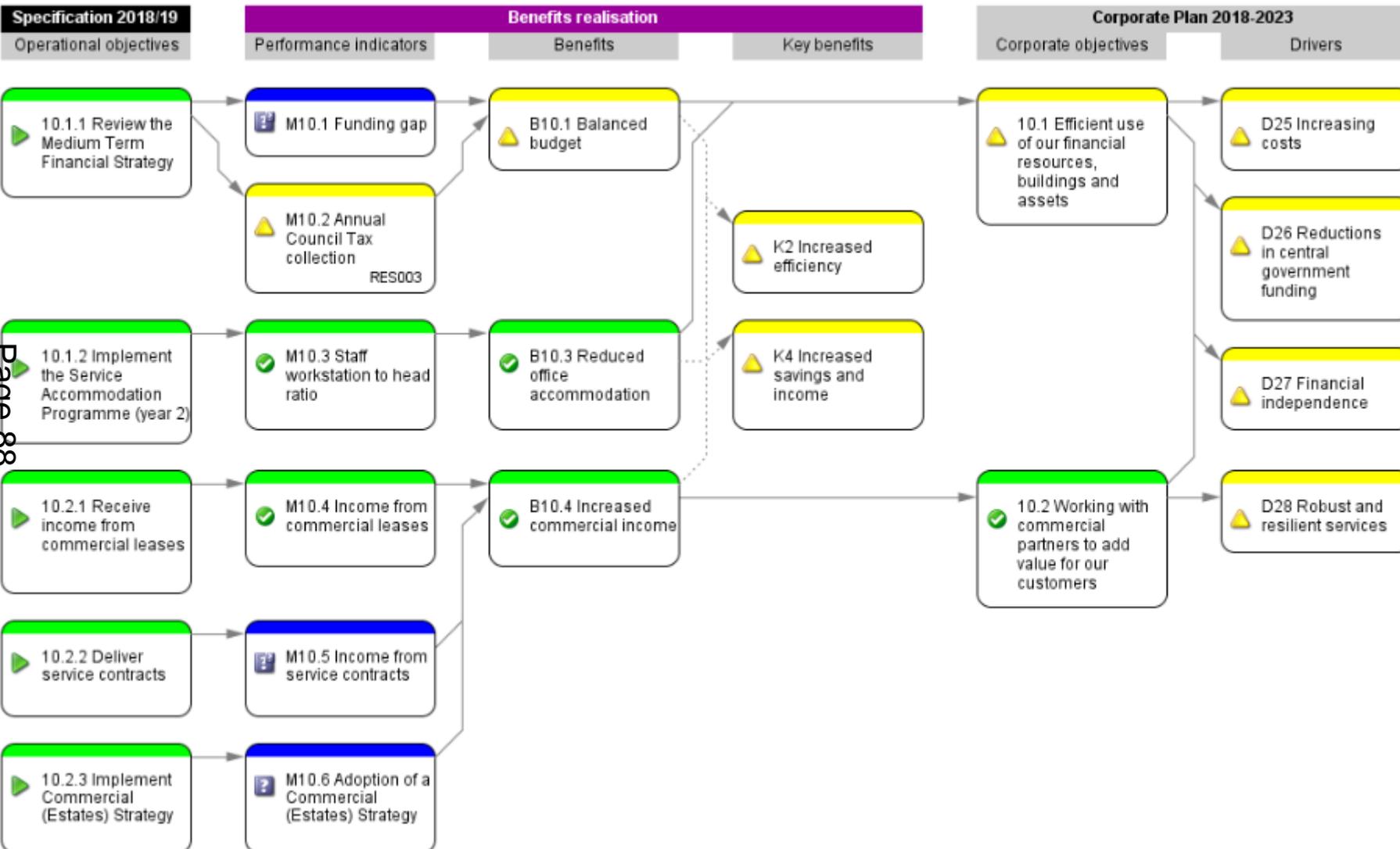
2018/19

| Target | Value | Status |
|--------|-------|--------|
| 32.00% |       |        |



# 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                                                                                              | 75%      | 31-Mar-2019 | Action On Target | RSC      | Assistant Director - Accountancy |
|         | Q3 – No change. As per quarter 2                                                                                                       |          |             |                  |          |                                  |
| Page 89 | 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.                                  |          |             |                  |          |                                  |

**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)                                                                                                                                                                                                                                                                                                                                           | 75%      | 31-Mar-2019 | Action Behind Schedule | O&S      | Strategic Director |
|     | Q3 - Cabinet report presented on Dec 10 <sup>th</sup> 2018. Decision to proceed made on recommended option. Decision currently on hold pending review.                                                                                                                                                                                                                                           |          |             |                        |          |                    |
|     | Whilst this is being worked on 2 key elements of working in new ways are progressing:                                                                                                                                                                                                                                                                                                            |          |             |                        |          |                    |
|     | Leadership Team have located in the new hub with a 7:10 desk ratio and new ways of working. Feedback from the team and stakeholders are extremely positive. Other areas identified as gaining significant performance gain by locating in a new style layout are in the process of design and a moving timetable drawn up following service managers being recruited.                            |          |             |                        |          |                    |
|     | All managers are focussing on new ways of working and working across other locations in order to improve performance, flexibility and customer service                                                                                                                                                                                                                                           |          |             |                        |          |                    |
|     | 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>Whilst accommodation decisions are being made the Leadership Team are taking action on 2 key elements of new ways of working:</p> <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol> |
|  | <p>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</p>                                                                          |

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

| <i>RAG</i> | <i>Description</i>                                                                                                                                                                                                                                                            | <i>Progress</i> | <i>Due date</i> | <i>Stage</i> | <i>Scrutiny</i> | <i>Manager</i>                        |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|--------------|-----------------|---------------------------------------|
| Page 90    | 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. | 33%             | 31-Mar-2023     | Implement    | RSC             | Housing and Property Service Director |

*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**

| <i>RAG</i>                                                                          | <i>Description</i>                                                                                                                                                | <i>Progress</i> | <i>Due date</i> | <i>Expected outcome</i> | <i>Scrutiny</i> | <i>Manager</i>         |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-------------------------|-----------------|------------------------|
|  | Receive income from commercial contracts                                                                                                                          | 75%             | 31-Mar-2019     | Action On Target        | NSC             | Acting Chief Executive |
|                                                                                     | Q3 - The Council's Leisure Management Contract with Places for People Leisure, has an income share arrangement which is enacted in the third year of the contract |                 |                 |                         |                 |                        |

|  |                                                                                                                                                                                                               |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | 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*

| RAG                                                                               | Description                                                                                                                                                                                                                                                                                                                                                                                                                             | Progress | Due date    | Expected outcome | Scrutiny | Manager                |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|------------------------|
|  | Deliver service contracts                                                                                                                                                                                                                                                                                                                                                                                                               | 75%      | 31-Mar-2019 | Action On Target | NSC      | Acting Chief Executive |
|                                                                                   | Q3 - The Council's main service contracts are operating to the quality and cost parameters set.                                                                                                                                                                                                                                                                                                                                         |          |             |                  |          |                        |
|                                                                                   | 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. |          |             |                  |          |                        |
| Page 91                                                                           | 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*

| RAG                                                                                | Description                                                                                                                                                                                                                                                                                                                                                                          | Progress | Due date    | Expected outcome | Scrutiny | Manager                |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|------------------|----------|------------------------|
|  | Adopt Commercial (Estates) Strategy                                                                                                                                                                                                                                                                                                                                                  | 75%      | 31-Mar-2019 | Action On Target | NSC      | Acting Chief Executive |
|                                                                                    | Q3 - The Council's strategy of investing capital to generate revenue and maximising the use of its commercial assets is paying dividends. The Epping Forest Shopping Park is now fully let. There has been some delay in the Letting of the Landmark Building, however, additional capital has been secured to undertake works and legal fees to facilitate new tenants' occupation. |          |             |                  |          |                        |
|                                                                                    | 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.                                                                                                                                                                                  |          |             |                  |          |                        |

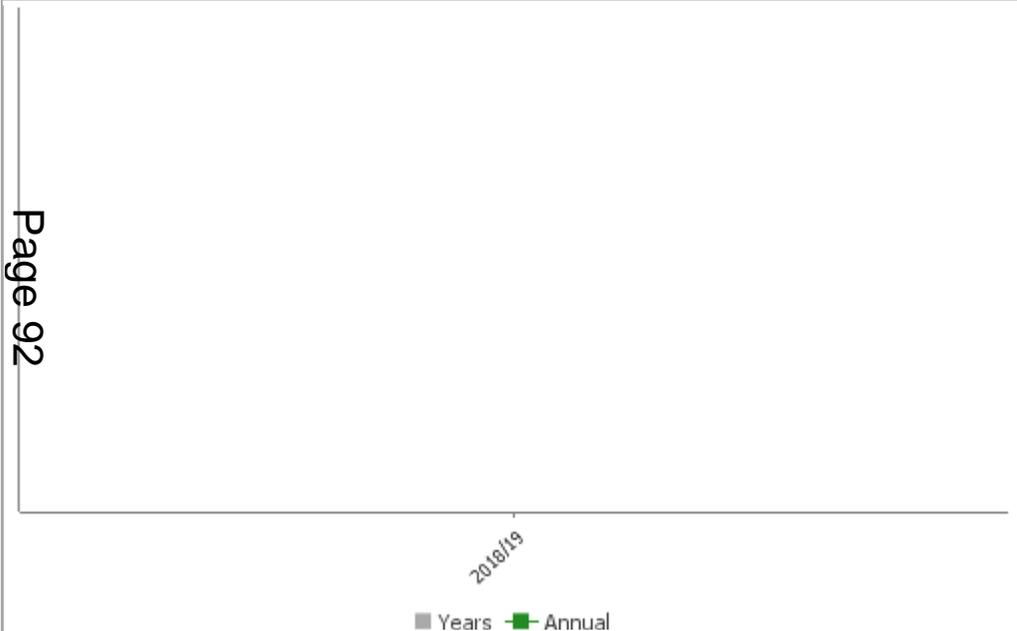
**?** Performance indicator **M10.1 Funding gap**

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*

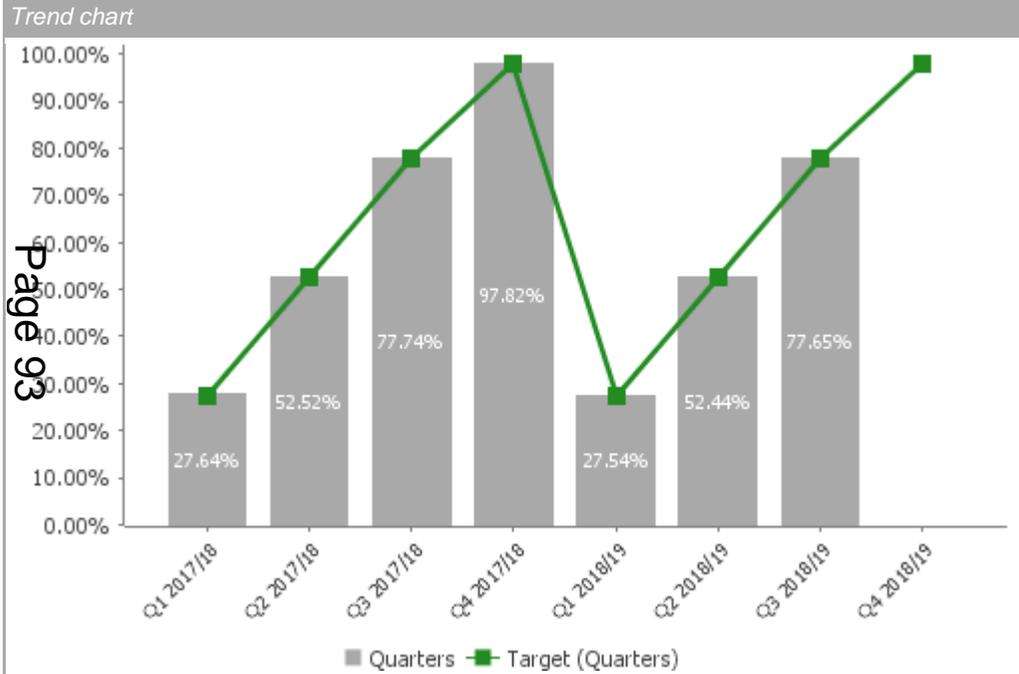
| 2018/19    |       |        |
|------------|-------|--------|
| Target     | Value | Status |
| £1,453,000 |       |        |

**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             |

|                            |                         |                                           |                     |
|----------------------------|-------------------------|-------------------------------------------|---------------------|
| <i>Manager</i>             | <i>Good performance</i> | <i>Corporate or Partnership indicator</i> | <i>Annual trend</i> |
| Customer Services Director | Aim to Maximise         | Corporate                                 |                     |



*Comments*

Q3 - Marginally under target (0.19%) due to customers switching from 10 to 12 monthly payments which reduces monthly instalment value.

*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 |
| 27.55%     | 27.54% |        | 52.54%     | 52.44% |        | 77.84%     | 77.65% |        | 97.80%     |       |        |

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

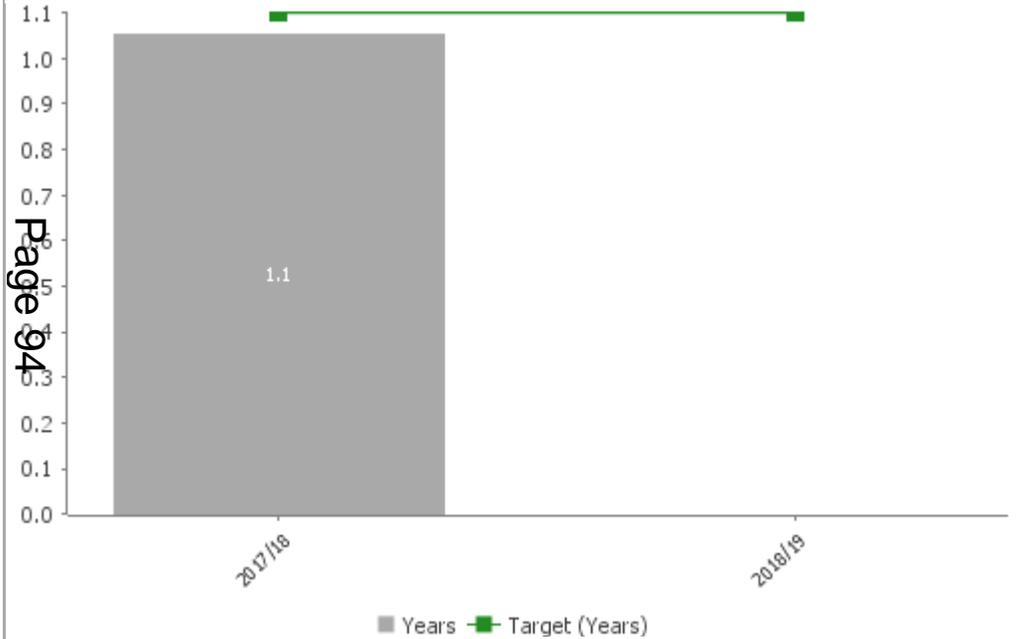
The indicator is intended to measure the ratio of staff workstations (desks) within service accommodation to the staff head count.

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

*Manager*  
Interim Transformation Manager

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

*Trend chart*



*Comments*

Please note this is an annual measure

*Corrective action*

| 2018/19 |       |        |
|---------|-------|--------|
| Target  | Value | Status |
| 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*

Commercial and Regulatory Services Director

*Good performance*

Aim to Maximise

*Corporate or Partnership indicator*

Corporate

*Annual trend*

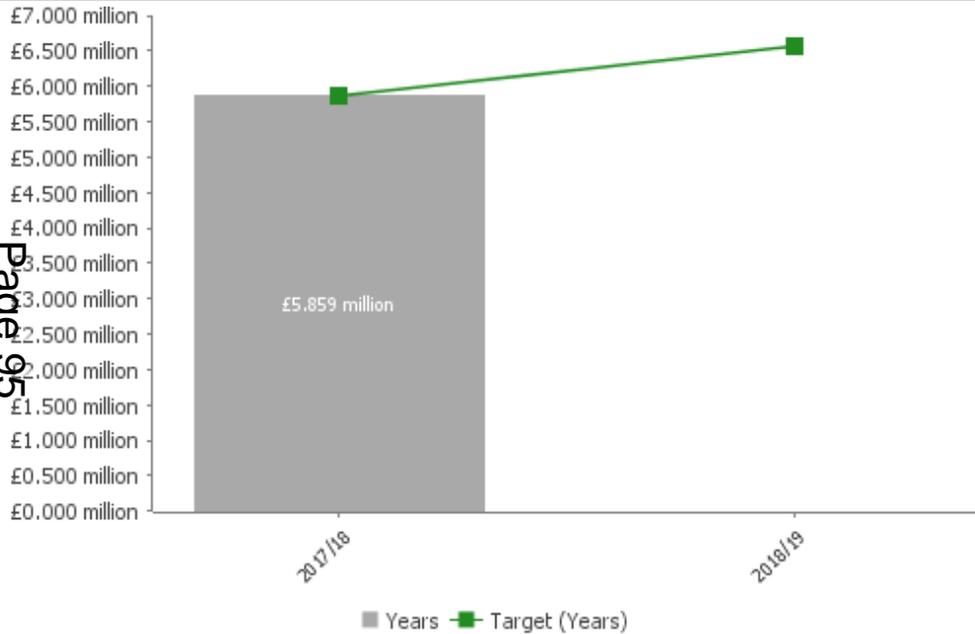


*Trend chart*

*Comments*

Please note this is an annual measure

*Corrective action*



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| 2018/19        |       |        |
|----------------|-------|--------|
| Target         | Value | Status |
| £6.560 million |       |        |

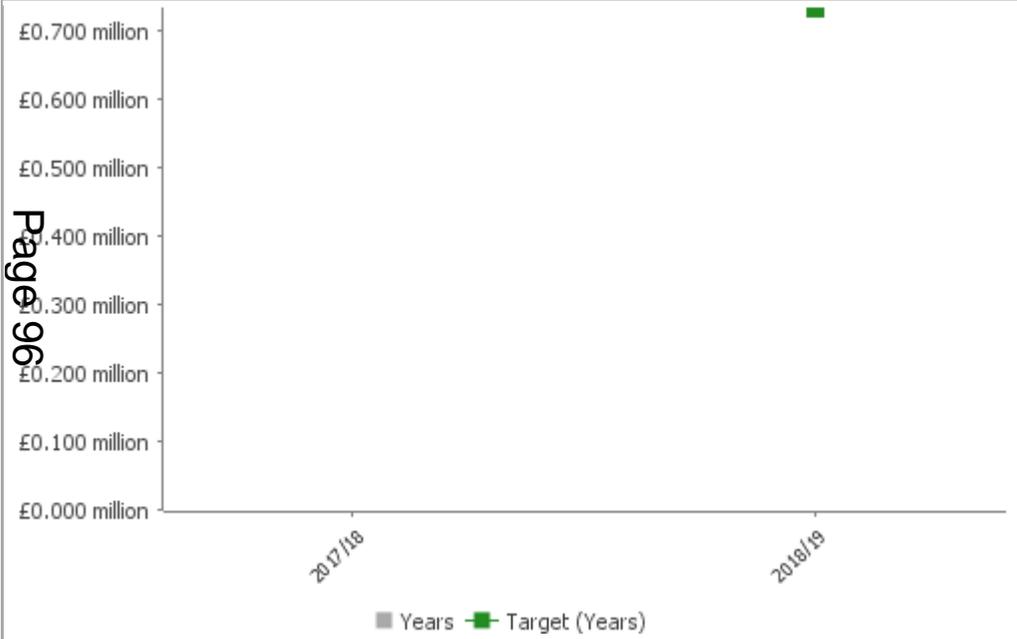
**?** Performance indicator **M10.5 Income from service contracts**

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*

| 2018/19        |       |        |
|----------------|-------|--------|
| Target         | Value | Status |
| £0.734 million |       |        |



**?** Performance indicator **M10.6 Adoption of a Commercial (Estates) Strategy**

|                                                                                                   |                                                  |                                           |                  |                     |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------|------------------|---------------------|
| 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> |
| Commercial and Regulatory Services Director                                                       | 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 is an annual measure            |                                           |                  |                     |
|                                                                                                   | <i>Corrective action</i>                         |                                           |                  |                     |
|                                                                                                   |                                                  |                                           |                  |                     |

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

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



**Epping Forest  
District Council**

**Report reference: FPM-019-2018/19**

**Date of meeting: 24 January 2019**

**Portfolio: Business Support Services**

**Subject: Risk Management – Corporate Risk Register**

**Responsible Officer: Edward Higgins (01992 564606).**

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

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

- (1) To note the updated Risk Owners;**
- (2) To agree the updated risk Vulnerability, Trigger, Consequence, Effectiveness of Controls/Actions and Required Further Management Action for Risk 1;**
- (3) To agree the updated Effectiveness of Controls/Actions and Required Further Management Action for Risk 2;**
- (4) To agree the updated Required Further Management Action and Critical Success Factors and Measures for Risk 3;**
- (5) To agree the updated Vulnerability and Trigger for Risk 4;**
- (6) To Agree the updated Effectiveness of Controls/Actions and Required Further Management Action for Risk 5;**
- (7) To agree the updated Effectiveness of Controls/Actions for Risk 7;**
- (8) To agree the updated Required Further Management Action for Risk 9;**
- (9) To agree the updated Effectiveness of Controls/Actions and Critical Success Factors and Measures for Risk 10;**
- (10) To agree the updated Existing Control/Actions, Effectiveness of Control/Actions and Required Further Management Action for Risk 11.**
- (11) To Agree the updated Effectiveness of Controls/Actions for Risk 12;**
- (12) To consider whether there are any new risks that are not on the current Corporate Risk Register;**
- (13) To agree that the amended Corporate Risk Register be recommended to Cabinet for approval; and**
- (14) To note the necessary review of the Corporate Risk Strategy and**

## Executive Summary:

The Corporate Risk Register was considered by the Risk Management Group on 17 December 2018 and Leadership Team on 19 December 2018. The reviews identified updates for the current risks. No new risks were identified. Both groups agreed the need for a review of Council's Risk Management Strategy.

## Reasons for Proposed Decision:

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

## Other Options for Action:

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

## Report:

1. The Corporate Risk Register was reviewed by the Risk Management Group on 17 December 2018 and by Leadership Team on 19 December 2018. Amendments have been identified and incorporated into the register (Appendix 1) (New wording incorporated into the Register has been italicised).
2. Risk Owners – The below table advises the updated Risk Owners.

| Risk No. | Risk Name               | Former Risk Owner | New Risk Owner |
|----------|-------------------------|-------------------|----------------|
| 3        | Welfare Reform          | Alan Hall         | Rob Pavey      |
| 6        | Data/Information        | Simon Hill        | Rob Pavey      |
| 9        | Safeguarding            | Alan Hall         | Julie Chandler |
| 10       | Housing Capital Finance | Alan Hall         | Paul Pledger   |
| 12       | Waste Management        | Derek Macnab      | Qasim Durrani  |

3. Risk 1 Local Plan – Following the failure of the claimants application to appeal the High Court decision, which dismissed the claim for judicial review, the Council has submitted the Local Plan to the Secretary of State. The risk Vulnerability, Trigger and Consequence have been extensively re-written and are best seen within the Register. The risk Consequence for not achieving an adopted plan remains an increased annual requirement of 923 homes, rather than the 518 set by the Council. The increase would result in vulnerability to planning appeal decisions and potential development in the Green Belt, as the presumption in favour of sustainable development will apply.
4. The Effectiveness of Controls/Actions and Required further management action relating to Epping Forest Special Area of Conservation (SAC) have also been updated.
5. Risk 2 Strategic Sites – Effectiveness of Controls/Actions and Required Further Management Actions have been updated. The Landmark site, Cabinet agreed supplementary Capital Expenditure of £140k to undertake separation and other service works, when completed the units will be re-marketed. The St John's site will be developed by the Council and Epping Town Council, with the decision for the site to include the re-located Epping Sport Centre. The site requires a development appraisal. The sale of Pyrles Lane Nursery was agreed in October 2018, with completion expected by end of the financial year. Nursery Services are to re-locate to Town Mead.
6. Risk 3 Welfare Reform – The updated Required Further Management Action describes

the need for an action plan to be developed by the end of 2019/20 which will baseline the effects of Universal Credit for implementation in 2020/21. The resulting Critical Success Factor and Measure is the need to identify the impact of Universal Credit on all services and develop the necessary mitigating actions.

7. Risk 4 Finance Income – The risk Vulnerability has been updated to reflect increasing dependence on locally generated income. Little information is available relating to funding from 2020/21. The increasing possibility of a no deal Brexit could cause challenging trading conditions for businesses, which could impact a number of the Council's income sources including commercial rentals and business rates. The changes in economic conditions are also reflected in the updated risk Trigger.
8. Risk 5 Economic Development – The Existing controls/actions to address the risk has been updated to advise that the Economic Development Plan has been drafted and presented to the Economic Development Board. The resulting Required Further Management Action is the need for an Economic Development Implementation Plan.
9. Risk 7 Business Continuity – To note the updated Effectiveness of controls/actions which advises that an audit of Business Continuity arrangements has commenced.
10. Risk 9 Safeguarding – The Required Further Management Action has been updated to advise that training records are to be held and maintained by the People Team on the iTrent system when it is fully operational.
11. Risk 10 Housing Capital Finance –The Critical Success Factor and Measures has been amended to advise that any impact from Central Government policy changes must be minimised as far as possible.
12. Risk 11 Transformation Programme – The Existing Controls/Actions to address risk has been updated to advise that Leadership Team considers Transformation issues at their weekly meetings. The effectiveness of these controls has also been updated, advising the People Strategy is at L2 Service Manager Implementation Stage; the People Strategy was considered by Overview & Scrutiny in December and that Cabinet agreed the revised Accommodation Strategy on 10 December 2018. The required further management actions are that Leadership Team and Transformation Programme Board continue to monitor projects and ensure adequate human and financial resources are available; a Task & Finish Panel is to be established to cover Performance Monitoring.
13. Risk 12 Waste Management – The Effectiveness of controls/actions has been updated to advise that the Recycling Index Unit Rate (RIUR) will continue to be monitored due to the volatility of sale prices for recycling materials
14. The recent changes to the Council's structure has resulted in a need to review the Council's Risk Management Strategy (Appendix 2). It is felt that the methodology and potential use of Pentana as a system for recording and presenting risks also be explored. The target date for the completion of the review is September 2019.
15. Members are now asked to consider the attached updated Corporate Risk Register and whether the risks listed are scored appropriately and whether there are any additional risks that should be included.

**Resource Implications:**

No additional Resource requirements

**Legal and Governance Implications:**

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

**Safer, Cleaner and Greener Implications:**

None

**Consultation Undertaken:**

The Risk Management Group and management Board we involved in the process.

**Background Papers:**

None

**Risk Management:**

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

**Equality Analysis:**

The Equality Act 2010 requires that the Public Sector Equality Duty is actively applied in decision-making. This means that the equality information provided to accompany this report is essential reading for all members involved in the consideration of this report. The equality information is provided as an appendix to the report.

# Equality Impact Assessment

1. Under s.149 of the Equality Act 2010, when making decisions, Epping District Council must have regard to the Public Sector Equality Duty, ie have due regard to:
  - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
  - advancing equality of opportunity between people who share a protected characteristic and those who do not,
  - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
  - age
  - disability
  - gender
  - gender reassignment
  - marriage/civil partnership
  - pregnancy/maternity
  - race
  - religion/belief
  - sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy or change.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. All **Cabinet, Council, and Portfolio Holder reports must be accompanied by an EqIA**. An EqIA should also be completed/reviewed at key stages of projects.
8. To assist you in completing this report, please ensure you read the guidance notes in the Equality Analysis Toolkit and refer to the following Factsheets:
  - Factsheet 1: Equality Profile of the Epping Forest District
  - Factsheet 2: Sources of information about equality protected characteristics
  - Factsheet 3: Glossary of equality related terms
  - Factsheet 4: Common misunderstandings about the Equality Duty
  - Factsheet 5: Frequently asked questions
  - Factsheet 6: Reporting equality analysis to a committee or other decision making body

## Section 1: Identifying details

Your function, service area and team: Insurance & Risk Management Officer, Accountancy, Resources

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:

Title of policy or decision: Risk Management – Corporate Risk Register

Officer completing the EqlA: Tel: 01992 564606 Email: ehiggins@eppingforestdc.gov.uk

Date of completing the assessment: 08/01/2019

## Section 2: Policy to be analysed

|     |                                                                                                                                                                                                                                                                                                                                    |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.1 | Is this a new policy (or decision) or a change to an existing policy, practice or project? No                                                                                                                                                                                                                                      |
| 2.2 | Describe the main aims, objectives and purpose of the policy (or decision):<br>To ensure the Corporate Risk Register is regularly reviewed and updated.<br><br>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?<br>To ensure the Council achieves the corporate objectives.              |
| 2.3 | Does or will the policy or decision affect: <ul style="list-style-type: none"><li>• service users - No</li><li>• employees - No</li><li>• the wider community or groups of people, particularly where there are areas of known inequalities? - No</li></ul><br>Will the policy or decision influence how organisations operate? No |
| 2.4 | Will the policy or decision involve substantial changes in resources?<br>No                                                                                                                                                                                                                                                        |
| 2.5 | 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? The decision ensures that the Council remains aware of the Corporate Risks and associated mitigation.                                                                  |



### **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 | What does the information tell you about those groups identified? No groups have been identified as being affected by the decision to update the Corporate Risk Register.                                                                                                                                                                                           |
| 3.2 | 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? No                                                                                                                                                      |
| 3.3 | 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: The purpose of the report is to update the Corporate Risk Register, consultation of individual groups will not be required. |

## Section 4: Impact of policy or decision

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

| <b>Description of impact</b> | <b>Nature of impact</b><br>Positive, neutral, adverse<br>(explain why) | <b>Extent of impact</b><br>Low, medium, high<br>(use L, M or H) |
|------------------------------|------------------------------------------------------------------------|-----------------------------------------------------------------|
| Age                          | Neutral – The decision will not impact                                 | L                                                               |
| Disability                   | Neutral – The decision will not impact                                 | L                                                               |
| Gender                       | Neutral – The decision will not impact                                 | L                                                               |
| Gender reassignment          | Neutral – The decision will not impact                                 | L                                                               |
| Marriage/civil partnership   | Neutral – The decision will not impact                                 | L                                                               |
| Pregnancy/maternity          | Neutral – The decision will not impact                                 | L                                                               |
| Race                         | Neutral – The decision will not impact                                 | L                                                               |
| Religion/belief              | Neutral – The decision will not impact                                 | L                                                               |
| Sexual orientation           | Neutral – The decision will not impact                                 | L                                                               |

## Section 5: Conclusion

|     |                                                                                                                                            | Tick<br>Yes/No as<br>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 ' <b>YES</b> ', 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. |
|-----------------------------------------|----------------------------------|-----------------------------|
|                                         |                                  |                             |
|                                         |                                  |                             |
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|                                         |                                  |                             |
|                                         |                                  |                             |
|                                         |                                  |                             |
|                                         |                                  |                             |

**Section 7: Sign off**

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

Signature of Head of Service:

Date:

Signature of person completing the EqIA:

Date:

**Advice**

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

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# **Epping Forest District Council Corporate Risk Register**

**Date: 24/01/2019**

# Contents

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# 1. Introduction

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

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

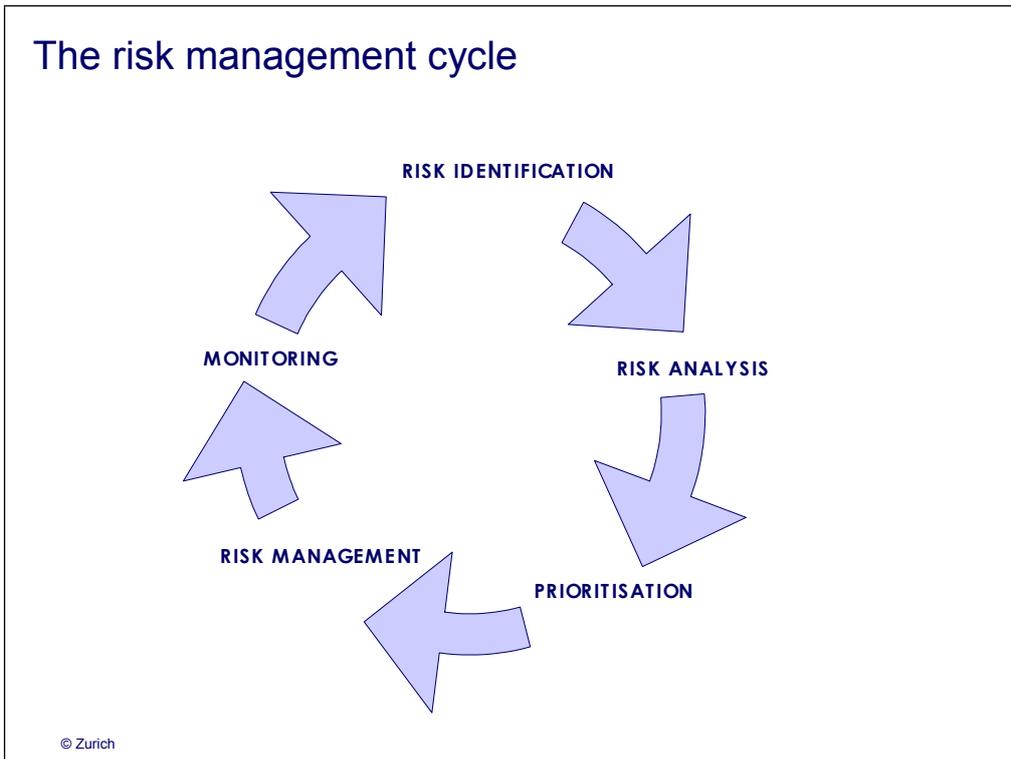
In total 8 strategic risks were profiled at the workshop and during the workshop, each risk was discussed to ensure common agreement and understanding of its description and then prioritised on a matrix. The risk matrix measured each risk for its likelihood and its impact in terms of its potential for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

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

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

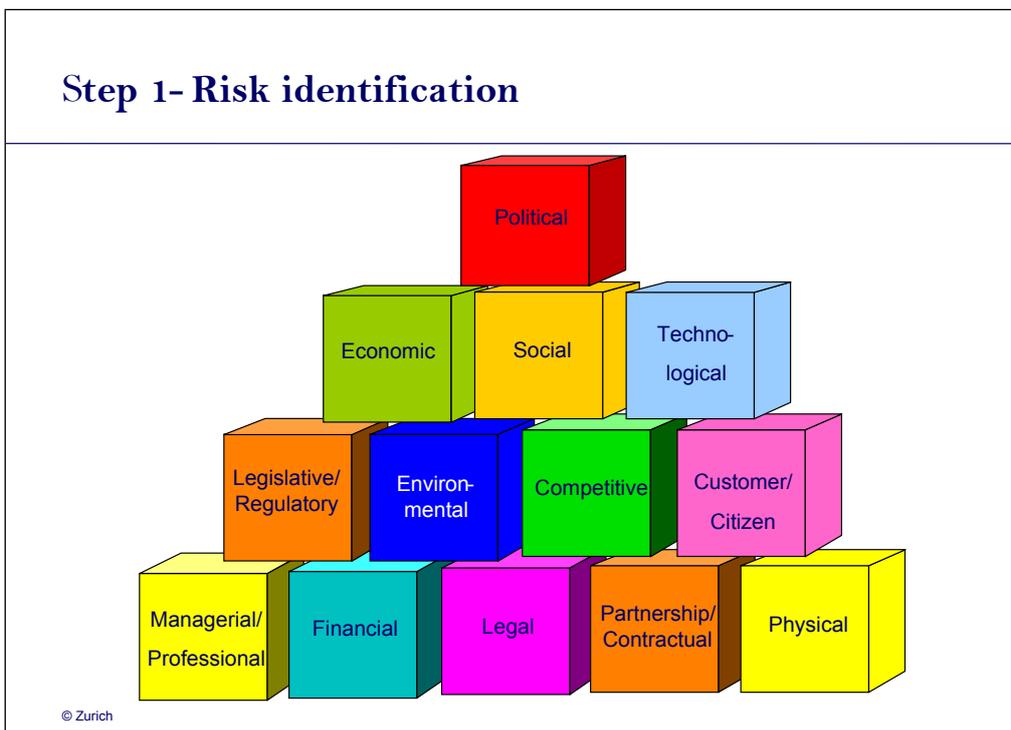
The following report outlines the process utilised by Zurich Risk Engineering and the results achieved.

## 2. The Process



### Risk identification

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



## Risk analysis

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

## Risk prioritisation

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

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

## Risk management and monitoring

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

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

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

As part of the regular review and reporting additional risks have been identified and added to the register, as shown in the table below.

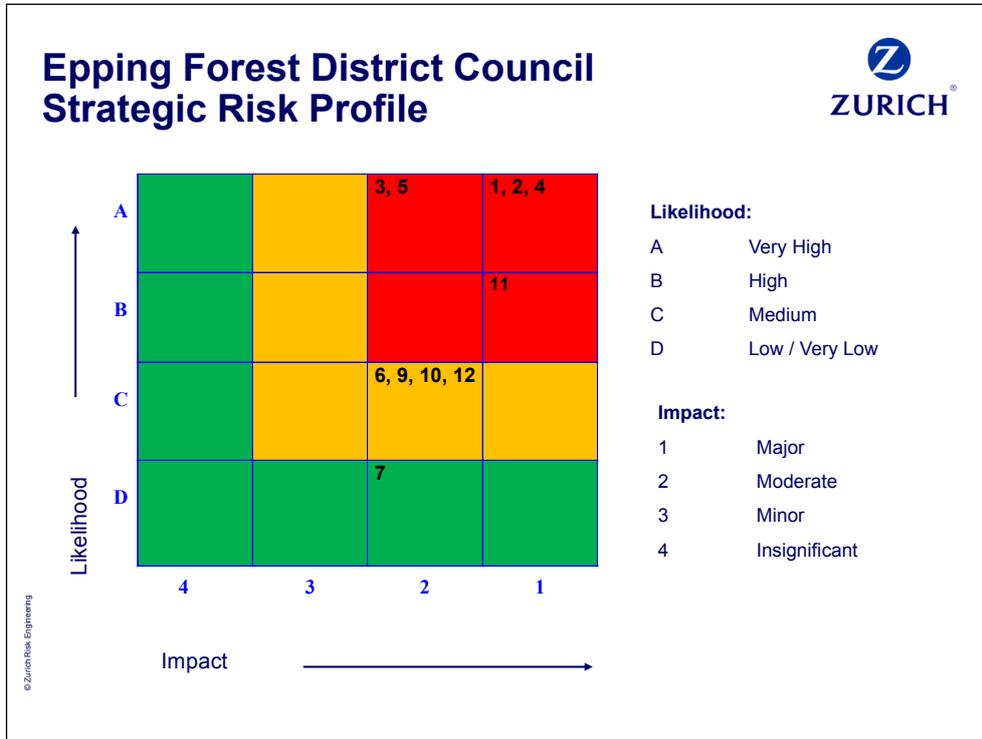
| Risk number | Risk name                | When added   |
|-------------|--------------------------|--------------|
| 9           | Safeguarding             | January 2014 |
| 10          | Housing Capital Finance  | June 2015    |
| 11          | Transformation Programme | January 2018 |
| 12          | Waste Management         | June 2018    |

Risk 8 Partnerships – removed in September 2018.

# Appendix 1 – Risk Profile

## Risk profile

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



Appendix 2 details all of the above risks.

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

### List of current Corporate Risks

| Risk number | Short name               |
|-------------|--------------------------|
| 1           | Local plan               |
| 2           | Strategic sites          |
| 3           | Welfare reform           |
| 4           | Finance – income         |
| 5           | Economic development     |
| 6           | Data/ information        |
| 7           | Business continuity      |
| 9           | Safeguarding             |
| 10          | Housing Capital          |
| 11          | Transformation Programme |
| 12          | Waste Management         |

## Appendix 2 – Corporate Risk Register and Action Plans

| Risk No 1                                                                                                                                                                                                                                                                                                                                                                                                                                            | Local Plan                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | A1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                     |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--|
| Vulnerability                                                                                                                                                                                                                                                                                                                                                                                                                                        | Trigger                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Consequence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Risk Owner          |  |
| <p><i>Without an adopted Plan the introduction of the Housing Delivery Test from November 2018 and the Council's ability to deliver housing at the required rate will lead to the presumption in favour of sustainable development being applied and the requirement to prepare an action plan.</i></p> <p>Planning policy recruitment and retention issues. Not considering alternative options of delivering work i.e outsourcing/secondments.</p> | <p><i>The failure to deliver at the required threshold set out in the NPPF of 95% of the housing requirement over the previous three years triggers a requirement for the Council to prepare an action plan in line with national planning guidance to assess the causes of under delivery and identify actions to increase delivery. Although there are transitional arrangements with lower thresholds for November 2018 and 2019 results the delay in submitting the Plan as a result of the JR and Natural England's requirement not to issue planning decisions until a mitigation strategy is in place for Epping Forest SAC is likely to have ongoing consequences for delivery.</i></p> <p>Inability to fill vacancies.</p> | <p><i>Without an adopted plan setting the Council's housing requirement at 518 it is likely that the measurement used will be the 2014 household projection figures/standard method for assessment with an annual requirement of 923 homes. This will result in vulnerability to planning appeal decisions and potential development in the Green Belt as the presumption in favour of sustainable development will apply.</i></p> <p>Significant diversion of professional resources to appeals. Risk of costs awards against Council. Delays in achieving timetable.</p> | <p>Derek Macnab</p> |  |

| <b>Risk No 1 Local Plan – Action Plan</b>                                                                                                                                                            |                                                                                                                      |                                                                                                                                         |                                  |                                              |                         |                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------|-------------------------|------------------------------------------------------------------------------------------------|
| <b>Existing Controls/actions to address risk</b>                                                                                                                                                     | <b>Effectiveness of controls/actions</b>                                                                             | <b>Required further management action</b>                                                                                               | <b>Responsibility for action</b> | <b>Critical success factors and measures</b> | <b>Review frequency</b> | <b>Key date</b>                                                                                |
| Local Plan Submission Version 2017 Agreed by Council 14 December 2017 and published between 18 December 2017 and 29 January 2018. Following JR decision on 20 September the plan has been submitted. | <i>Key milestone to achieve new LDS is receipt of the Inspector's report following the examination in July 2019.</i> | <i>Preparation of hearing statements by agreed deadlines (set by Inspector) for hearings scheduled in February, March and May 2019.</i> | Derek Macnab                     | Future adherence to project plan.            | MB review 6 weekly      | None – process ongoing.                                                                        |
| Local Development Scheme (LDS) revised following submission of plan for independent examination.                                                                                                     | <i>Revised Local Development Scheme adopted by Local Plans Cabinet Committee on 22 November 2018.</i>                | <i>Review progress against key milestones.</i>                                                                                          | Derek Macnab                     | Adherence to revised LDS                     | MB review 6 weekly      | <i>Hearings scheduled in February, March and May 2019 and Inspectors report due July 2019.</i> |

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| Risk No 1 Local Plan – Action Plan                                                                                                                                                                                     |                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                      |                           |                                                                                                                          |                      |                                                                                                     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------------------------------------------------------------------------------------|
| Existing Controls/actions to address risk                                                                                                                                                                              | Effectiveness of controls/actions                                                                                                                                                                                                                                    | Required further management action                                                                                                                                                                                                                                                                   | Responsibility for action | Critical success factors and measures                                                                                    | Review frequency     | Key date                                                                                            |
| Systematic approach to Duty to Co-operate, engaging public bodies and developing Memorandum of Understanding (MoU)/Statements of Common Ground with statutory consultees to minimise issues to be subject of hearings. | Regular reports at officer and Member level through the Cooperation for Sustainable Development Group. <i>Draft Statements of Common Ground with statutory consultees being prepared.</i>                                                                            | Important that key decisions do not precede Duty to Co-operate i.e. “fait accompli”.                                                                                                                                                                                                                 | Derek Macnab              | Submitted plan passes legal test of Duty to Co-operate.                                                                  | MB review six weekly | Officer Meetings – monthly now underway.<br><br>Duty to Co-operate” Member meetings held regularly. |
| Development of mitigation strategy as set out in the MoU regarding the effect of development on Epping Forest SAC.                                                                                                     | Regular meetings now held with key stakeholders to develop mitigation strategy. <i>Interim mitigation strategy now agreed by Council for recreational pressure on the Forest and Natural England have confirmed it is appropriate.</i>                               | <i>Need to obtain agreement with other competent authorities (London Borough of Waltham Forest and Redbridge) in order to progress final strategy. Also awaiting outcome of air quality modelling/transport modelling to develop air quality strategy which will need Natural England agreement.</i> | Derek Macnab              | <i>Interim mitigation strategy in place for both recreational and air quality issues pending a full agreed strategy.</i> |                      | <i>Agreed strategy by the end of 2019 (following visitor survey in June 2019).</i>                  |
| Consultants in place to support project management, resource planning, Sustainability Assessment, transport modelling, master planning.                                                                                | Staff cannot be prevented from leaving. Exit interviews should reveal any specific patterns.<br>Market is picking up, making recruitment very <i>challenging</i> . EFDC has offered market supplements on key posts to offer competitive salaries in a tight market. | Ongoing review of strategy by senior planners and <i>Leadership Team</i> . Scrutiny Function to be undertaken by Neighbourhood Select Committee.                                                                                                                                                     | Derek Macnab              | No delays to timetable due to staffing gaps or lack of critical skills                                                   |                      |                                                                                                     |

**Risk No 2 Strategic Sites A1**

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

| Existing Controls/actions to address risk                                                                                                                           | Effectiveness of controls/actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Required further management action                                                                                                                                                                                                                                                                                                                                                                                                                             | Responsibility for action | Critical success factors and measures                                          | Review frequency | Key date |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------|------------------|----------|
| <p>Work on strategic sites is co-ordinated through a dedicated Cabinet Committee.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 120</p> | <p>Work is progressing on developing a number of sites:</p> <ol style="list-style-type: none"> <li>1. Landmark/ former Winston Churchill. <i>Cabinet agreed supplementary Capital Expenditure of £140K to undertake separation and other service works to enable lettings to take place. Additional expenditure was also required for Legal Costs. As a result of delay, two perspective tenants have pulled out.</i></li> <li>2. St Johns. <i>Failure to conclude negotiations with Frontier, has led to Council developing site in partnership with Epping Town Council. Decision taken to re-locate Epping Sports Centre to site.</i></li> <li>3. Pyrles Lane Nursery, Cabinet agreed disposal strategy. <i>Sale agreed October 2018.</i></li> <li>4. North Weald Airfield. Cabinet agreed letting to National Police Air Service (NPAS) and construction has started on site.</li> </ol> | <p><i>Undertake building alterations. Re-market vacant units.</i></p> <p><i>Development appraisal required. New layout to be developed to include Leisure Centre. Application for Demolition of non-heritage buildings to be re-submitted.</i></p> <p><i>Nursery Services to re-locate to Town Mead. Completion of sale by end of financial year.</i></p> <p><i>Complete letting of site to NPAS. Full relocation of model flying club to reduce risk.</i></p> | Derek Macnab              | Development of strategic sites completed in accordance with Cabinet decisions. | Monthly          | None     |



| <b>Risk No 3 Welfare Reform A2</b>                                                                                                                                                                                                                                                                                                      |                                            |                                                                                                                                                                                                                    |                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                         |                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------|
| <b>Vulnerability</b>                                                                                                                                                                                                                                                                                                                    |                                            | <b>Trigger</b>                                                                                                                                                                                                     |                                  | <b>Consequence</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                         | <b>Risk Owner</b>           |
| <p>The government has pledged to make substantial savings from the overall welfare bill. This will require a major reform of the welfare system which is likely to have serious impacts on the Council and the community. This includes Universal Credit, changes to Council Tax and other benefits and direct payments to tenants.</p> |                                            | <p>Welfare reform changes have a detrimental effect on the Council and community</p>                                                                                                                               |                                  | <ul style="list-style-type: none"> <li>• Tenants no longer able to afford current/new tenancies.</li> <li>• Increase in evictions and homelessness</li> <li>• Increased costs of temporary accommodation</li> <li>• Unable to secure similar level of income due to payment defaults</li> <li>• Increase in rent <i>and Council Tax</i> arrears</li> <li>• Public dissatisfaction</li> <li>• Criticism of the Council for not mitigating the effects for residents.</li> </ul> |                         | <p><i>Rob Pavey</i></p>     |
| <b>Existing Controls /actions to address risk</b>                                                                                                                                                                                                                                                                                       | <b>Effectiveness of controls/actions</b>   | <b>Required further management action</b>                                                                                                                                                                          | <b>Responsibility for action</b> | <b>Critical success factors and measures</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Review frequency</b> | <b>Key date</b>             |
| <p><i>Cross-service working group established to assess impacts of the introduction of Universal Credit and to produce an action plan to mitigate the effects.</i></p> <p>15<br/>09<br/>121</p>                                                                                                                                         | <p><i>To be determined in 2019/20.</i></p> | <p><i>Working Group to be created to meet on a regular basis.</i></p> <p><i>Action Plan to be developed by the end of 2019/20 by baselining the effects of Universal Credit for implementation in 2020/21.</i></p> | <p><i>Rob Pavey</i></p>          | <p>A smooth implementation of welfare reforms.</p> <p>Minimise number and cost of redundancies.</p>                                                                                                                                                                                                                                                                                                                                                                            | <p>Monthly</p>          | <p><i>31 March 2019</i></p> |

| <b>Risk No 4 Finance Income A1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                            |                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                     |                         |                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------------------------------|
| <b>Vulnerability</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                            | <b>Trigger</b>                                                                                                                                                                              | <b>Consequence</b>                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                     |                         | <b>Risk Owner</b>                    |
| <p><i>Local Authorities are increasingly dependant on locally generated income and from 2020/21 onwards there is little information on funding. The Fair Funding review will look at how business rate income is distributed amongst authorities but it is unlikely this authority will see any increase in real terms unless additional responsibilities are passed on as a result.</i></p> <p>There is still a large number of rating appeals received where the outcome is uncertain.</p> <p><i>With the increasing possibility of a no deal Brexit, a number of income sources could be adversely affected. The Council is heavily reliant on income from commercial rentals and it is possible that businesses will find trading conditions more challenging and insolvency may become more common. This of course also affects business rates.</i></p> <p>The medium term financial strategy requires substantial net CSB reductions over three years.</p> |                                                                                                                                                                            | <p>Unable to secure required level of income due to reduced demand for services, changes in legislation, <i>changes in economic conditions</i> or adverse change in funding mechanisms.</p> | <ul style="list-style-type: none"> <li>• Council unable to meet budget requirements</li> <li>• Staffing and service level reductions</li> <li>• Increase Council Tax</li> <li>• Increase in charges</li> <li>• Greater use of reserves if required net savings not achieved</li> <li>• Higher level of saving in subsequent years.</li> </ul> |                                                                                                                                                                     |                         | Peter Maddock                        |
| <b>Existing Controls /actions to address risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>Effectiveness of controls/actions</b>                                                                                                                                   | <b>Required further management action</b>                                                                                                                                                   | <b>Responsibility for action</b>                                                                                                                                                                                                                                                                                                              | <b>Critical success factors and measures</b>                                                                                                                        | <b>Review frequency</b> | <b>Key date</b>                      |
| <p>Monitoring of key income streams and NDR tax base. Savings opportunities pursued through service reviews and corporate restructure.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <p>Effective to date as budgets have been achieved that meet the financial targets set by Members. <i>This will however become increasingly challenging over time.</i></p> | <p>Update Medium Term Financial Strategy as announcements are made on changes to central funding and welfare.</p> <p>Continue to pursue opportunities to reduce net spending.</p>           | Peter Maddock                                                                                                                                                                                                                                                                                                                                 | <p>Savings targets achieved with net expenditure reductions over the medium term as part of a structured plan. <i>People Strategy for 2018/19 now achieved.</i></p> | Monthly                 | 21 February 2019, budget to Council. |

| <b>Risk No 5 Economic Development A2</b>                                                                                                                                                                                                                                                                                                                                            |                                          |                                                                                                                                                        |                                                                                                                                                                                                                                                             |                                                                                                                                                                                              |                         |                   |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------|
| <b>Vulnerability</b>                                                                                                                                                                                                                                                                                                                                                                |                                          | <b>Trigger</b>                                                                                                                                         | <b>Consequence</b>                                                                                                                                                                                                                                          |                                                                                                                                                                                              |                         | <b>Risk Owner</b> |
| Economic development and employment is very important, particularly in the current economic climate. The Council needs to be able to provide opportunities for economic development and employment (especially youth employment) in the District.                                                                                                                                   |                                          | Council performs relatively poorly compared to other authorities.                                                                                      | <ul style="list-style-type: none"> <li>• Unable to secure sufficient opportunities</li> <li>• Local area and people lose out</li> <li>• Insufficient inward investment</li> <li>• Impact on economic vitality of area</li> <li>• Loss of revenue</li> </ul> |                                                                                                                                                                                              |                         | Julie Chandler    |
| <b>Existing Controls/actions to address risk</b>                                                                                                                                                                                                                                                                                                                                    | <b>Effectiveness of controls/actions</b> | <b>Required further management action</b>                                                                                                              | <b>Responsibility for action</b>                                                                                                                                                                                                                            | <b>Critical success factors and measures</b>                                                                                                                                                 | <b>Review frequency</b> | <b>Key date</b>   |
| <i>Economic Development Plan has been drafted and presented to Economic Development Board. Final work being undertaken to complete plan and develop Implementation Plan. Following a resignation within the core EDev Team consideration being given to appoint additional member of staff on a fixed-term basis to complete this work in conjunction with remainder EDev team.</i> | Too early to determine effectiveness.    | <i>Completion of final amendments and items related to Local Plan.</i><br><br><i>Publish strategy.</i><br><br><i>Produce EDev Implementation Plan.</i> | Julie Chandler                                                                                                                                                                                                                                              | Growth in NDR tax base and employment opportunities.<br><br>Improved opportunities for skills development in conjunction with NCC.<br><br>Council to be viewed as punching above its weight. | Monthly                 | March 2019        |

| <b>Risk No 6 Data / Information C2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                            |                                                                                                                                                                                                         |                                                                                                                                                                    |                                                                                                                                                                                                                                                                             |                         |                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------|
| <b>Vulnerability</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                            | <b>Trigger</b>                                                                                                                                                                                          | <b>Consequence</b>                                                                                                                                                 |                                                                                                                                                                                                                                                                             |                         | <b>Risk Owner</b> |
| The Authority handles a large amount of personal and business data. Either through hacking or carelessness, security of the data could be compromised.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                            | Data held by the Council ends up in inappropriate hands.                                                                                                                                                | <ul style="list-style-type: none"> <li>• Breach of corporate governance</li> <li>• Increased costs and legal implications</li> <li>• Reputation damaged</li> </ul> |                                                                                                                                                                                                                                                                             |                         | Rob Pavey         |
| <b>Existing Controls/actions to address risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Effectiveness of controls/actions</b>                                   | <b>Required further management action</b>                                                                                                                                                               | <b>Responsibility for action</b>                                                                                                                                   | <b>Critical success factors and measures</b>                                                                                                                                                                                                                                | <b>Review frequency</b> | <b>Key date</b>   |
| <p>Updated Data Protection policy agreed by Corporate Governance Group and rolling out through meta-compliance.</p> <p>Data Protection formed part of Member induction from May 2014, with requirement to confirm acceptance of the Council's DP policy.</p> <p>Consolidation of Data Protection and Freedom of Information work in one area.</p> <p>Security Officer is continually monitoring situation and potential risks. Most systems have in built controls to prevent unauthorised access.</p> <p>Controls in systems have been strengthened in response to specific occurrences.</p> <p>New system for handling F.O.I. requests now implemented.</p> <p>Data retention policies on the Council intranet.</p> | Generally effective to date, with no significant lapses so far in 2018/19. | <p>Update F.O.I. publication scheme and guide to information.</p> <p>Data sharing and fair processing notices to be reviewed and standardised.</p> <p>Maintain GCSx compliance and system controls.</p> | Rob Pavey                                                                                                                                                          | <p>Continued security of personal data held by the Council in accordance with the Data Protections Act 1998.</p> <p>No criticism from the ICO over how requests are handled.</p> <p>No data loss or system downtime due to unauthorised access of EFDC systems or data.</p> | Quarterly               | None              |

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

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

**Risk No 9      Safeguarding - Action Plan**

| Existing Controls/ actions to address risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Effectiveness of controls/actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Required further management action                                                                                                                                                                                                                                                                                                                                                                                                            | Responsibility for action | Critical success factors and measures                                                                                                                                                                                                                                                               | Review frequency | Key date                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------|
| <p>The Council has a Safeguarding Policy (2018), updated in line with new legislation. The policy details what is required of all staff and Elected Members and is supported by a set of procedures which set out the process for recording safeguarding concerns, incidents and allegations.</p> <p>A corporate Safeguarding Group ensures sharing of best practice and information across Directorates and enables the identification of any weaknesses in the Council's work.</p> <p>Council policies have been developed for all new and emerging safeguarding issues such as Child Sexual Exploitation (CSE).</p> <p>A Safeguarding Strategy and Action Plan has been adopted by Cabinet.</p> <p>A bespoke Basic Safeguarding Awareness e-learning training resource has been developed and all staff and Members are required to undertake this.</p> <p>An EFDC bespoke 'Enhanced' safeguarding training session has been developed, <i>which commenced roll out in October 18 and is being provided to all staff in the council who have direct contact with the public.</i></p> <p>The Council will be producing a violence and Vulnerability action plan in 2019.</p> | <p>The Council has reduced the risk of safeguarding issues going unnoticed by staff and Elected Members by developing a new programme of training and production of the new Policy and procedures 2018.</p> <p>This group has become an effective forum for sharing of best practice and commitment from all Directorates is shown.</p> <p>Several of these policies have been used across Essex as examples of best practice.</p> <p>These documents set out areas requiring further improvement.</p> <p><i>All staff are required to undertake this training and Managers are responsible for monitoring this.</i></p> <p>The Safeguarding 'Hub' enables all EFDC safeguarding issues to be reported and dealt with efficiently.</p> | <p>Leadership Team and Managers to continue to promote vigilance amongst staff.</p> <p>The Council needs to ensure timely response to changes in legislation or local procedures.</p> <p>Directorates need to continue to commit time for representatives to attend the Corporate Working Group.</p> <p><i>Training records to be held and maintained centrally by the People Team on the iTrent system when it is fully operational.</i></p> | <p>Julie Chandler</p>     | <p>The Council meets all of its duties for safeguarding children under Section 11 and 47 of the Safeguarding Act 2004.</p> <p>The Council meets the new duties of the Care Act 2014.</p> <p>The Council fully meets all aspects of the ESCB Section 11 and ESAB Safeguarding self - assessment.</p> | <p>Quarterly</p> | <p>Annual submission of ESAB/ESCB Audits.</p> |

| <b>Risk No 10 Housing Capital Finance C2</b>                                                                                                                                                                                                                               |                                                                                                  |                                                                                                                                                                                                                                                                                                                                    |                                         |                                                                                                                                                                                                                                                                                                                                 |                               |                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------|
| <b>Vulnerability</b>                                                                                                                                                                                                                                                       |                                                                                                  | <b>Trigger</b>                                                                                                                                                                                                                                                                                                                     |                                         | <b>Consequence</b>                                                                                                                                                                                                                                                                                                              |                               | <b>Risk Owner</b> |
| <p>If the Council is unable to spend right to buy receipts in set timescale on qualifying capital schemes we will have to pay the money to the Government along with interest at a penalty rate.</p> <p>Changes to legislation which reduce income to the HRA.</p>         |                                                                                                  | <p>Schemes are delayed by either the planning process or unanticipated site problems.</p> <p>Imposition of further restrictions on rent levels.</p>                                                                                                                                                                                |                                         | <ul style="list-style-type: none"> <li>• Loss of capital resources</li> <li>• Revenues cost of penalty interest</li> <li>• Loss of rental income</li> <li>• Delays in provision of new social housing</li> <li>• Increase in housing waiting list</li> <li>• Current 30 year business plan may become unsustainable.</li> </ul> |                               | Paul Pledger      |
| <b>Existing Controls/actions to address risk</b>                                                                                                                                                                                                                           | <b>Effectiveness of controls/actions</b>                                                         | <b>Required further management action</b>                                                                                                                                                                                                                                                                                          | <b>Responsibility for action</b>        | <b>Critical success factors and measures</b>                                                                                                                                                                                                                                                                                    | <b>Review frequency</b>       | <b>Key date</b>   |
| <p>Position being monitored by the House Building Cabinet Committee and a number of contingency options are available including purchasing on the open market.</p> <p>The Council belongs to the Association of Retained Council Housing which lobbies on such issues.</p> | <p>Effective to date.</p> <p>Effective to date. Other issues may arise in the future though.</p> | <p>Continue close monitoring of financial position.</p> <p>Keeping Members fully informed of the potential consequences of their actions.</p> <p>Monitor policy developments/announcements and participate in lobbying if appropriate.</p> <p>The risk to spending our 1-4-1 receipts is being monitored on a quarterly basis.</p> | <p>Paul Pledger</p> <p>Paul Pledger</p> | <p>Loss of right to buy receipts is minimised.</p> <p>Impact of Policy changes is minimised as far as possible.</p>                                                                                                                                                                                                             | <p>Monthly</p> <p>Monthly</p> | <p>Ongoing</p>    |



| <b>Risk No 11 Transformation Programme B1</b>                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                        |                                  |                                                                                                                                                                                                                                                 |                         |                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------|
| <b>Vulnerability</b>                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                    | <b>Trigger</b>                                                                                                                                                                                                                                                                                                         |                                  | <b>Consequence</b>                                                                                                                                                                                                                              |                         | <b>Risk Owner</b>                                                           |
| <p>The Council has embarked on a major programme to modernise working practices and improve efficiency. The three key projects within the programme are people, accommodation and ICT. These are all challenging pieces of work and if any of them fail or are significantly delayed the whole programme may collapse.</p> |                                                                                                                                                                                                                                                                                                                    | <p>There are many issues with the potential to disrupt one or more of the projects. Each project requires resourcing financially and with staff time. Loss of a key individual or a lack of finance would make delivery difficult.</p> <p>Restrictive listing of offices could obstruct the work on accommodation.</p> |                                  | <ul style="list-style-type: none"> <li>• Service improvements not achieved for residents.</li> <li>• Improvements in efficiency not delivered.</li> <li>• Pressure on future budgets.</li> <li>• Reputational damage to the Council.</li> </ul> |                         | Derek Macnab                                                                |
| <b>Existing Controls /actions to address risk</b>                                                                                                                                                                                                                                                                          | <b>Effectiveness of controls/actions</b>                                                                                                                                                                                                                                                                           | <b>Required further management action</b>                                                                                                                                                                                                                                                                              | <b>Responsibility for action</b> | <b>Critical success factors and measures</b>                                                                                                                                                                                                    | <b>Review frequency</b> | <b>Key date</b>                                                             |
| <p><i>New Leadership Team considering Transformation issues at their weekly meetings.</i></p>                                                                                                                                                                                                                              | <p>ICT and People strategies approved by Cabinet and progressing.</p> <p><i>People Strategy at L2 Service Manager Implementation Stage.</i></p> <p><i>People Strategy due to be considered by O &amp; S in December 2018.</i></p> <p><i>Cabinet agreed revised Accommodation Strategy on 10 December 2018.</i></p> | <p><i>Leadership Team. TPB to continue to monitor projects and ensure adequate human and financial resource available.</i></p> <p><i>Task &amp; Finish Panel to be established to cover Performance Reporting.</i></p>                                                                                                 | Derek Macnab                     | <p>Projects delivered on time and in budget with full benefits realisation.</p> <p>Detailed success factors and measures are set out in the project management documents for each project.</p>                                                  | Monthly                 | Key dates are set out in the project management documents for each project. |

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| Risk No 12 Waste Management C2                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                   |                             |                                                                                                                                                                                                                                                                                                                                                                        |                  |                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------|
| Vulnerability                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                              | Trigger                                                                                                                                                                                                                                           |                             | Consequence                                                                                                                                                                                                                                                                                                                                                            |                  | Risk Owner                  |
| <p>Inability of the Council's partnering contractor, Biffa Municipal Limited to secure profitable outlets for recycling materials processed through the Material Recycling Facility (MRF) could result in diminishing income.</p>      |                                                                                                                                                                                                                                                                              | <p>There has been significant drop in income from the sale of recycling materials especially paper, caused primarily by the Chinese government decision to ban import of MRF paper. This has resulted in saturation in the commodity markets.</p> |                             | <ul style="list-style-type: none"> <li>• Reputational damage to the Council if recycling materials is sent to landfill.</li> <li>• Additional costs to the Council if Biffa cannot sell materials.</li> <li>• Additional costs under pain/gain share mechanism in the contract if the income from recycling continues to drop or worst case becomes a cost.</li> </ul> |                  | <p><i>Qasim Durrani</i></p> |
| Existing Controls /actions to address risk                                                                                                                                                                                             | Effectiveness of controls/actions                                                                                                                                                                                                                                            | Required further management action                                                                                                                                                                                                                | Responsibility for action   | Critical success factors and measures                                                                                                                                                                                                                                                                                                                                  | Review frequency | Key date                    |
| <p>Financial settlement is being agreed with Biffa to mitigate some of the costs arising from the increased costs of processing and the capital investment incurred to improve the quality of recycling output from the Biffa MRF.</p> | <p>Dependent, to a large extent, on the market forces in the case of commodity prices.</p> <p><i>Due to volatility of sale prices of recycling materials the contractual arrangement of Recycling Index Unit Rate (RIUR) is to be continued to be monitored closely.</i></p> | <p>Management Board to continue to monitor the costs and market fluctuations.</p>                                                                                                                                                                 | <p><i>Qasim Durrani</i></p> | <p>RIUR reviews result in increased income.</p> <p>Difficulties in selling recycling materials is identified early.</p>                                                                                                                                                                                                                                                | <p>Monthly</p>   | <p><i>Ongoing</i></p>       |

## **Risk Management Strategy**

### **Definition**

For the purpose of this strategy, risk is defined as any event or action that may have an impact on the achievement of the Council's objectives. Risk is measured in terms of impact and likelihood.

Risk management is the process to identify, assess and manage risks. Risk management is concerned with positive and negative aspects of risk. So as well as managing things that could have an adverse impact (downside risk) it also looks at potential benefits (upside risk). It can be applied holistically, and also be used on specific activities and projects, from the corporate to the operational.

### **Objective**

The aims of risk management for the Council are to:

- Use risk management to promote innovation as well as to help secure existing objectives.
- Achieve a systematic, holistic and consistent approach to identifying and analysing risks which will be an integral part of all key management processes, rather than a separate initiative and will be developed using the simplest possible means.
- Embed risk management as an integral part of service, strategic and project planning and decision making.
- Embed the process within our established business planning process.

Achieving these aims will:

- Increase the possibility of success and reduce the chance of failure, as well as supporting innovation.
- Greater ability to deliver against objectives and targets, ensuring the delivery and continuity of our services.
- Helps better informed decision-making.
- Reduction in resources spent dealing with things going wrong.
- Reduce the number and cost of claims arising and improve our ability to defend them.

### **Roles and Responsibilities**

The Finance and Performance Management Cabinet Committee will consider the Council's risk management strategy on an annual basis and recommend it to Cabinet for adoption. The Audit and Governance Committee will monitor and review the effectiveness of the risk management measures put in place.

The Director of Resources has strategic responsibility for risk management and the Finance Portfolio Holder fulfils the role of Lead Member for risk management. The Director of Resources is responsible, in conjunction with the Council's Insurers, for minimising the overall cost of inevitable claims which do arise.

## Risk Management Strategy

To assist:

- The Risk Management Group will advise and support in the context of risks likely to have a significant impact on the achievement of the Council's objectives. The representatives on the Risk Management Group from each directorate will champion the risk management process within their directorate.
- Primary responsibility for identifying and managing significant operational and strategic risks arising from their directorate activities lies with the Directors, who should ensure that their teams carry out and record risk assessments where appropriate as a routine part of business planning and management activities.
- Any significant changes in risks and or assessments are to be notified by the relevant champion of that service to the Risk Management Group.
- Directors should notify the Director of Resources of any significant changes in service provision in order to enable them to ensure that appropriate and adequate insurance is in place.

The Chief Internal Auditor is responsible for monitoring the implementation and the effectiveness of the risk management strategy and for monitoring compliance with controls introduced by directorates, as part of the ongoing audit programme. Internal Audit will communicate the management implications during the course of Audits and report to Directors as necessary.

As a reminder, all employees are responsible for managing risk effectively in their jobs and to identify and report risk.

## Monitoring, Review and Reporting Arrangements

- The Risk Management Group will report annually to the Finance and Performance Management Cabinet Committee (F&PMCC) to update the Risk Management Strategy. F&PMCC will receive quarterly updates from the Risk Management Group.
- The Audit and Governance Committee will consider the effectiveness of risk management measures annually.
- Management Board will consider progress on action plans on a quarterly basis.
- Service plans will include operational risks and action plans. The Risk Management Group and the Corporate Governance Group will monitor and review the Corporate Risk Register.
- Risk management training will be provided to Members, Directors, Champions and other senior managers, with the aim of ensuring that they have the appropriate skills necessary to identify, evaluate and control risks associated with the services they provide. Training will be provided through the Resources Directorate.
- This strategy will be clearly communicated to members and staff and will be subject to review on an annual basis by the Risk Management Group.

## Risk Management Strategy

### The Risk Management Process

Risk management as depicted below involves five key stages, known as the 'risk management cycle'. This is described in more detail in Appendix A.



### Future Actions

Risk management is a dynamic process, constantly evolving and this is true for Epping Forest. During 2017/18 the Risk Management Group has agreed directorate risk registers will follow the corporate template, keeping the 4x4 matrix, and discussed how these can be incorporated in the Council's new project and performance system, Covalent. Development of the Covalent system, including the recording and reporting of risk and identifying interdependencies between risks, will continue during 2017/18 and beyond.

Alongside this the Council will develop and articulate its risk appetite, which can be defined as the amount and type of risk that an organisation is willing to take in order to meet their strategic objectives. Organisations will have different risk appetites depending on their sector, culture and objectives. A range of appetites will exist for different risks and these may change over time.

Whilst risk appetite is about the pursuit of risk, risk tolerance is about what an organisation can actually cope with. In part, the Council has defined its risk appetite through its scoring matrix (see Appendix 2) and this, with the Council's risk tolerance, will be further articulated through risk management workshops facilitated by Internal Audit.

## Risk Management Strategy

### Appendix A – Risk Management Process

#### Epping Forest’s Risk Management Process

There are five key stages: identification of risks, assessment of these, responding to the risk (usually through controls), monitoring the effect of these and reporting.



#### 1. Risk identification

Identification and understanding the risks to which the Council is exposed is essential to the effective delivery of public services. The starting point is to consider the Council’s corporate and service objectives and ask in what way we might be prevented from achieving them. On what does the successful delivery of the service depend?

Risk is not always a bad thing, as there is no activity without risk. Risk can present opportunities and these need to be maximised, subject to a risk management approach. For example, opportunities may exist to generate income or improve a service where risks can be taken.

A distinction should be drawn between risk and hazard. A hazard is an activity with a potential for harm. A risk is the likelihood of that harm being realised. For example, the hazard may be using a vehicle and the risk would be having an accident. There can be many hazards around but it is only when people, systems, property etc. are exposed to them that they become risky.

#### 2. Risk assessment

Having identified areas of potential risk, the following aspects must be assessed:

- **Impact** – what would the effect be if the risk was to occur?
- **Likelihood** – what is the probability of the risk occurring?

This is done using the assessment criteria defined in Appendix B and should be undertaken twice. The first time assessed as inherent risk (i.e. before risk mitigation strategies/controls) are put in place and then as residual risk (i.e. after risk mitigation strategies/controls) have been put in place. This is to help the risk owner identify whether the right controls are in place and if so are they working as expected to reduce the risk to an acceptable level. This forms part of the ‘monitor’ (section 4) of the risk management cycle.

Sometimes the phrases gross risk and net risk are used instead of inherent or residual risk.

## Risk Management Strategy

### 3. Responding/managing risk

Using the risk criteria in Appendix B produces a risk rating score that will enable risks to be prioritised using one or more of the four Ts:

- **Tolerate** – accept the risk as currently presented
- **Treat** – take cost effective action to reduce the risk
- **Transfer** – let someone else share or take the risk (e.g. by insurance, partnering or contracting)
- **Terminate** – agree that the risk is too great and cease the project or activity (although this is not always feasible in local government)

In terms of risk controls it is helpful to consider what would bring about the risk (the cause) and what would be the outcome of the risk occurring (the consequence).

### 4. Monitor and review

Few risks remain static and it is important to know and understand what is happening. This can be achieved through regularly monitoring progress in order to:

- gain assurance that progress is being made towards controlling risks
- ensure that control measures continue to be applied
- monitor changes to the risk profile brought about by circumstances and business priorities e.g. new legislation and whether a fresh risk assessment is required
- consider if new risks or opportunities arising need to be added or current ones removed

There is no set review period as risk management should be a dynamic process but the suggestion is this should be undertaken at least quarterly.

### 5. Reporting

This is detailed in the main part of the strategy under 'Monitoring, Review and Reporting Arrangements' including reporting at the corporate level and to Members.

Directors via their Assistant Directors are responsible for maintaining operational risk registers and any significant new or emerging risks should be reported to the Risk Management Group via the risk champions sitting on that group. If it is a fast paced risk then the Director of Resources should be informed especially if the next Risk Management Group is too far in advance.

## Appendix 2

### Risk Management Strategy

#### Appendix B – Risk assessment matrix

|                   |                                                                                               |                                       |                                           |                                                                                                       |                                                                                              |                                                                                                         |
|-------------------|-----------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| <b>Likelihood</b> | Definite >90% has happened or has happened on a regular basis over the last 12 months         | <b>A Very high (Almost certain)</b>   | <b>A4</b>                                 | <b>A3</b>                                                                                             | <b>A2</b>                                                                                    | <b>A1</b>                                                                                               |
|                   | Occurs in most circumstances 55% to 90%. Or has happened once or twice in the last 2 years    | <b>B High (Likely)</b>                | <b>B4</b>                                 | <b>B3</b>                                                                                             | <b>B2</b>                                                                                    | <b>B1</b>                                                                                               |
|                   | Occurs in certain circumstances 10% to 55% or has happened once or twice in the last 5 years. | <b>C Medium (Possible)</b>            | <b>C4</b>                                 | <b>C3</b>                                                                                             | <b>C2</b>                                                                                    | <b>C1</b>                                                                                               |
|                   | Occurs exceptionally/very unlikely <10% or has not happened in the last 5 years               | <b>D Low/very low (Unlikely/rare)</b> | <b>D4</b>                                 | <b>D3</b>                                                                                             | <b>D2</b>                                                                                    | <b>D1</b>                                                                                               |
|                   |                                                                                               |                                       | <b>4 Insignificant</b>                    | <b>3 Minor</b>                                                                                        | <b>2 Moderate</b>                                                                            | <b>1 Major</b>                                                                                          |
|                   | <b>Impact</b>                                                                                 | <b>Financial</b>                      | Loss/overspend under £10K                 | Loss/overspend £10K-£250K                                                                             | Loss/underspend £250K-£1M                                                                    | Loss/underspend over £1M                                                                                |
|                   |                                                                                               | <b>Service</b>                        | Marginal disruption to service capability | Short term disruption to service or marginal reduction in service. Objectives of one section not met. | Short term loss of service or significant reduction service. Directorate objectives not met. | Medium/longer term loss of service. Failure to deliver at least one the Council's corporate objectives. |
|                   |                                                                                               |                                       | Unlikely to cause complaint/litigation    | High potential for complaint with possible litigation                                                 | High potential for complaint with probable litigation                                        | Litigation almost certain and difficult to defend.                                                      |
|                   |                                                                                               | <b>Reputation</b>                     | No adverse publicity                      | Minor adverse publicity                                                                               | Adverse national publicity/significant adverse local publicity                               | Significant adverse national publicity                                                                  |
|                   |                                                                                               | <b>Legal/regulatory</b>               | Breaches of local procedures/standards    | Breaches of regulations/standards                                                                     | Breaches of law punishable by fines                                                          | Breaches of law punishable by imprisonment                                                              |
|                   |                                                                                               | <b>Environmental/Public Health</b>    | Incident with no lasting effect           | Short term incident (weeks)                                                                           | Medium term major incident (1 month – 1 year)                                                | Long term major incident (1 year +)                                                                     |
|                   |                                                                                               | <b>Health and Safety</b>              | 'First Aid' level injury                  | Medical treatment required – long term injury                                                         | Extensive permanent injury – long term absence                                               | Fatality                                                                                                |



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



**Epping Forest  
District Council**

**Report reference: FPM-020-2018-19**

**Date of meeting: 24 January 2019**

**Portfolio: Business Support Services**

**Subject: Detailed Directorate Budgets 2019/20**

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

**Committee Secretary: Rebecca Perrin (01992 564532)**

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

**That the Committee consider the attached General Fund and Housing Revenue Account budgets for 2019/20 and make recommendations as appropriate.**

### **Executive Summary**

The report provides the draft General Fund and Housing Revenue Account (HRA) Budgets for the financial year 2019/20. The budgets are presented on a directorate by directorate basis in line with the revised directorate structure. There are accompanying notes that give some background to each service heading and any CSB (Continuing Services Budget) and DDF (District Development Fund) changes proposed. They are presented to the Committee to give an opportunity to comment and make recommendations prior to the budget being formally set during February 2019.

### **Reasons for Proposed Decision**

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

### **Other options for action**

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

### **Report:**

The budget setting process commenced with the presentation of the Financial Issues Paper incorporating the Medium Term Financial Strategy (MTFS) to the meeting of 26 July 2018. At that time it was identified that the savings targets set for 2020/21 and 2021/22 of £0.3 million in each year could be left the same.

The settlement figures provided in December 2015 were for four years and the Council signed up on the understanding that the figures would be set at that level. However there were subsequently reductions made to the original figures albeit not that significant which were nevertheless disappointing. The introduction of the slightly bizarre idea of negative Revenue Support Grant (RSG) in 2019/20 was also a feature of the settlement.

The settlement for 2019/20 has now been received and was slightly better than expected. It included the reversal of the previous decision on Negative RSG worth £280,000 to the Council. The Government has also now provided an update on the New Homes Bonus for 2019/20 and this is better than previously estimated. The 2018/19 budget assumed that the current figure of £849,000 would be reduced by a further £202,000 to £647,000 in 2019/20.

The actual allocation is rather better at £1,049,000 as £452,000 has been awarded for next year. The MTFs had previously assumed the CSB element to drop to £116,000 going forward and given the volatile nature and potential revisions to the formula it seems prudent to keep the CSB element to a minimum and reduce slightly to £100,000 whilst putting the rest into the DDF. The CSB lists now show a reduction of £749,000 over the three years from 2019/20 with £900,000 being diverted to the DDF in 2019/20 and 2020/21. There is also a one off windfall in 2019/20 of £50,000 relating to the redistribution of surplus Business Rates levy income collected by Central Government.

The commitment made to move to 100% retention of Business Rates locally was changed to 75% during 2018/19. The detail behind this will be worked up over the next few months or so and a consultation on this was launched with the settlement papers with responses required by 21 February. A number of county areas did apply for pilot status but Essex was not successful. One thing that is expected is that the current retention proportions (40% District, 9% County and 1% fire) are likely to change.

The budgets are presented on a directorate by directorate basis and are shown at Appendix 1 to 9 (General Fund) and Appendix 10 (HRA). Within each pack there is a commentary on the budgets highlighting areas where either Continuing Services Budget(CSB), District Development Fund (DDF) savings or growth and Invest to Save (ITS) expenditure have occurred.

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

One significant change relates to Support Service Allocations. The requirement to allocate out all support services has now been made discretionary. This process is quite time consuming but made the allocation of the appropriate level of Support Services to the HRA transparent and clear. The budget has been prepared on the basis of allocations only to the HRA and corporate activities so this will mean some significant movements in some areas as support services have no longer been allocated there. It is fair to say the revised process was not as easy as expected and once the budgets are complete a review will be undertaken to assess whether we continue with this or revert back to the previous approach.

The new Council structure and budget databases had to be created and run by the end of October so that there was enough time to carry out the budget process, as it was this was several weeks later than usual. This though has meant the inclusion of the Governance and Member Services directorate which was effectively disbanded a couple of days into November. To have gone back, amended the structure and re-run the budget databases would have created a further week or so of delays. The intention is to disaggregate Governance and Members Services when the formal budget papers are put together.

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

### **Resource Implications**

Proposed spending levels for the General Fund and HRA for the financial year 2019/20.

### **Legal and Governance Implications**

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

## Safer, Cleaner, Greener Implications

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

## Background Papers

Working papers held in Accountancy.

## Impact Assessments

### Risk Management

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

### 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 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.

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

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

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**CHIEF EXECUTIVE  
ESTIMATES 2019/20**

CHIEF EXECUTIVE

|                                                         | 2017/18             | 2018/19           |                   | 2019/20           |              |                     |
|---------------------------------------------------------|---------------------|-------------------|-------------------|-------------------|--------------|---------------------|
|                                                         | Actuals             | Original Estimate | Probable Outturn  | Gross Expenditure | Gross Income | Net Expenditure     |
|                                                         | £000's              | £000's            | £000's            | £000's            | £000's       | £000's              |
| Corporate Activities                                    | 1,062               | 994               | 817               | 953               | -            | 953                 |
| Chief Executive Support Service                         | 931                 | 903               | 744               | 920               | (9)          | 911                 |
| Internally Recharged                                    | (931)               | (903)             | (580)             | (743)             | -            | (743)               |
|                                                         | <u>1,062</u>        | <u>994</u>        | <u>981</u>        | <u>1,130</u>      | <u>(9)</u>   | <u>1,121</u>        |
| Continuing Services Budget                              | 1,062               | 1,021             | 935               |                   |              | 1,017               |
| Continuing Services Budget - Growth                     |                     |                   | 33                |                   |              | 113                 |
| Continuing Services Budget - Savings                    |                     |                   |                   |                   |              |                     |
| <b>Total Continuing Services Budget</b>                 | <u>-</u>            | <u>-</u>          | <u>33</u>         |                   |              | <u>113</u>          |
| District Development Fund - Expenditure                 |                     |                   | 22                |                   |              |                     |
| District Development Fund - Savings                     |                     | (27)              | (9)               |                   |              | (9)                 |
| Invest to Save                                          |                     |                   |                   |                   |              |                     |
| <b>Total District Development Fund / Invest to Save</b> | <u>-</u>            | <u>(27)</u>       | <u>13</u>         |                   |              | <u>(9)</u>          |
| <b>Directorate Total</b>                                | <u><u>1,062</u></u> | <u><u>994</u></u> | <u><u>981</u></u> |                   |              | <u><u>1,121</u></u> |

CHIEF EXECUTIVE

CSB Growth & Development Fund Items

|                               |                                       | Original<br>Estimate<br>2018/19 | Probable<br>Outturn<br>2018/19 | Original<br>Estimate<br>2019/20 |
|-------------------------------|---------------------------------------|---------------------------------|--------------------------------|---------------------------------|
| <b>CSB Growth Items</b>       |                                       |                                 |                                |                                 |
| Corporate Management          | People Strategy - Strategic Directors | <u>                    </u>     | <u>                    33</u>  | <u>                  113</u>    |
| <b>Development Fund Items</b> |                                       |                                 |                                |                                 |
| Corporate Fraud               | Fees & Charges                        | (27)                            | (9)                            | (9)                             |
| Various Headings              | Implementation of the People Strategy |                                 | 22                             |                                 |
|                               |                                       | <u>                  (27)</u>   | <u>                  13</u>    | <u>                  (9)</u>    |

**CHIEF EXECUTIVE  
OTHER ACTIVITIES**

|                         | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                           |
|-------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                           |
| Corporate Policy Making | 1,030        | 964               | 783              | 919               | -            | 919             | Staff resources working on General Fund activities of a Corporate or Public Accountability nature, under the direction of the Head of Paid Service, are posted to this heading.           |
| Subscriptions           | 32           | 30                | 34               | 35                | -            | 35              | Subscriptions are paid to a variety of organisations enabling key business representatives and Local Authorities to form strong partnerships to promote economic development in the area. |
| <b>Grand Total</b>      | <b>1,062</b> | <b>994</b>        | <b>817</b>       | <b>953</b>        | <b>-</b>     | <b>953</b>      |                                                                                                                                                                                           |



**CHIEF EXECUTIVE  
SUPPORT SERVICES**

|                               | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                |
|-------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                |
|                               | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                |
| Chief Executive Policy Group  | 484        | 460               | 354              | 515               | -            | 515             | This relates to the cost of the Head of Paid Service and Strategic Directors. The budget assumes the second director will be in post from 1 April 2019.                                                                                                                        |
| Corporate Fraud Investigation | 267        | 241               | 239              | 255               | (9)          | 246             | The Corporate Fraud and Investigations team work across the Council investigating the possibility of fraudulent activity arising, mainly on housing benefit areas. They are also actively selling services to other authorities thus bringing in extra income for the Council. |
| Internal Audit                | 180        | 202               | 151              | 150               | -            | 150             | This service is being run as a shared service between Broxbourne; Harlow and Epping Forest Councils, and time allocated to particular Council based upon the time spent by operatives. This is then allocated to services based upon the time spent on actual audits.          |
| <b>Grand Total</b>            | <b>931</b> | <b>903</b>        | <b>744</b>       | <b>920</b>        | <b>(9)</b>   | <b>911</b>      |                                                                                                                                                                                                                                                                                |

**CHIEF EXECUTIVE  
SUBJECTIVE ANALYSIS 2019/20**

|                                        | Employee<br>Expenses | Premises<br>Related<br>Expenses | Transport<br>Related<br>Expenses | Supplies<br>And<br>Services | Support<br>Services | Internal<br>Recharges |                  | Fees &<br>Charges |                |                  |
|----------------------------------------|----------------------|---------------------------------|----------------------------------|-----------------------------|---------------------|-----------------------|------------------|-------------------|----------------|------------------|
| <b>Chief Executive Support Service</b> | <b>686,930</b>       | <b>780</b>                      | <b>11,700</b>                    | <b>133,240</b>              | <b>87,100</b>       | <b>(742,910)</b>      | <b>176,840</b>   | <b>(9,000)</b>    | <b>(9,000)</b> | <b>167,840</b>   |
| Chief Executive Policy Group           | 477,770              | 500                             | 6,120                            | 1,800                       | 28,560              | (514,750)             | -                |                   |                | -                |
| Corporate Fraud Investigation          | 209,160              | 280                             | 5,580                            | 12,280                      | 27,540              | (215,060)             | 39,780           | (9,000)           | (9,000)        | 30,780           |
| Internal Audit                         | -                    |                                 | -                                | 119,160                     | 31,000              | (13,100)              | 137,060          |                   |                | 137,060          |
| <b>Corporate Activities</b>            | <b>3,070</b>         |                                 | <b>110</b>                       | <b>48,600</b>               | <b>1,244,090</b>    | <b>(342,610)</b>      | <b>953,260</b>   |                   |                | <b>953,260</b>   |
| Corporate Policy Making                | 3,070                |                                 | 110                              | 14,000                      | 1,244,090           | (342,610)             | 918,660          |                   |                | 918,660          |
| Subscriptions                          |                      |                                 |                                  | 34,600                      |                     | -                     | 34,600           |                   |                | 34,600           |
| <b>Grand Total</b>                     | <b>690,000</b>       | <b>780</b>                      | <b>11,810</b>                    | <b>181,840</b>              | <b>1,331,190</b>    | <b>(1,085,520)</b>    | <b>1,130,100</b> | <b>(9,000)</b>    | <b>(9,000)</b> | <b>1,121,100</b> |

**BUSINESS SUPPORT SERVICES  
ESTIMATES 2019/20**

|                                                         | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |
|---------------------------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|
|                                                         | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
|                                                         | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |
| Other Activities                                        | 1,781        | 858               | 750              | (61)              | (30)         | (92)            |
| <b>Grand Total</b>                                      | <b>1,781</b> | <b>858</b>        | <b>750</b>       | <b>(61)</b>       | <b>(30)</b>  | <b>(92)</b>     |
| Accommodation                                           | 1,362        | 1,949             | 1,764            | 1,977             | (7)          | 1,970           |
| Business Support                                        | 3,332        | 3,387             | 2,902            | 2,951             | (162)        | 2,788           |
| Finance Support Services                                | 2,094        | 2,084             | 1,091            | 1,131             | (18)         | 1,113           |
| ICT & Reprographics                                     | 3,353        | 4,033             | 3,974            | 3,987             | (2)          | 3,985           |
| Other Support Services                                  | 1,049        | 1,093             | 1,467            | 1,184             | (2)          | 1,182           |
| Internally Recharged                                    | (11,189)     | (12,546)          | (7,349)          | (7,470)           |              | (7,470)         |
| <b>Grand Total</b>                                      | <b>-</b>     | <b>-</b>          | <b>3,848</b>     | <b>3,759</b>      | <b>(191)</b> | <b>3,568</b>    |
| <b>Directorate Total</b>                                | <b>1,781</b> | <b>858</b>        | <b>4,599</b>     | <b>3,698</b>      | <b>(222)</b> | <b>3,476</b>    |
| Continuing Services Budget                              | 1,252        | (442)             | 3,825            |                   |              | 3,619           |
| Continuing Services Budget - Growth                     | 135          | 418               | 445              |                   |              | 8               |
| Continuing Services Budget - Savings                    | (9)          | (445)             | (162)            |                   |              | (801)           |
| <b>Total Continuing Services Budget</b>                 | <b>1,378</b> | <b>(469)</b>      | <b>4,108</b>     |                   |              | <b>2,826</b>    |
| District Development Fund - Expenditure                 | 447          | 1,327             | 533              |                   |              | 650             |
| District Development Fund - Savings                     | (44)         | -                 | (42)             |                   |              | -               |
| Invest to Save                                          | -            | -                 | -                |                   |              | -               |
| <b>Total District Development Fund / Invest to Save</b> | <b>403</b>   | <b>1,327</b>      | <b>491</b>       |                   |              | <b>650</b>      |
| <b>Directorate Total</b>                                | <b>1,781</b> | <b>858</b>        | <b>4,599</b>     |                   |              | <b>3,476</b>    |

## Business Support

### CSB Growth & Development Fund Items

| CSB Growth Items       |                                                           | Original<br>Estimate<br>2017/18<br>£000's | Probable<br>Outturn<br>2017/18<br>£000's | Original<br>Estimate<br>2018/19<br>£000's |
|------------------------|-----------------------------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| Apprenticeships        | Apprentices                                               | 15                                        | 15                                       |                                           |
| Apprenticeships        | Apprenticeship Levy (Net)                                 |                                           | 4                                        |                                           |
| Bank and Audit charges | Reduction in Fees                                         | (5)                                       | (18)                                     | (5)                                       |
| Civic Offices          | Cleaning Contract                                         |                                           | 6                                        |                                           |
| Civic Offices          | Security                                                  |                                           | 10                                       |                                           |
| Development Management | Additional Temporary Staffing - Systems Technical Officer | 15                                        | 15                                       |                                           |
| Development Management | Planning Validation Officer                               | 15                                        | 15                                       |                                           |
| Finance Miscellaneous  | Salary Savings from People strategy                       | (437)                                     |                                          | (688)                                     |
| ICT                    | Printer Migration                                         | (3)                                       |                                          |                                           |
| ICT                    | Technology Strategy                                       | 373                                       | 373                                      |                                           |
| Payroll                | Shared Service (GF element)                               |                                           |                                          | (35)                                      |
| Procurement            | Essex Procurement Hub                                     |                                           | 7                                        | 8                                         |
| Various Headings       | Salary Savings from People strategy                       |                                           | (144)                                    | (73)                                      |
|                        |                                                           | <u>(27)</u>                               | <u>283</u>                               | <u>(793)</u>                              |

### Development Fund Items

|                                |                                                            |              |            |            |
|--------------------------------|------------------------------------------------------------|--------------|------------|------------|
| Apprenticeships                | Apprentices                                                |              | (27)       |            |
| Apprenticeships                | Other Contributions - Harlow College                       |              | (5)        |            |
| Debt & Insurance Services      | Consultants Fees Re New Corporate Debtor System            |              |            | 25         |
| Development Management         | Administrative Assistant                                   | 17           | 17         |            |
| Development Management         | Document Scanning                                          | 113          | 142        |            |
| Development Management         | Casual Staff Re Scanning / Indexing Building Control Files | 5            | 10         |            |
| Finance Miscellaneous          | Implementation of People Strategy                          | 1,040        |            | 549        |
| ICT                            | Technology Strategy                                        | 133          | 137        | 47         |
| Local Land Charges             | Local Land Charges Officer                                 | 14           | 15         |            |
| Local Land Charges             | Agency Staff                                               |              | 7          |            |
| Local Land Charges             | Document Scanning / Electronic Working                     |              |            | 24         |
| Local Land Charges             | Reduction Re Fees & Charges                                |              | 4          |            |
| People Team                    | Additional Staffing                                        |              | 36         |            |
| Sundry Non Distributable Costs | Emergency Premises Works                                   | 5            |            | 5          |
| Sundry Non Distributable Costs | Rents                                                      |              | (10)       |            |
| Various Headings               | Salary Savings from People strategy                        |              | 165        |            |
|                                |                                                            | <u>1,327</u> | <u>491</u> | <u>650</u> |

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

|                                | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Burials (National Assist Act)  | 24           | 27                | 2                | -                 | -            | -               | It is the duty of the Council to bury or cremate the body of any person who has died in the Epping Forest District area, where no other suitable arrangements for the disposal of the body have been made. Direct costs are recovered where possible from the estate of the deceased person.                                                                                                                                                                                                                                                                                                                                                         |
| Concessionary Fares            | 5            | 6                 | 5                | 6                 | -            | 6               | The ongoing budget relates to rail passes and London Transport blind passes where the Council has a responsibility for the costs until the pass holders retire or move out of the District.                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Finance Miscellaneous          | 564          | 887               | 554              | (94)              | -            | (94)            | The 2019/20 budgets include costs (£0.55m) and savings (£0.69m) relative to the people strategy under the transformation programme.<br><br>The reason for the other changes in the 2018/19 probable outturn and 2019/20 estimate relate to additions arising on Cost Centre holding accounts. The recharges to services are ascertained based on an initial estimate of costs quite early in the budget process. As the budget progresses figures are confirmed and various changes occur, with the overhead account totals invariably changing, therefore it is impractical to re-run the allocations so any differences that occur are shown here. |
| Prov Bad And Doubt Debts       | 117          | 100               | 100              | 100               | -            | 100             | This budget accounts for officer estimations of the amount to be set aside for the non payment of sums due to the Council.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Sundry Non-Distributable Costs | 1,071        | 97                | 89               | 199               | (30)         | 168             | Non distributed costs comprise the elements of cost which are excluded from the definition of total cost of a service. The budget in this case relates to charges for unused shares of depot and office accommodation space, which cannot be identified to a service. The costs vary from year to year depending upon the unallocated revenue element of those fixed assets.                                                                                                                                                                                                                                                                         |
| Vacancy Allowance              | -            | (260)             | -                | (272)             | -            | (272)           | A vacancy allowance of 1.5% (1.5% in 2018/19) of general fund original salaries is set aside to account for staff movements throughout the year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Grand Total</b>             | <b>1,781</b> | <b>858</b>        | <b>750</b>       | <b>(61)</b>       | <b>(30)</b>  | <b>(92)</b>     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

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

|                             | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                            |
|-----------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                            |
|                             | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                            |
| Central Services - Catering | 22           | 22                | 8                | 8                 | -            | 8               | This budget relates to the cost of vending machine provision.                                                                                                                                                                                                              |
| Civic Offices               | 1,214        | 1,793             | 1,653            | 1,801             | (6)          | 1,795           | This budget makes up the total cost of running the Civic Offices site in Epping. Included in the 2018/19 probable outturn is CSB growth of £16,140 for the cleaning of the building and security costs.                                                                    |
| Debden Broadway Offices     | 41           | 39                | 34               | 35                | -            | 35              | This budget comprises the total cost of the Council office at the Broadway in Debden. The proposed budgets are in line with the 2018/19 original estimate.                                                                                                                 |
| Hemnal Street Offices       | 85           | 96                | 69               | 134               | (1)          | 133             | This budget comprises the total cost of running the Offices at Hemnal Street, where Community and Partnership Services operate from. The variances in the estimated budgets relate to the timing of works attributed to the Building Maintenance 5 year rolling programme. |
| <b>Grand Total</b>          | <b>1,362</b> | <b>1,949</b>      | <b>1,764</b>     | <b>1,977</b>      | <b>(7)</b>   | <b>1,970</b>    |                                                                                                                                                                                                                                                                            |

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

|                               | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                               | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Accounts Payable              | 177          | 191               | 132              | 138               | -            | 138             | The Accounts Payable section ensure that all payments due by the council are processed accurately. The fluctuations in estimates are due to assistance being obtained from the Business Process Unit during busy periods.                                                                                                                                                                                                                                                                                         |
| Civic Offices Superintendents | 169          | 157               | 151              | 136               | -            | 136             | All of the costs for the day to day running of the Building Superintendents are gathered under this heading. The decrease in the 2019/20 estimated outturn can be attributed to the flexible working arrangements of one of the superintendents.                                                                                                                                                                                                                                                                  |
| Local Land Charges            | 137          | 160               | 47               | 174               | (160)        | 14              | Local Land Charges provide official search data to the public in return for a fee. The estimates include the costs relating to a statutory requirement to transfer the councils Local Land Charges register to the HM Land in terms of the Infrastructure Act 2015 including the conversion of all paper based records, maps and plans to digital electronic format.<br><br>This is expected to occur in the early part 2019/20 which coincides with the implementation of the new fee schedule for Land Charges. |
| Procurement                   | 173          | 173               | 163              | 175               | -            | 175             | The section deals with various procurement issues and the subscriptions to the Essex Marketplace system and Procurement Hub.                                                                                                                                                                                                                                                                                                                                                                                      |
| Community & Culture Admin     | 234          | 237               | 179              | 189               | -            | 189             | These budgets incorporate the cost of maintaining all the administrative support functions relating to the former directorates. This includes costs for training, stationery, books & publications, new furniture & equipment, postal services and scanning of old files.                                                                                                                                                                                                                                         |
| Development Management        | 816          | 855               | 762              | 617               | (0)          | 617             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Governance Admin              | 113          | 124               | 73               | 73                | -            | 73              | As part of the corporate restructure a review of all the administrative tasks within the council is under progress which will result in a centralised Business Support Team. This is because office administration is one of the key elements associated with a high level of workplace productivity and efficiency.                                                                                                                                                                                              |
| Housing Services Admin        | 464          | 486               | 331              | 294               | -            | 294             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Neighbourhoods Business Unit  | 528          | 446               | 329              | 350               | -            | 350             | A Corporate Business Support Team will become the backbone of the council linking all the various services ensuring the smooth flow of information, better meeting the needs of customers, and promoting more flexible working. The outcome will improve service delivery and also achieve cost efficiencies.                                                                                                                                                                                                     |
| Resources Administration      | 522          | 559               | 735              | 805               | (2)          | 802             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Grand Total</b>            | <b>3,332</b> | <b>3,387</b>      | <b>2,902</b>     | <b>2,951</b>      | <b>(162)</b> | <b>2,788</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



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

|                           | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                              |
|                           | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                              |
| Accountancy               | 824          | 811               | 833              | 824               | -            | 824             | This budget comprises of the cost of the Accountancy section who are responsible for producing the Statutory Statement of Accounts, compilation of budgets and monitoring the councils the financial performance.                                                                                                                                                                                            |
| Bank & Audit Charges      | 109          | 128               | 100              | 100               | -            | 100             | The costs here relate to the charge for the audit of the annual accounts, grant claims and statutory returns by Deloitte and BDO and any charges incurred for maintaining the council's bank accounts.<br><br>The estimated fee compared to the prior year has reduced by £18,200 in 2018/19 and a further £5,000 in 2019/20. This is due to a change in the appointment of the council's external auditors. |
| Debt & Insurance Services | 186          | 188               | 131              | 180               | (18)         | 162             | This service provides on-going support for all debts raised by various departments such as arranging payments, reminder letters etc. also the management of risks to ensure insurance premiums are kept to a minimum.<br><br>A one off cost of £25,000 is included in the estimated outturn for 2019/20 for consultancy services focused primarily on the purchase of a new corporate debtor system.         |
| Resources Policy Group    | 898          | 877               | -                | -                 | -            | -               | The Resources Policy Group no longer exists from September 2018 as part of the new structure.                                                                                                                                                                                                                                                                                                                |
| Treasury Management       | 76           | 80                | 27               | 27                | -            | 27              | This service carries out the cash management duties of the Council in line with it's annual strategy statement and CIPFA guidance in the Prudential Code.                                                                                                                                                                                                                                                    |
| <b>Grand Total</b>        | <b>2,094</b> | <b>2,084</b>      | <b>1,091</b>     | <b>1,131</b>      | <b>(18)</b>  | <b>1,113</b>    |                                                                                                                                                                                                                                                                                                                                                                                                              |

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

|                                | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Information & Comms Technology | 3,076        | 3,764             | 3,717            | 3,777             | -            | 3,777           | <p>The 2018/19 budget is inclusive of CSB growth of £373,000 and DDF of £137,000 for the technology strategy which was approved in November 2017 as part of the transformation programme.</p> <p>The full year budget includes the cost of the councils Multi-Function Devices, Network Telephone &amp; Mobiles, provision of the Service Desk and maintenance for all Systems in use. Expenditure increases are mostly due to the yearly incremental costs relating to the renewal of maintenance contracts for the Councils systems.</p> |
| Reprographics                  | 277          | 269               | 257              | 210               | (2)          | 208             | <p>This budget incorporates the costs and overheads of maintaining the print section which provides a comprehensive reprographics service to all services of the Council.</p>                                                                                                                                                                                                                                                                                                                                                              |
| <b>Grand Total</b>             | <b>3,353</b> | <b>4,033</b>      | <b>3,974</b>     | <b>3,987</b>      | <b>(2)</b>   | <b>3,985</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

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

|                           | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                           | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Apprenticeships           | 144          | 230               | 159              | 186               | -            | 186             | This budget comprises of the costs relating to the new apprenticeship scheme which the council has been running since April 2017 for school leavers. Legislative changes to the scheme have imposed a levy into a training fund costing £78,840 per annum. The budget for 2018/19 includes a DDF saving of £26,890 and a £5,000 contribution from Harlow College.                                                                                                                                                             |
| Business Support - Policy | -            | -                 | 244              | 154               | -            | 154             | As part of the restructure a policy group has been created for Business Support Services, comprising of costs related to the Service Director.                                                                                                                                                                                                                                                                                                                                                                                |
| Human Resources           | 695          | 626               | 510              | 391               | (1)          | 390             | The Human Resources budget includes the expenditure for Corporate improvement within the Council. A DDF item of £36,000 was brought forward from 2017/18 to fund additional resources.                                                                                                                                                                                                                                                                                                                                        |
| Out Of Hours Service      | 59           | 59                | 18               | 18                | -            | 18              | This budget covers an out of hours telephone service for the whole Council. The contract is carried out by Mears, the Housing Maintenance contractor, as most of the calls are housing orientated.                                                                                                                                                                                                                                                                                                                            |
| Payroll                   | 152          | 178               | 98               | 75                | (1)          | 74              | The Payroll section is responsible for administration of the payment of officers salaries and members allowances for the Council.<br><br>The success of the current payroll system arrangements has led to a creation of a shared payroll service between the Council, Braintree District Council and Colchester Borough Council which will come into force from 1st June 2019. The purpose of this is to improve business resilience and to produce efficiency savings which have been reflected in the budgets for 2019/20. |
| <b>Grand Total</b>        | <b>1,049</b> | <b>1,093</b>      | <b>1,028</b>     | <b>823</b>        | <b>(2)</b>   | <b>822</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**BUSINESS SUPPORT  
SUBJECTIVE ANALYSIS 2019/20**

|                                 | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Support Services | Asset Charges  | Internal Recharges |                  | Fees & Charges   | Misc Income    | Other Contributions | Government Contributions | Asset Value In | Interest Payable | Asset Value Decrease |                  |
|---------------------------------|-------------------|---------------------------|----------------------------|-----------------------|------------------|----------------|--------------------|------------------|------------------|----------------|---------------------|--------------------------|----------------|------------------|----------------------|------------------|
| <b>Other Activities</b>         |                   |                           |                            |                       |                  |                |                    |                  |                  |                |                     |                          |                |                  |                      |                  |
| Burials (National Assist Act)   | -                 | -                         | -                          | -                     | -                | -              | -                  | -                | -                | -              | -                   | -                        | -              | -                | -                    | -                |
| Concessionary Fares             | -                 | -                         | -                          | 5,500                 | -                | -              | -                  | 5,500            | -                | -              | -                   | -                        | -              | -                | -                    | 5,500            |
| Finance Miscellaneous           | (140,000)         | -                         | -                          | 29,910                | 16,390           | -              | -                  | (93,700)         | -                | -              | -                   | -                        | -              | -                | -                    | (93,700)         |
| Prov Bad And Doubt Debts        | -                 | -                         | -                          | 100,000               | -                | -              | -                  | 100,000          | -                | -              | -                   | -                        | -              | -                | -                    | 100,000          |
| Sundry Non-Distributable Costs  | 11,080            | 86,770                    | 20                         | 210                   | 99,850           | 680            | -                  | 198,610          | (30,340)         | -              | -                   | -                        | -              | -                | (30,340)             | 168,270          |
| Vacancy Allowance               | (271,740)         | -                         | -                          | -                     | -                | -              | -                  | (271,740)        | -                | -              | -                   | -                        | -              | -                | -                    | (271,740)        |
| <b>Accommodation</b>            |                   |                           |                            |                       |                  |                |                    |                  |                  |                |                     |                          |                |                  |                      |                  |
| Central Services - Catering     | -                 | -                         | -                          | 7,500                 | -                | -              | (7,500)            | -                | -                | -              | -                   | -                        | -              | -                | -                    | -                |
| Civic Offices                   | 5,800             | 1,348,200                 | 210                        | 12,210                | 64,130           | 370,550        | (1,795,270)        | 5,830            | (1,530)          | (4,300)        | -                   | -                        | -              | -                | (5,830)              | -                |
| Debden Broadway Offices         | 2,690             | 23,410                    | -                          | 2,530                 | 3,400            | 2,980          | (35,010)           | -                | -                | -              | -                   | -                        | -              | -                | -                    | -                |
| Hemnal Street Offices           | 460               | 100,710                   | 20                         | 6,490                 | 18,410           | 7,730          | (132,590)          | 1,230            | (1,230)          | -              | -                   | -                        | -              | -                | (1,230)              | -                |
| <b>Finance Support Services</b> |                   |                           |                            |                       |                  |                |                    |                  |                  |                |                     |                          |                |                  |                      |                  |
| Accountancy                     | 641,470           | -                         | 1,400                      | 6,990                 | 173,690          | -              | (288,500)          | 535,050          | -                | -              | -                   | -                        | -              | -                | -                    | 535,050          |
| Bank & Audit Charges            | -                 | -                         | -                          | 99,800                | -                | -              | (99,800)           | -                | -                | -              | -                   | -                        | -              | -                | -                    | -                |
| Debt & Insurance Services       | 117,070           | -                         | 1,450                      | 25,920                | 35,840           | -              | (95,260)           | 85,020           | (18,000)         | -              | -                   | -                        | -              | -                | (18,000)             | 67,020           |
| Resources Policy Group          | -                 | -                         | -                          | -                     | -                | -              | -                  | -                | -                | -              | -                   | -                        | -              | -                | -                    | -                |
| Treasury Management             | -                 | -                         | -                          | 27,000                | -                | -              | (21,600)           | 5,400            | -                | -              | -                   | -                        | -              | -                | -                    | 5,400            |
| <b>Business Support</b>         |                   |                           |                            |                       |                  |                |                    |                  |                  |                |                     |                          |                |                  |                      |                  |
| Accounts Payable                | 79,880            | -                         | -                          | 22,050                | 35,870           | -              | (63,000)           | 74,800           | -                | -              | -                   | -                        | -              | -                | -                    | 74,800           |
| Civic Offices Superintendents   | 116,260           | -                         | -                          | 1,250                 | 18,010           | -              | (41,140)           | 94,380           | -                | -              | -                   | -                        | -              | -                | -                    | 94,380           |
| Community & Culture Admin       | 124,640           | -                         | 1,640                      | 21,300                | 41,630           | -              | (24,610)           | 164,600          | -                | -              | -                   | -                        | -              | -                | -                    | 164,600          |
| Development Management          | 376,150           | -                         | -                          | 54,780                | 181,330          | 4,940          | -                  | 617,200          | (120)            | -              | -                   | -                        | -              | -                | (120)                | 617,080          |
| Governance Admin                | 50,000            | -                         | -                          | 22,990                | -                | -              | -                  | 72,990           | -                | -              | -                   | -                        | -              | -                | -                    | 72,990           |
| Housing Services Admin          | 178,120           | -                         | -                          | 46,800                | 68,930           | -              | (186,970)          | 106,880          | -                | -              | -                   | -                        | -              | -                | -                    | 106,880          |
| Local Land Charges              | 65,540            | -                         | 100                        | 50,330                | 58,170           | -              | -                  | 174,140          | (160,000)        | -              | -                   | -                        | -              | -                | (160,000)            | 14,140           |
| Neighbourhoods Business Unit    | 261,840           | -                         | 500                        | 16,960                | 70,710           | -              | -                  | 350,010          | -                | -              | -                   | -                        | -              | -                | -                    | 350,010          |
| Procurement                     | 105,530           | -                         | 130                        | 53,500                | 16,170           | -              | (62,440)           | 112,890          | -                | -              | -                   | -                        | -              | -                | -                    | 112,890          |
| Resources Administration        | 613,150           | -                         | 11,810                     | 21,650                | 155,760          | 2,220          | (271,010)          | 533,580          | (2,350)          | -              | -                   | -                        | -              | -                | (2,350)              | 531,230          |
| <b>Other Support Services</b>   |                   |                           |                            |                       |                  |                |                    |                  |                  |                |                     |                          |                |                  |                      |                  |
| Apprenticeships                 | 129,430           | -                         | 360                        | 78,840                | 41,030           | -              | (63,440)           | 186,220          | -                | -              | -                   | -                        | -              | -                | -                    | 186,220          |
| Business Support - Policy       | 231,430           | -                         | 2,480                      | 450                   | 31,110           | -              | (111,490)          | 153,980          | -                | -              | -                   | -                        | -              | -                | -                    | 153,980          |
| Human Resources                 | 355,040           | 3,170                     | 1,000                      | 63,810                | 102,550          | -              | (135,020)          | 390,550          | -                | (770)          | -                   | -                        | -              | -                | (770)                | 389,780          |
| Out Of Hours Service            | -                 | -                         | -                          | 40,950                | 3,050            | -              | (26,400)           | 17,600           | -                | -              | -                   | -                        | -              | -                | -                    | 17,600           |
| Payroll                         | 43,790            | -                         | 50                         | 32,000                | 23,390           | -              | (24,520)           | 74,710           | -                | (740)          | -                   | -                        | -              | -                | (740)                | 73,970           |
| <b>ICT &amp; Reprographics</b>  |                   |                           |                            |                       |                  |                |                    |                  |                  |                |                     |                          |                |                  |                      |                  |
| Information & Comms Technology  | 1,789,320         | 7,850                     | 17,720                     | 1,469,390             | 118,910          | 373,580        | (3,776,770)        | -                | -                | -              | -                   | -                        | -              | -                | -                    | -                |
| Reprographics                   | 65,850            | -                         | -                          | 92,800                | 46,280           | 5,500          | (208,040)          | 2,390            | (2,390)          | -              | -                   | -                        | -              | -                | (2,390)              | -                |
| <b>Grand Total</b>              | <b>4,952,800</b>  | <b>1,570,110</b>          | <b>38,890</b>              | <b>2,413,910</b>      | <b>1,424,610</b> | <b>768,180</b> | <b>(7,470,380)</b> | <b>3,698,120</b> | <b>(215,960)</b> | <b>(5,810)</b> | <b>-</b>            | <b>-</b>                 | <b>-</b>       | <b>-</b>         | <b>(221,770)</b>     | <b>3,476,350</b> |

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

|                                                         | 2017/18        | 2018/19           |                  | 2019/20           |                |                 |
|---------------------------------------------------------|----------------|-------------------|------------------|-------------------|----------------|-----------------|
|                                                         | Actuals        | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |
|                                                         | £000's         | £000's            | £000's           | £000's            | £000's         | £000's          |
| Emergency Planning & Other                              | 57             | 92                | 77               | 78                | -              | 78              |
| Environmental Health                                    | 924            | 986               | 759              | 846               | (28)           | 818             |
| Land & Property                                         | (1,081)        | (4,873)           | (5,756)          | 333               | (6,631)        | (6,298)         |
| North Weald Centre                                      | 206            | 116               | 67               | 1,010             | (914)          | 96              |
| Private Sector Housing                                  | 450            | 654               | 419              | 1,257             | (742)          | 516             |
| Regulatory Services                                     | 373            | 313               | 227              | 1,113             | (840)          | 274             |
| <b>Grand Total</b>                                      | <b>929</b>     | <b>(2,712)</b>    | <b>(4,207)</b>   | <b>4,638</b>      | <b>(9,154)</b> | <b>(4,516)</b>  |
| Commercial & Reg Support Services                       | 534            | 359               | 523              | 403               | (20)           | 383             |
| Internally Recharged                                    | (534)          | (359)             | (10)             | (9)               |                | (9)             |
|                                                         | <b>929</b>     | <b>(2,712)</b>    | <b>(3,693)</b>   | <b>5,032</b>      | <b>(9,174)</b> | <b>(4,142)</b>  |
| Continuing Services Budget                              | 2,298          | (1,007)           | (2,619)          |                   |                | (3,861)         |
| Continuing Services Budget - Growth                     |                |                   | 100              |                   |                | 208             |
| Continuing Services Budget - Savings                    | (1,503)        | (1,786)           | (1,367)          |                   |                | (484)           |
| <b>Total Continuing Services Budget</b>                 | <b>(1,503)</b> | <b>(1,786)</b>    | <b>(1,267)</b>   |                   |                | <b>(276)</b>    |
| District Development Fund - Expenditure                 | 238            | 81                | 275              |                   |                | 32              |
| District Development Fund - Savings                     | (104)          |                   | (82)             |                   |                | (37)            |
| Invest to Save                                          |                |                   |                  |                   |                |                 |
| <b>Total District Development Fund / Invest to Save</b> | <b>134</b>     | <b>81</b>         | <b>193</b>       |                   |                | <b>(5)</b>      |
| <b>Directorate Total</b>                                | <b>929</b>     | <b>(2,712)</b>    | <b>(3,693)</b>   |                   |                | <b>(4,142)</b>  |

## Commercial & Regulatory Services

### CSB Growth & Development Fund Items

|                               |                                           | Original<br>Estimate<br>2018/19<br>£000's | Probable<br>Outturn<br>2018/19<br>£000's | Original<br>Estimate<br>2019/20<br>£000's |
|-------------------------------|-------------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| <b>CSB Growth Items</b>       |                                           |                                           |                                          |                                           |
| Land & Property               | Epping Forest Shopping Park               | (1,562)                                   | (1,043)                                  | (163)                                     |
| Land & Property               | Broadway Gate Development                 | (50)                                      | (53)                                     | (159)                                     |
| Land & Property               | Rental Income Shops                       | (61)                                      | (61)                                     | (21)                                      |
| Building Control              | Fee income                                |                                           | (35)                                     | (15)                                      |
| Building Control              | Additional staffing costs                 |                                           | 12                                       | 50                                        |
| North Weald Airfield          | Additional Rental Income                  | (113)                                     | (84)                                     | (88)                                      |
| North Weald Airfield          | Loss of Market Rents                      | -                                         | 88                                       | 158                                       |
| North Weald Airfield          | Aviation Income                           | -                                         | (20)                                     | (4)                                       |
| Various headings              | Salary Savings from People Strategy       |                                           | (71)                                     | (34)                                      |
|                               |                                           | <u>(1,786)</u>                            | <u>(1,267)</u>                           | <u>(276)</u>                              |
| <b>Development Fund Items</b> |                                           |                                           |                                          |                                           |
| Land & Property               | Epping Forest Shopping Park - Empty Rates | 81                                        | 90                                       | -                                         |
| Land & Property               | St Johns Road Costs                       |                                           | 50                                       | 32                                        |
| North Weald Airfield          | Short-term Lease Rentals                  | -                                         | (35)                                     | (32)                                      |
| North Weald Airfield          | Casual Rents                              | -                                         | (8)                                      | -                                         |
| Private Sector Housing        | HMO income                                | -                                         | (39)                                     | (5)                                       |
| Support Services              | Agency costs                              |                                           | 135                                      |                                           |
|                               |                                           | <u>81</u>                                 | <u>193</u>                               | <u>(5)</u>                                |

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

|                    | 2017/18   | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                  |
|--------------------|-----------|-------------------|------------------|-------------------|--------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | Actuals   | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                  |
|                    | £000's    | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                  |
| Emergency Planning | 57        | 92                | 77               | 78                | -            | 78              | This service is provided to assist the emergency services and other authorities in the event of a major incident as well as the planning for the possibility of such event occurring. The officer also provides Health & Safety advice/training for the Council. |
| <b>Grand Total</b> | <b>57</b> | <b>92</b>         | <b>77</b>        | <b>78</b>         | <b>-</b>     | <b>78</b>       |                                                                                                                                                                                                                                                                  |



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

|                                   | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                     |
|-----------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                     |
|                                   | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                     |
| Animal Welfare Service            | 63         | 91                | 44               | 83                | (14)         | 69              | The Animal Welfare Service is being carried out by LB Waltham Forest therefore achieving savings in this area since October 2015. However, the element for stray dogs is still the responsibility for the Council.  |
| Food Inspection                   | 263        | 268               | 203              | 220               | (2)          | 218             | This service area provides food safety advice to businesses throughout the district and also Food Hygiene Courses to assist in attaining the highest levels of food safety certification.                           |
| Industrial Activities - Regulated | 21         | 20                | 14               | 27                | (12)         | 15              | Certain premises require special environmental licences to operate and hence the income and expenditure remains similar.                                                                                            |
| Inspection Of Workplaces          | 141        | 147               | 106              | 116               | -            | 116             | Various workplaces within the district are prone to health issues such as smoking in confined spaces and it is the responsibility of this section to inspect and advise workplace management of the issues arising. |
| Pest Control                      | 59         | 83                | 46               | 46                | -            | 46              | Pest control services are no longer provided by the Council but advice and contacts for service providers are still made to residents.                                                                              |
| Pollution Control                 | 182        | 185               | 148              | 155               | -            | 155             | Monitoring of pollution and enforcement action taken against polluter in respect of air quality and noise are carried out by Environmental Health staff and accounted for here.                                     |
| Public Conveniences               | 196        | 193               | 197              | 199               | (1)          | 198             | This budget relates to the running cost of two permanent buildings at Bakers Lane Epping and High Street Chipping Ongar, and Automatic Public Conveniences at various locations throughout the District.            |
| <b>Grand Total</b>                | <b>924</b> | <b>986</b>        | <b>759</b>       | <b>846</b>        | <b>(28)</b>  | <b>818</b>      |                                                                                                                                                                                                                     |

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

|                              | 2017/18        | 2018/19           |                  | 2019/20           |                |                 |                                                                                                                                                                                                          |
|------------------------------|----------------|-------------------|------------------|-------------------|----------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | Actuals        | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |                                                                                                                                                                                                          |
|                              | £000's         | £000's            | £000's           | £000's            | £000's         | £000's          |                                                                                                                                                                                                          |
| Asset Rationalisation        | 109            | 12                | 61               | 45                | -              | 45              | Current costs allocated to this budget relate to the Business Rates and security costs of the St Johns Road site and are being funded from the District Development Fund.                                |
| Brooker Rd Industrial Estate | (506)          | (506)             | (543)            | 8                 | (563)          | (556)           | A rent review of one unit within this estate has increased net income by 7%.                                                                                                                             |
| Business Premises            | (1,622)        | (1,843)           | (2,063)          | 210               | (2,540)        | (2,330)         | The Estates and Valuation Service are now more pro-active in negotiating rent reviews thus increasing revenue to the Council, some have been offset by an increase in the Building Maintenance recharge. |
| David Lloyd Centre           | (151)          | (194)             | (195)            | -                 | (195)          | (195)           | A new lease was entered into by both parties in 2016/17 giving stability of income to the Council, with regular rent reviews every 5 years.                                                              |
| Epping Forest Shopping Park  | 1,926          | (1,620)           | (2,234)          | 1                 | (2,498)        | (2,497)         | All units are now let with the final business entering into an agreement on 18 September 2019.                                                                                                           |
| General Improvement Areas    | 10             | 12                | 11               | 39                | -              | 39              | This budget relates to the designated general improvement areas in Albert Road, Buckhurst Hill and Woollard Street, Waltham Abbey, and consists of Building Maintenance recharges only.                  |
| Greenyards, Waltham Abbey    | (15)           | (14)              | (15)             | -                 | (15)           | (15)            | This relates to a Health Centre at Greenyard, Waltham Abbey.                                                                                                                                             |
| Lapston Rd Industrial Estate | (119)          | (114)             | (142)            | -                 | (142)          | (142)           | This is rental income from the Prospect Business park and the units within the Seedbed Centre which are ancillary to the Shopping Park.                                                                  |
| Oakwood Hill Plots           | (515)          | (409)             | (436)            | 1                 | (437)          | (435)           | Rental income is being maintained within this area and with management charges being retained in Support Services sees an increase in net income.                                                        |
| Oakwood Hill Units           | (198)          | (192)             | (195)            | 29                | (236)          | (207)           | Rental income is increasing due to renewal of leases and rent review periods.                                                                                                                            |
| Wayleaves                    | 1              | (4)               | (4)              | -                 | (4)            | (4)             | Businesses and general public wishing to cross certain pieces of land owned by the Council are subject to a "Wayleave" charge.                                                                           |
| <b>Grand Total</b>           | <b>(1,081)</b> | <b>(4,873)</b>    | <b>(5,756)</b>   | <b>333</b>        | <b>(6,631)</b> | <b>(6,298)</b>  |                                                                                                                                                                                                          |

**COMMERCIAL AND REGULATORY SERVICES  
ESTIMATES 2019/20  
NORTH WEALD AIRFIELD**

|                      | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                   |
|----------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                   |
|                      | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                   |
| North Weald Airfield | 206        | 116               | 67               | 934               | (837)        | 96              | Planned maintenance items from the Facilities Management team are causing fluctuations on premises related expenditure and a fall in Market Rent income from January 2019 sees Net Expenditure increase from probable outturn to original 2019/20 |
| <b>Grand Total</b>   | <b>206</b> | <b>116</b>        | <b>67</b>        | <b>934</b>        | <b>(837)</b> | <b>96</b>       |                                                                                                                                                                                                                                                   |

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

|                                | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Care And Repair                | 100        | 98                | 45               | 154               | (92)         | 62              | This service provides support to vulnerable owner occupiers applying for grants and loans under the various schemes available. In 2019/20 the team is at full establishment having had a vacancy during 2018/19.                                                                                                                                                                                                                                                         |
| Private Housing Grants         | 4          | 182               | 92               | 762               | (630)        | 132             | Many of the Grants previously available have been replaced by loans except those for Disabled Facilities. There is no time limit for repayment and the debt is recorded with the Land Registry, with the Council receiving repayment when the property changes hands. Indications suggest a similar level of funding is to continue into 2018/19. Though the Council has been provided with additional one off funding of £92,000 in 2018/19 to help with rising demand. |
| Private Sector Housing Matters | 333        | 360               | 282              | 341               | (19)         | 322             | This relates to all other private sector housing issues.                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Traveller Matters              | 14         | 14                | -                | -                 | -            | -               | This budget relates to staff time spent dealing with matters relating to the Travelling Community.                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Grand Total</b>             | <b>450</b> | <b>654</b>        | <b>419</b>       | <b>1,257</b>      | <b>(742)</b> | <b>516</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

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

|                           | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                           | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Building Control          | 39         | -                 | -                | 552               | (550)        | 2               | The Building Control chargeable activities relate mainly to checking of plans in accordance with work deposited under section 16 of the Building Act 1984, and site inspections in accordance with the regulations. Uncertainty in the housing market is having a positive effect on the Building Control fees which is reflected in the budgets. With the growth in income comes an additional workload and additional resources to cope with this increase have been made. |
| Building Control Non Fee  | 190        | 183               | 192              | 215               | -            | 215             | The Building Control non fee earning budget relates to aspects of the service which are not chargeable activities. Non-chargeable activities are listed in the Building Regulations 2010.                                                                                                                                                                                                                                                                                    |
| Licensing & Registrations | 67         | 75                | 11               | 143               | (114)        | 29              | Modest rises in income have seen the amount of officer time increasing in this area to cope with the additional queries.                                                                                                                                                                                                                                                                                                                                                     |
| Public Hire Licensing     | 76         | 55                | 24               | 203               | (175)        | 28              | Income here is fairly static and like Licensing Registrations this budget also shows a deficit.                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Grand Total</b>        | <b>373</b> | <b>313</b>        | <b>227</b>       | <b>1,113</b>      | <b>(840)</b> | <b>274</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**COMMERCIAL AND REGULATORY SERVICES  
ESTIMATES 2019/20  
SUPPORT SERVICES**

|                     | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                    |
|---------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                    |
|                     | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                    |
| Estates & Valuation | 534        | 359               | 523              | 403               | (20)         | 374             | The increase in estimates from Original 2018/19 to Probable Outturn is due to the level of agency staff employed to cover until more permanent staff are employed this is expected during 2019/20. |
| <b>Grand Total</b>  | <b>534</b> | <b>359</b>        | <b>523</b>       | <b>403</b>        | <b>(20)</b>  | <b>374</b>      |                                                                                                                                                                                                    |

**COMMERCIAL AND REGULATORY SERVICES  
SUBJECTIVE ANALYSIS 2019/20**

|                                              | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Support Services | Asset Charges | Internal Recharges |                  | Misc Income      | Government Contributions | Other Contributions | Fees & Charges     |                    |                    |
|----------------------------------------------|-------------------|---------------------------|----------------------------|-----------------------|---------------------|------------------|---------------|--------------------|------------------|------------------|--------------------------|---------------------|--------------------|--------------------|--------------------|
| <b>Emergency Planning &amp; Other</b>        | <b>59,870</b>     |                           | <b>3,100</b>               | <b>10,010</b>         |                     | <b>5,360</b>     |               |                    | <b>78,340</b>    |                  |                          |                     |                    | <b>78,340</b>      |                    |
| Emergency Planning                           | 59,870            |                           | 3,100                      | 10,010                |                     | 5,360            |               |                    | 78,340           |                  |                          |                     |                    | 78,340             |                    |
| <b>Environmental Health</b>                  | <b>498,800</b>    | <b>190,980</b>            | <b>17,600</b>              | <b>22,310</b>         | <b>26,880</b>       | <b>84,970</b>    | <b>4,110</b>  |                    | <b>845,650</b>   | <b>(100)</b>     |                          |                     | <b>(27,550)</b>    | <b>(27,650)</b>    | <b>818,000</b>     |
| Animal Welfare Service                       | 39,900            |                           | 1,640                      | 5,680                 | 26,880              | 8,660            |               |                    | 82,760           |                  |                          |                     | (13,550)           | (13,550)           | 69,210             |
| Food Inspection                              | 174,120           |                           | 6,250                      | 8,500                 |                     | 30,670           |               |                    | 219,540          |                  |                          |                     | (1,500)            | (1,500)            | 218,040            |
| Inspection Of Workplaces                     | 95,070            |                           | 3,420                      | 1,140                 |                     | 16,750           |               |                    | 116,380          |                  |                          |                     |                    |                    | 116,380            |
| Pest Control                                 | 37,710            |                           | 1,350                      | 260                   |                     | 6,650            |               |                    | 45,970           |                  |                          |                     |                    |                    | 45,970             |
| Pollution Control                            | 130,010           |                           | 4,150                      | 4,090                 |                     | 17,100           |               |                    | 155,350          |                  |                          |                     |                    |                    | 155,350            |
| Public Conveniences                          |                   | 190,980                   |                            | 2,500                 |                     | 1,270            | 4,110         |                    | 198,860          | (100)            |                          |                     | (500)              | (600)              | 198,260            |
| Industrial Activities - Regulated            | 21,990            |                           | 790                        | 140                   |                     | 3,870            |               |                    | 26,790           |                  |                          |                     | (12,000)           | (12,000)           | 14,790             |
| <b>Land &amp; Property</b>                   | <b>16,250</b>     | <b>271,370</b>            | <b>590</b>                 | <b>13,080</b>         |                     | <b>11,030</b>    | <b>20,730</b> |                    | <b>333,050</b>   | <b>-</b>         |                          | <b>-</b>            | <b>(6,631,300)</b> | <b>(6,631,300)</b> | <b>(6,298,250)</b> |
| Asset Rationalisation                        | -                 | 44,890                    |                            | -                     |                     | -                |               |                    | 44,890           |                  |                          |                     |                    |                    | 44,890             |
| Brooker Rd Industrial Estate                 |                   | 6,040                     |                            | 1,500                 |                     | -                |               |                    | 7,540            |                  |                          |                     | (563,460)          | (563,460)          | (555,920)          |
| Business Premises                            | 16,250            | 151,170                   | 590                        | 10,650                |                     | 11,030           | 20,730        |                    | 210,420          |                  |                          |                     | (2,540,450)        | (2,540,450)        | (2,330,030)        |
| David Lloyd Centre                           |                   |                           |                            |                       |                     | -                |               |                    | -                |                  |                          |                     | (195,000)          | (195,000)          | (195,000)          |
| Epping Forest Shopping Park                  |                   |                           |                            | 930                   |                     | -                | -             |                    | 930              |                  |                          |                     | (2,498,100)        | (2,498,100)        | (2,497,170)        |
| General Improvement Areas                    |                   | 39,020                    |                            |                       |                     | -                |               |                    | 39,020           |                  |                          |                     |                    |                    | 39,020             |
| Greenyards, Waltham Abbey                    |                   |                           |                            |                       |                     | -                |               |                    | -                |                  |                          |                     | (15,000)           | (15,000)           | (15,000)           |
| Langston Rd Industrial Estate                |                   |                           |                            |                       |                     | -                |               |                    | -                |                  |                          |                     | (142,400)          | (142,400)          | (142,400)          |
| Oakwood Hill Plots                           |                   | 1,460                     |                            |                       |                     | -                |               |                    | 1,460            |                  |                          |                     | (436,580)          | (436,580)          | (435,120)          |
| Oakwood Hill Units                           |                   | 28,790                    |                            |                       |                     | -                |               |                    | 28,790           |                  |                          |                     | (236,110)          | (236,110)          | (207,320)          |
| Wayleaves                                    |                   |                           |                            |                       |                     | -                |               |                    | -                |                  |                          |                     | (4,200)            | (4,200)            | (4,200)            |
| <b>North Weald Centre</b>                    | <b>465,770</b>    | <b>297,970</b>            | <b>27,980</b>              | <b>50,190</b>         |                     | <b>59,550</b>    | <b>34,370</b> | <b>(2,000)</b>     | <b>933,830</b>   | <b>-</b>         |                          |                     | <b>(837,480)</b>   | <b>(837,480)</b>   | <b>96,350</b>      |
| North Weald Airfield                         | 465,770           | 297,970                   | 27,980                     | 50,190                |                     | 59,550           | 34,370        | (2,000)            | 933,830          |                  |                          |                     | (837,480)          | (837,480)          | 96,350             |
| <b>Private Sector Housing</b>                | <b>541,660</b>    | <b>2,000</b>              | <b>19,450</b>              | <b>606,320</b>        | <b>17,800</b>       | <b>110,010</b>   |               | <b>(40,000)</b>    | <b>1,257,240</b> | <b>(602,400)</b> | <b>(61,970)</b>          | <b>(77,200)</b>     | <b>(741,570)</b>   | <b>(741,570)</b>   | <b>515,670</b>     |
| Care And Repair                              | 137,930           | 2,000                     | 4,400                      | 5,020                 | 17,800              | 27,130           |               | (40,000)           | 154,280          |                  | (61,970)                 |                     | (30,200)           | (92,170)           | 62,110             |
| Private Housing Grants                       | 131,530           |                           | 4,200                      | 600,120               |                     | 25,870           |               |                    | 761,720          | (600,000)        |                          |                     | (30,000)           | (630,000)          | 131,720            |
| Private Sector Housing Matters               | 272,170           |                           | 10,850                     | 1,180                 |                     | 57,000           |               |                    | 341,200          | (2,400)          |                          |                     | (17,000)           | (19,400)           | 321,800            |
| Traveller Matters                            | 30                |                           |                            |                       |                     | 10               |               |                    | 40               |                  |                          |                     |                    |                    | 40                 |
| <b>Regulatory Services</b>                   | <b>901,810</b>    |                           | <b>32,890</b>              | <b>22,630</b>         |                     | <b>155,940</b>   |               |                    | <b>1,113,270</b> | <b>-</b>         |                          |                     | <b>(839,680)</b>   | <b>(839,680)</b>   | <b>273,590</b>     |
| Building Control                             | 456,870           |                           | 15,790                     | 12,650                |                     | 66,740           |               |                    | 552,050          |                  |                          |                     | (550,000)          | (550,000)          | 2,050              |
| Building Control Non Fee                     | 180,510           |                           | 6,240                      | 1,560                 |                     | 26,330           |               |                    | 214,640          |                  |                          |                     |                    |                    | 214,640            |
| Licensing & Registrations                    | 109,620           |                           | 4,640                      | 380                   |                     | 28,830           |               |                    | 143,470          |                  |                          |                     | (114,230)          | (114,230)          | 29,240             |
| Public Hire Licensing                        | 154,810           |                           | 6,220                      | 8,040                 |                     | 34,040           |               |                    | 203,110          |                  |                          |                     | (175,450)          | (175,450)          | 27,660             |
| <b>Commercial &amp; Reg Support Services</b> | <b>309,490</b>    |                           | <b>3,750</b>               | <b>26,270</b>         |                     | <b>63,690</b>    |               | <b>(9,280)</b>     | <b>393,920</b>   |                  |                          |                     | <b>(20,000)</b>    | <b>(20,000)</b>    | <b>373,920</b>     |
| Estates & Valuation                          | 309,490           |                           | 3,750                      | 26,270                |                     | 63,690           |               | (9,280)            | 393,920          |                  |                          |                     | (20,000)           | (20,000)           | 373,920            |
| <b>Grand Total</b>                           | <b>2,793,650</b>  | <b>762,320</b>            | <b>105,360</b>             | <b>750,810</b>        | <b>44,680</b>       | <b>490,550</b>   | <b>59,210</b> | <b>(51,280)</b>    | <b>4,955,300</b> | <b>(100)</b>     | <b>(602,400)</b>         | <b>(61,970)</b>     | <b>(8,433,210)</b> | <b>(9,097,680)</b> | <b>(4,142,380)</b> |

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**COMMUNITY & PARTNERSHIP SERVICES  
ESTIMATES 2019/20**

**COMMUNITY PARTNERSHIP SERVICES  
ESTIMATE 2019/20**

|                                                       | 2017/18        | 2018/19                      |                             | Gross<br>Expenditure<br>£000 | 2019/20<br>Gross<br>Income<br>£000 | Net<br>Expenditure<br>£000 |
|-------------------------------------------------------|----------------|------------------------------|-----------------------------|------------------------------|------------------------------------|----------------------------|
|                                                       | Actual<br>£000 | Original<br>Estimate<br>£000 | Probable<br>Outturn<br>£000 |                              |                                    |                            |
| Voluntary Sector Support                              | 398            | 418                          | 367                         | 370                          | -                                  | 370                        |
| Museum, Heritage & Culture                            | 983            | 934                          | 985                         | 1,040                        | (114)                              | 926                        |
| Community, Health & Wellbeing                         | 913            | 979                          | 841                         | 1,199                        | (251)                              | 947                        |
| Community & Partnership                               | 1,085          | 1,428                        | 1,289                       | 1,579                        | (35)                               | 1,545                      |
| <b>Grand Total</b>                                    | <b>3,379</b>   | <b>3,759</b>                 | <b>3,482</b>                | <b>4,188</b>                 | <b>(399)</b>                       | <b>3,789</b>               |
| Community & Partnership Support Services              | -              | -                            | 120                         | 124                          | -                                  | 124                        |
| Internally Recharged                                  | -              | -                            | (60)                        | (61)                         | -                                  | (61)                       |
| <b>Directorate Total</b>                              | <b>3,379</b>   | <b>3,759</b>                 | <b>3,542</b>                | <b>4,250</b>                 | <b>(399)</b>                       | <b>3,851</b>               |
| Continuing Services Budget                            | 3,313          | 3,449                        | 3,107                       |                              |                                    | 3,607                      |
| Continuing Services Budget - Growth                   | -              | -                            | -                           |                              |                                    | -                          |
| Continuing Services Budget - Savings                  | -              | -                            | (31)                        |                              |                                    | (23)                       |
| <b>Total Continuing Services Budget</b>               | <b>3,313</b>   | <b>3,449</b>                 | <b>3,076</b>                |                              |                                    | <b>3,584</b>               |
| District Development Fund - Expenditure               | 66             | 310                          | 466                         |                              |                                    | 267                        |
| <b>Total District Development Fund/Invest to Save</b> | <b>66</b>      | <b>310</b>                   | <b>466</b>                  |                              |                                    | <b>267</b>                 |
| <b>Directorate Total</b>                              | <b>3,379</b>   | <b>3,759</b>                 | <b>3,542</b>                |                              |                                    | <b>3,851</b>               |

**Community & Partnership Services**  
**CSB Growth & Development Fund Items**

| <b>CSB Growth</b>                                 |                                             | <b>Original Estimate</b> | <b>Probable Outturn</b> | <b>Original Estimate</b> |
|---------------------------------------------------|---------------------------------------------|--------------------------|-------------------------|--------------------------|
| <b>Service</b>                                    | <b>Description</b>                          | <b>2017/18</b>           | <b>2018/19</b>          | <b>2019/20</b>           |
|                                                   |                                             | <b>£000's</b>            | <b>£000's</b>           | <b>£000's</b>            |
| Various Headings                                  | Salary Savings from People Strategy         |                          | (31)                    | (23)                     |
| <b>Total Communities</b>                          |                                             | <b>0</b>                 | <b>(31)</b>             | <b>(23)</b>              |
| <b>District Development Fund</b>                  |                                             | <b>Original Estimate</b> | <b>Probable Outturn</b> | <b>Original Estimate</b> |
| <b>Service</b>                                    | <b>Description</b>                          | <b>2018/19</b>           | <b>2018/19</b>          | <b>2019/20</b>           |
|                                                   |                                             | <b>£000's</b>            | <b>£000's</b>           | <b>£000's</b>            |
| Economic Development                              | Town Centres Support                        | 60                       | 15                      | 13                       |
| Economic Development                              | Economic Development Strategy               |                          | 8                       |                          |
| Economic Development                              | Smart Places                                |                          | 132                     |                          |
| Safer Communities                                 | CCTV Trainee Assistant post                 | 23                       | 23                      |                          |
| Safer Communities                                 | Contribution from Essex Police for Security | 215                      | 215                     | 215                      |
| Safer Communities                                 | Security Costs                              |                          | 12                      |                          |
| Youth Council                                     | Enabling Fund                               | 8                        | 8                       | 5                        |
| Grant - Citizens Advice Bureau                    | CAB Debt Advisors                           | 4                        | 34                      | 34                       |
| Various Headings                                  | Implementation of People Strategy           |                          | 19                      |                          |
| <b>Total Community &amp; Partnership Services</b> |                                             | <b>310</b>               | <b>466</b>              | <b>267</b>               |

**COMMUNITY AND PATNERSHIP SERVICES  
ESTIMATE 2019/20  
VOLUNTARY SECTOR SUPPORT**

|                                        | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                     |
|----------------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | Actual     | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                     |
|                                        | £000       | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                     |
| Community Transport                    | 16         | 16                | 16               | 16                | -            | 16              | This budget relates to the provision of transport by the VAEF. There are no changes in this budget.                                                                                                                 |
| Grant - Citizens Advice Bureau         | 118        | 118               | 147              | 147               | -            | 147             | This budget has increased in Probable 2018/19 and Original 2019/20 as this includes a DDF for £34,000 for CAB Advisors.                                                                                             |
| Grant - Voluntary Action Epping Forest | 56         | 79                | 39               | 39                | -            | 39              | This support is agreed on an annual basis. The budget for Grant - Voluntary Action Epping Forest has reduced for 2018/19 and 2019/20 as they moved accommodation in June 2018.                                      |
| Grants To Voluntary Organisations      | 209        | 205               | 164              | 168               | -            | 168             | This budget covers small grants given to leisure or health related organisations operating in the district. There is no change to the allocation for grants, the reduction relates to reduced staffing allocations. |
| <b>Total Voluntary Sector Support</b>  | <b>398</b> | <b>418</b>        | <b>367</b>       | <b>370</b>        | <b>-</b>     | <b>370</b>      |                                                                                                                                                                                                                     |

**COMMUNITY AND PARTNERSHIP SERVICES  
ESTIMATES 2019/20  
MUSEUM, HERITAGE AND CULTURE**

|                                             | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                             | Actual     | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                             | £000       | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Heritage Lottery Fund                       | (23)       | -                 | -                | -                 | -            | -               | This budget was for the major redevelopment of the Epping Forest District Museum. The Project ended 31st March 2017, the surplus of £23,000 was transferred to the Museum Reserve Fund at year end, 2017/18. No further costs apply in 2018/19 or 2019/20.                                                                                                                                                                                              |
| Lowewood Museum                             | (26)       | (18)              | (19)             | 62                | (80)         | (18)            | The service level agreement with Broxbourne Borough Council to manage Lowewood Museum in Hoddesdon has been extended to 31st January 2022 . Expenditure incurred by this Council is fully reimbursed by Broxbourne and a contribution is made towards related support services and recharges, which are charged to the General Fund. The management fee of £10,000 is transferred to the Museum Reserve Fund at year end. There are no major variances. |
| Museum                                      | 919        | 927               | 974              | 960               | (31)         | 928             | The increase in Probable 2018/19 relates to changes in staffing allocations, this has been offset in Original 2019/20 accounts for changes in the way salaries are allocated. The salaries for 2019/20 have been allocated direct, therefore, there are no overheads.                                                                                                                                                                                   |
| Museum Development Projects                 | 0          | 13                | 28               | 18                | (3)          | 15              | There are two projects in this budget for 2018/19 and 2019/20. These relate to First World War and Walter Spradbery project. The projects are externally funded apart from the support services and recharges that are charged to the General Fund.                                                                                                                                                                                                     |
| No Borders Resilience Project               | 112        | 11                | 2                | -                 | -            | -               | This budget is for the No Border Resilience Project that is match funded apart from the support services and recharges that are charged to the General Fund. This project ended 30th April 2018.                                                                                                                                                                                                                                                        |
| <b>Total Museum, Heritage &amp; Culture</b> | <b>983</b> | <b>934</b>        | <b>985</b>       | <b>1,040</b>      | <b>(114)</b> | <b>926</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**COMMUNITY AND PARTNERSHIP SERVICES  
ESTIMATES 2019/20  
COMMUNITY, HEALTH AND WELLBEING**

|                                                | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                | Actual     | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                            |
|                                                | £000       | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                            |
| All Weather Pitch                              | 18         | 2                 | 10               | 38                | (28)         | 10              | The budget shows a decrease between Original 2018/19 to Original 2019/20 due to a reduction in fees and charges.                                                                                                                                                                                                                                           |
| Community, Health & Wellbeing                  | 721        | 733               | 559              | 649               | (96)         | 553             | Community, Health & Wellbeing includes budgets such as New Horizons, which is a leisure programme for elderly people, Lifewalks and Sports Development. There has been a decrease in budget from Original 2018/19 to Probable 2019/20 due changes in allocations to support services costs.                                                                |
| Limes Centre Hall/office                       | 24         | 34                | 23               | 66                | (43)         | 23              | The net expenditure here relates only to the community use element of the Limes Farm Centre. The remaining cost of the Centre is either allocated to the council services or recharged to external agencies that use it.                                                                                                                                   |
| Marketing And Promotions                       | 32         | 36                | 25               | 24                | -            | 24              | This budget is for the promotion of an active lifestyle.                                                                                                                                                                                                                                                                                                   |
| North Weald Gymnasium                          | 42         | 36                | 36               | 42                | -            | 42              | The major cost here is in relation to depreciation charges on the Gym building in North Weald. These charges don't vary.                                                                                                                                                                                                                                   |
| Sports Development Ext Funding                 | (52)       | 11                | 38               | 175               | (85)         | 91              | This budget consists of two projects that are match funded, the only charge to the General Fund relates to staff recharges. The projects are Community sports network and Disability Projects. There has been an increase from Original 2018/19 to Original 2019/20 due to external funding expected expenditure, the income was accounted for in 2017/18. |
| Youth Council                                  | 81         | 83                | 51               | 70                | -            | 70              | There has been an amendment in percentage employee allocations between the Youth Council and Youth Strategy budgets, these costs have also increased for Original 2019/20.                                                                                                                                                                                 |
| Youth Strategy                                 | 48         | 44                | 101              | 134               | -            | 134             |                                                                                                                                                                                                                                                                                                                                                            |
| <b>Total Community, Health &amp; Wellbeing</b> | <b>913</b> | <b>979</b>        | <b>841</b>       | <b>1,199</b>      | <b>(251)</b> | <b>947</b>      |                                                                                                                                                                                                                                                                                                                                                            |

**COMMUNITY AND PARTNERSHIP SERVICES  
ESTIMATES 2019/20  
COMMUNITY AND PARTNERSHIP**

|                                          | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                          | Actual       | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                          | £000         | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Bio Boost                                | 28           | 23                | (9)              | 31                | (30)         | 1               | This budget represents the cost of the collaboration between European counties to deal with air quality and other environmental issues.                                                                                                                                                                                                                                                                                                                                                           |
| Economic Development                     | 265          | 367               | 427              | 647               | -            | 647             | Pooled funds from public, private and voluntary sector agencies responsible for the provision of services are held by Epping Forest District Council to oversee the operations. The DDF item for Town Centre Support has reduced from £60,000 in Original 2018/19 to £15,000 Probable 2018/19. There are two DDF items in Original 2019/20 £132,000 for Economic Development Strategy and £8,000 for Smart Places. Also in Original 2019/20 is an amount of £350,000 for the superfast broadband. |
| Neighbourhood & Rapid Response           | 501          | 541               | 386              | 423               | (5)          | 418             | This team is a first call service for the investigations and clearance of fly-tips and other litter items. If evidence can be gained from the debris prosecutions will arise. There has been a marked increase in fly-tipping which has caused some costs to increase in this area.                                                                                                                                                                                                               |
| Safer Communities Programme              | 275          | 482               | 470              | 463               | -            | 463             | This budget relates to costs for CCTV, safer communities employees, crime & disorder initiatives and graffiti removal. The decrease in budgets from Original 18/19 to Probable 18/19 and Original 19/20 relates to changes in allocations.                                                                                                                                                                                                                                                        |
| Tourism Promotion                        | 15           | 15                | 15               | 15                | -            | 15              | This relates to an annual grant the Council pays towards the cost of the Waltham Abbey Tourist Information Centre, there are no variances.                                                                                                                                                                                                                                                                                                                                                        |
| <b>Total Community &amp; Partnership</b> | <b>1,085</b> | <b>1,428</b>      | <b>1,289</b>     | <b>1,579</b>      | <b>(35)</b>  | <b>1,545</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Community & Partnerships Policy Group    | -            | -                 | 60               | 62                | -            | 62              | As part of the restructure a policy group has been created for Community and Partnership Services, comprising of costs related to the Service Director                                                                                                                                                                                                                                                                                                                                            |
| <b>Total C &amp; P Support Services</b>  | <b>-</b>     | <b>-</b>          | <b>60</b>        | <b>62</b>         | <b>-</b>     | <b>62</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**COMMUNITY AND PARTNERSHIP SERVICES  
ESTIMATES 2019/20  
COMMUNITY AND PARTNERSHIP SUPPORT SERVICES**

|                                   | 2017/18  | 2018/19           |                  | 2019/20           |              |                 |
|-----------------------------------|----------|-------------------|------------------|-------------------|--------------|-----------------|
|                                   | Actual   | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
|                                   | £000     | £000              | £000             | £000              | £000         | £000            |
| Community & Partnerships Policy C | 0        | 0                 | 59.86            | 61.79             | 0            | 61.79           |
| <b>Grand Total</b>                | <b>0</b> | <b>0</b>          | <b>59.86</b>     | <b>61.79</b>      | <b>0</b>     | <b>61.79</b>    |

As part of the restructure a policy group has been created for Community and Partnership Services, comprising of costs related to the Service Director



**COMMUNITY AND PARTNERSHIP SERVICES  
SUBJECTIVE ANALYSIS 2019/20**

|                                                    | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies & Services | Support Services | Asset Charges  | Internal Recharges | Contracted Services | EXPENDITURE      | Fees & Charges   | Other Contributions | INCOME           | GRAND TOTAL      |
|----------------------------------------------------|-------------------|---------------------------|----------------------------|---------------------|------------------|----------------|--------------------|---------------------|------------------|------------------|---------------------|------------------|------------------|
| <b>Voluntary Sector Support</b>                    | <b>41,530</b>     | <b>21,560</b>             | <b>1,380</b>               | <b>290,530</b>      | <b>15,470</b>    |                |                    |                     | <b>370,470</b>   | -                |                     | -                | <b>370,470</b>   |
| Community Transport                                |                   |                           |                            | 16,020              | -                |                |                    |                     | 16,020           |                  |                     |                  | 16,020           |
| Grant - Citizens Advice Bureau                     |                   |                           |                            | 147,440             | -                |                |                    |                     | 147,440          |                  |                     |                  | 147,440          |
| Grant - Voluntary Action Ef                        |                   |                           |                            | 39,120              | -                |                |                    |                     | 39,120           | -                |                     | -                | 39,120           |
| Grants To Voluntary Orgs                           | 41,530            | 21,560                    | 1,380                      | 87,950              | 15,470           |                |                    |                     | 167,890          |                  |                     |                  | 167,890          |
| <b>Museum, Heritage &amp; Culture</b>              | <b>591,850</b>    | <b>141,880</b>            | <b>19,490</b>              | <b>50,280</b>       | <b>212,260</b>   | <b>23,820</b>  |                    |                     | <b>1,039,580</b> | <b>(24,250)</b>  | <b>(89,380)</b>     | <b>(113,630)</b> | <b>925,950</b>   |
| Heritage Lottery Fund                              |                   |                           |                            |                     |                  |                |                    |                     |                  |                  |                     |                  |                  |
| Lowewood Museum                                    | 50,300            | 330                       | 250                        | 10,600              | 510              |                |                    |                     | 61,990           | (1,700)          | (77,900)            | (79,600)         | (17,610)         |
| Museum                                             | 527,070           | 141,550                   | 19,240                     | 39,680              | 208,220          | 23,820         |                    |                     | 959,580          | (22,550)         | (8,870)             | (31,420)         | 928,160          |
| Museum Development Projects                        | 14,480            | -                         | -                          | -                   | 3,530            |                |                    |                     | 18,010           | -                | (2,610)             | (2,610)          | 15,400           |
| No Borders Resilience Project                      | -                 | -                         | -                          | -                   | -                |                |                    |                     | -                | -                | -                   | -                | -                |
| <b>Community, Health &amp; Wellbeing</b>           | <b>706,420</b>    | <b>53,420</b>             | <b>24,410</b>              | <b>167,770</b>      | <b>210,530</b>   | <b>97,050</b>  | <b>(60,970)</b>    |                     | <b>1,198,630</b> | <b>(134,970)</b> | <b>(116,260)</b>    | <b>(251,230)</b> | <b>947,400</b>   |
| All Weather Pitch                                  |                   |                           |                            | 1,890               | -                | 35,890         |                    |                     | 37,780           | (13,000)         | (15,000)            | (28,000)         | 9,780            |
| Community, Health & Wellbeing                      | 411,980           | 7,490                     | 13,070                     | 84,380              | 131,830          |                |                    |                     | 648,750          | (57,000)         | (38,760)            | (95,760)         | 552,990          |
| Limes Centre                                       | 20,190            | 19,020                    | 30                         | 390                 | 6,150            | 15,190         | (60,970)           |                     | -                | -                | -                   | -                | -                |
| Marketing And Promotions                           | 11,560            |                           | 320                        | 8,500               | 3,560            |                |                    |                     | 23,940           |                  |                     |                  | 23,940           |
| North Weald Gymnasium                              | 1,150             |                           | 40                         | -                   | 430              | 40,810         |                    |                     | 42,430           |                  |                     |                  | 42,430           |
| Sports Development Ext Funding                     | 108,310           |                           | 2,800                      | 50,000              | 14,270           |                |                    |                     | 175,380          | (22,000)         | (62,500)            | (84,500)         | 90,880           |
| Youth Council                                      | 38,880            |                           | 5,190                      | 8,610               | 17,240           |                |                    |                     | 69,920           |                  |                     |                  | 69,920           |
| Youth Strategy                                     | 87,440            |                           | 2,910                      | 8,730               | 35,180           |                |                    |                     | 134,260          |                  |                     |                  | 134,260          |
| Limes Centre Hall/office                           | 26,910            | 26,910                    | 50                         | 5,270               | 1,870            | 5,160          |                    |                     | 66,170           | (42,970)         |                     | (42,970)         | 23,200           |
| <b>Community &amp; Partnership</b>                 | <b>709,220</b>    | <b>34,040</b>             | <b>30,970</b>              | <b>318,060</b>      | <b>136,710</b>   | <b>359,180</b> | <b>(9,970)</b>     | <b>1,000</b>        | <b>1,579,210</b> | <b>(4,500)</b>   | <b>(30,000)</b>     | <b>(34,500)</b>  | <b>1,544,710</b> |
| Bio Boost                                          | 2,540             | 10,000                    | 2,240                      | 16,300              | 400              |                |                    |                     | 31,480           |                  | (30,000)            | (30,000)         | 1,480            |
| Economic Development                               | 215,780           | 24,000                    | 3,670                      | 18,640              | 35,050           | 350,000        |                    |                     | 647,140          |                  | -                   | -                | 647,140          |
| Neighbourhood & Rapid Response                     | 343,360           |                           | 19,690                     | 8,050               | 50,470           |                |                    | 1,000               | 422,570          | (4,500)          |                     | (4,500)          | 418,070          |
| Safer Communities Programme                        | 147,540           | 40                        | 5,370                      | 260,070             | 50,790           | 9,180          | (9,970)            |                     | 463,020          | -                |                     | -                | 463,020          |
| Tourism Promotion                                  |                   |                           |                            | 15,000              | -                |                |                    |                     | 15,000           |                  |                     |                  | 15,000           |
| <b>Communit &amp; Partnership Support Services</b> | <b>108,310</b>    |                           | <b>1,670</b>               | <b>400</b>          | <b>13,200</b>    |                | <b>(61,790)</b>    |                     | <b>61,790</b>    |                  |                     |                  | <b>61,790</b>    |
| Community & Partnerships Policy Group              | 108,310           |                           | 1,670                      | 400                 | 13,200           |                | (61,790)           |                     | 61,790           |                  |                     |                  | 61,790           |
| <b>Grand Total</b>                                 | <b>2,157,330</b>  | <b>250,900</b>            | <b>77,920</b>              | <b>827,040</b>      | <b>588,170</b>   | <b>480,050</b> | <b>(132,730)</b>   | <b>1,000</b>        | <b>4,249,680</b> | <b>(163,720)</b> | <b>(235,640)</b>    | <b>(399,360)</b> | <b>3,850,320</b> |

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

CONTRACT AND TECHNICAL SERVICES

|                                                         | 2017/18      | 2018/19           |                  | 2019/20           |                |                 |
|---------------------------------------------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|
|                                                         | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |
|                                                         | £000's       | £000's            | £000's           | £000's            | £000's         | £000's          |
| Car Parking                                             | (210)        | (203)             | (298)            | 1,644             | (2,139)        | (495)           |
| Land Drainage/Sewerage                                  | 726          | 820               | 688              | 763               | (12)           | 751             |
| Leisure Facilities                                      | 2,891        | 314               | 370              | 1,250             | (1,196)        | 54              |
| Parks & Grounds                                         | 899          | 1,174             | 1,282            | 1,080             | (13)           | 1,067           |
| Waste Management                                        | 4,830        | 5,848             | 5,538            | 7,154             | (1,792)        | 5,362           |
| <b>Grand Total</b>                                      | <b>9,135</b> | <b>7,953</b>      | <b>7,581</b>     | <b>11,891</b>     | <b>(5,152)</b> | <b>6,739</b>    |
| Contract & Tech Support Services                        | 2,586        | 2,351             | 1,539            | 1,718             | (173)          | 1,545           |
| Internally Recharged                                    | (2,586)      | (2,351)           | (1,484)          | (1,491)           | -              | (1,491)         |
|                                                         | <b>9,135</b> | <b>7,953</b>      | <b>7,635</b>     | <b>12,118</b>     | <b>(5,324)</b> | <b>6,794</b>    |
| Continuing Services Budget                              | 9,554        | 8,680             | 7,559            |                   |                | 6,890           |
| Continuing Services Budget - Growth                     | 18           | 39                | 89               |                   |                | -               |
| Continuing Services Budget - Savings                    | (653)        | (968)             | (868)            |                   |                | (566)           |
| <b>Total Continuing Services Budget</b>                 | <b>(635)</b> | <b>(929)</b>      | <b>(779)</b>     |                   |                | <b>(566)</b>    |
| District Development Fund - Expenditure                 | 274          | 202               | 319              |                   |                | 176             |
| District Development Fund - Savings                     | (62)         | -                 | -                |                   |                | (266)           |
| Invest to Save                                          | 4            | -                 | -                |                   |                | -               |
| <b>Total District Development Fund / Invest to Save</b> | <b>216</b>   | <b>202</b>        | <b>319</b>       |                   |                | <b>(90)</b>     |
| <b>Directorate Total</b>                                | <b>9,135</b> | <b>7,953</b>      | <b>7,099</b>     |                   |                | <b>6,234</b>    |

## Commercial & Regulatory Services

### CSB Growth & Development Fund Items

| CSB Growth Items    |                                     | Original<br>Estimate<br>2018/19<br>£000's | Probable<br>Outturn<br>2018/19<br>£000's | Original<br>Estimate<br>2019/20<br>£000's |
|---------------------|-------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| Leisure Management  | Savings from New Contract           | (944)                                     | (854)                                    | (263)                                     |
| Parks & Open Spaces | BRIE - SLA                          | -                                         | 4                                        | -                                         |
| Off-street Parking  | New Chargeable Parking Spaces       | (17)                                      | (17)                                     | -                                         |
| Off-street Parking  | Additional Staffing                 | 13                                        | 13                                       | -                                         |
| Off-street Parking  | New Management Contract             | 26                                        | 26                                       | -                                         |
| Off-street Parking  | Vere Road Pay-and-Display           | (7)                                       | (7)                                      | -                                         |
| Off-street Parking  | Additional Income                   | -                                         | -                                        | (300)                                     |
| Off-street Parking  | Penalty Charges                     | -                                         | (34)                                     | -                                         |
| Waste Management    | Contract Payments                   | -                                         | 50                                       | -                                         |
| Various Headings    | Salary savings from People Strategy | -                                         | (45)                                     | (18)                                      |
|                     |                                     | <b>(929)</b>                              | <b>(864)</b>                             | <b>(581)</b>                              |

### Development Fund Items

|                                   |                                                         |            |            |              |
|-----------------------------------|---------------------------------------------------------|------------|------------|--------------|
| Off-street Parking                | Feasibility Additional Parking Levels                   | -          | -          | 40           |
| Off-street Parking                | Changes to Traffic Orders                               | -          | 30         | -            |
| Contaminated Land & Water Quality | Contaminated land investigations                        | 72         | -          | 46           |
| Countrycare                       | BRIE - SLA                                              | 4          | -          | -            |
| Highways General Fund             | Local Highways Panel                                    | -          | 100        | -            |
| Leisure Management                | New Management Contract                                 | -          | 21         | (289)        |
| Parks & Grounds                   | Open Spaces - Tree Planting                             | 10         | 9          | -            |
| Parks & Grounds                   | Tree Service - Oak Tree Planting                        | 3          | -          | 3            |
| Parks & Grounds                   | Roding Valley Development - Woodland Planting           | 20         | 10         | 20           |
| Parks & Grounds                   | Roding Valley Dev. - Demolition of Building Roding Lane | -          | 13         | -            |
| Parks & Grounds                   | Survey of River Roding erosion                          | 8          | -          | 8            |
| Waste Management                  | Abandoned Vehicles                                      | -          | (41)       | -            |
| Waste Management                  | DCLG recycling reward scheme                            | 85         | 53         | 50           |
| Waste Management                  | Reduction in recycling income                           | 150        | 73         | -            |
| Waste Management                  | Consultatns fees                                        | -          | 7          | -            |
| Waste Management                  | Additional Recycling payment                            | -          | 105        | -            |
|                                   |                                                         | <b>352</b> | <b>380</b> | <b>(122)</b> |

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

|                              | 2017/18      | 2018/19           |                  | 2019/20           |                |                 |                                                                                                                                                                 |
|------------------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                              | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |                                                                                                                                                                 |
|                              | £000's       | £000's            | £000's           | £000's            | £000's         | £000's          |                                                                                                                                                                 |
| Off-Street Car Parking       | (529)        | (532)             | (611)            | 1,054             | (1,751)        | (697)           | A new fee structure is to be put into force during 2019 which will see an increase in the amount of income being generated.                                     |
| Highways General Fund        | 316          | 296               | 350              | 417               | (166)          | 251             | The variance between probable outturn and original 2019/20 is due to a DDF item of £100,000 to the County Highways Panel as match funding for transport issues. |
| Fleet Operations Dso Account | 3            | 33                | (37)             | 173               | (222)          | (49)            | As well as maintaining the Councils fleet of vehicles the mechanics carry out taxi testing on behalf of the licensing section, and MOT's.                       |
| <b>Grand Total</b>           | <b>(210)</b> | <b>(203)</b>      | <b>(298)</b>     | <b>1,644</b>      | <b>(2,139)</b> | <b>(495)</b>    |                                                                                                                                                                 |

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

|                                   | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                   |
|-----------------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                   | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                   |
|                                   | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                   |
| General Drainage                  | 41         | 57                | 44               | 52                | -            | 52              | This budget is for works to the general drainage system in the district to ensure that sewerage is kept safe and does not cause any environmental health issues.                                                  |
| Flood Defence/Land Drainage       | 351        | 359               | 287              | 305               | (12)         | 293             | The cost of this service is for the responsibility of the Council to ensure that sufficient land drainage is in place to reduce the risk of floods within the district.                                           |
| Contaminated Land & Water Quality | 334        | 404               | 357              | 406               | -            | 406             | There is a DDF item of £72,000 in 2019/20 in case any piece of land is found to be contaminated prior to or post development. This is to cover laboratory and other consultant costs from further investigations. |
| <b>Grand Total</b>                | <b>726</b> | <b>820</b>        | <b>688</b>       | <b>763</b>        | <b>(12)</b>  | <b>751</b>      |                                                                                                                                                                                                                   |

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

|                           | 2017/18      | 2018/19           |                  | 2019/20           |                |                 |                                                                                                                                                                                                                             |
|---------------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                           | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |                                                                                                                                                                                                                             |
|                           | £000's       | £000's            | £000's           | £000's            | £000's         | £000's          |                                                                                                                                                                                                                             |
| Leisure Services Contract | 2,891        | 314               | 370              | 1,250             | (1,196)        | 54              | This budget comprises the cost of all 4 Leisure Centres with officer time spent on managing the contract and depreciation charges for works carried out on the Centres and the building of the new Centre at Waltham Abbey. |
| <b>Grand Total</b>        | <b>2,891</b> | <b>314</b>        | <b>370</b>       | <b>1,250</b>      | <b>(1,196)</b> | <b>54</b>       |                                                                                                                                                                                                                             |



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

|                            | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                            | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                          |
|                            | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                          |
| Charity - Chigwell Row Rec | 68         | 101               | 81               | 55                | -            | 55              | This relates to open space at Chigwell Row; Lindersfield and Roebuck Lane; these are owned by charities, of which this Council is the sole trustee. The only financial transaction between the General Fund and the charities is a grant to finance ongoing expenditure. The level of support provided varies depending on the maintenance requirements. |
| Contribution To Hra        | 357        | 374               | 349              | 343               | -            | 343             | The General Fund makes a contribution toward maintenance of HRA owned land on the basis that it is available for use by the whole community.                                                                                                                                                                                                             |
| Countrycare                | 296        | 288               | 257              | 289               | (5)          | 284             | This service maintains a number of areas of land in Council ownership with the help of volunteers. The aim is to manage the land in such away that aids conservation.                                                                                                                                                                                    |
| Open Spaces                | 98         | 297               | 488              | 277               | (7)          | 270             | This budget covers all other grounds maintenance functions on Council land.                                                                                                                                                                                                                                                                              |
| Roding Valley Development  | 20         | 45                | 41               | 45                | -            | 45              | As Riparian owner of the watercourses flowing through the district the Council has a responsibility to allow the water to flow naturally and prevent flooding to other land owners.                                                                                                                                                                      |
| Tree Service               | 60         | 69                | 66               | 71                | (1)          | 70              | This covers all tree maintenance issues that are not either on Highways or HRA land.                                                                                                                                                                                                                                                                     |
| <b>Grand Total</b>         | <b>899</b> | <b>1,174</b>      | <b>1,282</b>     | <b>1,080</b>      | <b>(13)</b>  | <b>1,067</b>    |                                                                                                                                                                                                                                                                                                                                                          |

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

|                    | 2017/18      | 2018/19           |                  | 2019/20           |                |                 |                                                                                                                                                                                                                                                                                                                                           |
|--------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                    | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |                                                                                                                                                                                                                                                                                                                                           |
|                    | £000's       | £000's            | £000's           | £000's            | £000's         | £000's          |                                                                                                                                                                                                                                                                                                                                           |
| Abandoned Vehicles | 48           | 69                | 28               | 44                | (2)            | 42              | The number of vehicles classified as abandoned is fluctuating giving rise to budget variances between probable outturn and original 2019/20 with the contract figure being resumed for this year.                                                                                                                                         |
| Recycling          | 1,677        | 2,269             | 2,462            | 3,576             | (1,436)        | 2,140           | This service area is subject to a number of variations, namely increases in collections from the number of "new" properties built and the price fluctuations in the amount that can be recovered from products that can be recycled. A DDF item for £200 is included in the probable outturn as a capital contribution to the contractor. |
| Refuse Collection  | 1,820        | 2,000             | 1,737            | 1,897             | (86)           | 1,811           | A major variances in this area are due to the increase in "new" properties being collected and inflation, which is based on changes to preset indices.                                                                                                                                                                                    |
| Street Cleansing   | 1,285        | 1,512             | 1,321            | 1,635             | (257)          | 1,378           | The increase in costs can be attributed to the increase in fly-tips within the district.                                                                                                                                                                                                                                                  |
| Trade Waste        | (0)          | (2)               | (10)             | 2                 | (11)           | (9)             | This is a relatively new service which the Service is obliged to carry out if businesses approach the Council to provide. At present it is generating a surplus but will be affected by fluctuations in costs if passed on from Essex County Council in future.                                                                           |
| <b>Grand Total</b> | <b>4,830</b> | <b>5,848</b>      | <b>5,538</b>     | <b>7,154</b>      | <b>(1,792)</b> | <b>5,362</b>    |                                                                                                                                                                                                                                                                                                                                           |

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

|                               | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                         |
|-------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                         |
|                               | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                         |
| Grounds Maintenance           | 1,571        | 1,511             | 1,402            | 1,582             | (173)        | 1,409           | Staff vacancies account for the variance from Original 2018/19 to Probable Outturn with a full establishment budgeted for in 2019/20.                                                                                                   |
| Neighbourhoods Policy Group   | 1,015        | 840               | -                | -                 | -            | -               | With the Council reorganisation in progress at present personnel within the Neighbourhoods Policy Group are spread over a number of other service areas and a direct comparison cannot be made between the two groups, or across years. |
| Contract & Technical - Policy | -            | -                 | 136              | 136               | -            | 136             |                                                                                                                                                                                                                                         |
| <b>Grand Total</b>            | <b>2,586</b> | <b>2,351</b>      | <b>1,539</b>     | <b>1,718</b>      | <b>(173)</b> | <b>1,545</b>    |                                                                                                                                                                                                                                         |

**CONTRACT AND TECHNICAL SERVICES  
SUBJECTIVE ANALYSIS 2019/20**

|                                                   | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Support Services | Internal Asset Charges | Recharges          |                   | Misc Income    | Other Contributions | Fees & Charges     |                    |                  |
|---------------------------------------------------|-------------------|---------------------------|----------------------------|-----------------------|---------------------|------------------|------------------------|--------------------|-------------------|----------------|---------------------|--------------------|--------------------|------------------|
| <b>Car Parking</b>                                |                   |                           |                            |                       |                     |                  |                        |                    |                   |                |                     |                    |                    |                  |
| Fleet Operations Dso Account                      | 253,290           | 74,870                    | 109,220                    | 29,820                |                     | 19,360           | 1,610                  | (315,650)          | 172,520           | (2,000)        |                     | (220,000)          | (222,000)          | (49,480)         |
| Off-Street Car Parking                            | 119,600           | 252,850                   | 3,770                      | 116,310               | 243,110             | 40,950           | 277,820                |                    | 1,054,410         |                | (39,000)            | (1,712,000)        | (1,751,000)        | (696,590)        |
| Highways General Fund                             | 26,500            | 363,930                   | 800                        | 400                   |                     | 9,760            | 15,620                 |                    | 417,010           |                | (141,000)           | (25,000)           | (166,000)          | 251,010          |
| <b>Car Parking Total</b>                          | <b>399,390</b>    | <b>691,650</b>            | <b>113,790</b>             | <b>146,530</b>        | <b>243,110</b>      | <b>70,070</b>    | <b>295,050</b>         | <b>(315,650)</b>   | <b>1,643,940</b>  | <b>(2,000)</b> | <b>(180,000)</b>    | <b>(1,957,000)</b> | <b>(2,139,000)</b> | <b>(495,060)</b> |
| <b>Land Drainage/Sewerage</b>                     |                   |                           |                            |                       |                     |                  |                        |                    |                   |                |                     |                    |                    |                  |
| Contaminated Land & Water Quality                 | 176,390           | 36,350                    | 7,260                      | 81,240                |                     | 46,380           | 58,810                 |                    | 406,430           |                | -                   |                    | -                  | 406,430          |
| Flood Defence/Land Drainage                       | 157,140           | 530                       | 6,210                      | 5,390                 | 49,780              | 39,790           | 45,960                 |                    | 304,800           | (9,370)        | (2,500)             |                    | (11,870)           | 292,930          |
| General Drainage                                  | 39,000            |                           | 1,610                      | 900                   |                     | 10,250           |                        |                    | 51,760            |                | (50)                |                    | (50)               | 51,710           |
| <b>Land Drainage/Sewerage Total</b>               | <b>372,530</b>    | <b>36,880</b>             | <b>15,080</b>              | <b>87,530</b>         | <b>49,780</b>       | <b>96,420</b>    | <b>104,770</b>         |                    | <b>762,990</b>    |                | <b>(9,370)</b>      | <b>(2,550)</b>     | <b>(11,920)</b>    | <b>751,070</b>   |
| <b>Leisure Facilities</b>                         |                   |                           |                            |                       |                     |                  |                        |                    |                   |                |                     |                    |                    |                  |
| Leisure Services Contract                         | 62,490            | 28,100                    | 2,150                      | 4,170                 | -                   | 12,160           | 1,140,900              | -                  | 1,249,970         | -              | -                   | (1,196,000)        | (1,196,000)        | 53,970           |
| <b>Leisure Facilities Total</b>                   | <b>62,490</b>     | <b>28,100</b>             | <b>2,150</b>               | <b>4,170</b>          | <b>-</b>            | <b>12,160</b>    | <b>1,140,900</b>       | <b>-</b>           | <b>1,249,970</b>  | <b>-</b>       | <b>-</b>            | <b>(1,196,000)</b> | <b>(1,196,000)</b> | <b>53,970</b>    |
| <b>Parks &amp; Grounds</b>                        |                   |                           |                            |                       |                     |                  |                        |                    |                   |                |                     |                    |                    |                  |
| Charity - Chigwell Row Rec                        | 820               | 53,070                    | 30                         | 1,520                 |                     | 210              |                        |                    | 55,650            |                |                     |                    |                    | 55,650           |
| Contribution To Hra                               |                   |                           |                            | 343,080               |                     |                  |                        |                    | 343,080           |                |                     |                    |                    | 343,080          |
| Countrycare                                       | 165,890           | 33,890                    | 13,340                     | 54,100                |                     | 20,850           | 1,120                  | -                  | 289,190           | (3,110)        | (1,890)             |                    | (5,000)            | 284,190          |
| Open Spaces                                       | 820               | 112,930                   | 30                         | 162,770               |                     | 210              | -                      |                    | 276,760           |                | -                   | (7,170)            | (7,170)            | 269,590          |
| Roding Valley Development                         | 820               | 34,720                    | 30                         | 9,320                 |                     | 210              |                        |                    | 45,100            |                |                     |                    |                    | 45,100           |
| Tree Service                                      |                   | 69,800                    |                            | 900                   |                     | -                |                        |                    | 70,700            |                | (940)               |                    | (940)              | 69,760           |
| <b>Parks &amp; Grounds Total</b>                  | <b>168,350</b>    | <b>304,410</b>            | <b>13,430</b>              | <b>571,690</b>        |                     | <b>21,480</b>    | <b>1,120</b>           | <b>-</b>           | <b>1,080,480</b>  |                | <b>(4,050)</b>      | <b>(9,060)</b>     | <b>(13,110)</b>    | <b>1,067,370</b> |
| <b>Waste Management</b>                           |                   |                           |                            |                       |                     |                  |                        |                    |                   |                |                     |                    |                    |                  |
| Abandoned Vehicles                                | 15,710            |                           | 1,170                      | 810                   | 22,750              | 3,450            |                        |                    | 43,890            |                |                     | (2,500)            | (2,500)            | 41,390           |
| Recycling                                         | 125,170           |                           | 9,280                      | 66,360                | 3,006,260           | 27,540           | 340,830                |                    | 3,575,440         | (1,434,600)    |                     |                    | (1,434,600)        | 2,140,840        |
| Refuse Collection                                 | 112,900           | 15,360                    | 8,370                      | 103,610               | 1,340,710           | 24,740           | 299,820                | (8,400)            | 1,897,110         |                | -                   | (86,000)           | (86,000)           | 1,811,110        |
| Street Cleansing                                  | 97,100            |                           | 7,220                      | 1,080                 | 1,463,760           | 21,290           | 44,970                 |                    | 1,635,420         | (232,040)      | (25,000)            |                    | (257,040)          | 1,378,380        |
| Trade Waste                                       | 5,040             |                           | 380                        | 6,210                 | 5,390               | 1,110            |                        | (16,090)           | 2,040             |                |                     | (10,800)           | (10,800)           | (8,760)          |
| <b>Waste Management Total</b>                     | <b>355,920</b>    | <b>15,360</b>             | <b>26,420</b>              | <b>178,070</b>        | <b>5,838,870</b>    | <b>78,130</b>    | <b>685,620</b>         | <b>(24,490)</b>    | <b>7,153,900</b>  |                | <b>(1,666,640)</b>  | <b>(124,300)</b>   | <b>(1,790,940)</b> | <b>5,362,960</b> |
| <b>Contract &amp; Tech Support Services</b>       |                   |                           |                            |                       |                     |                  |                        |                    |                   |                |                     |                    |                    |                  |
| Contract & Technical - Policy                     | 109,280           |                           | 1,680                      | -                     |                     | 25,330           |                        | (81,780)           | 54,510            |                |                     |                    |                    | 54,510           |
| Grounds Maintenance                               | 1,039,630         | 119,620                   | 221,360                    | 101,700               |                     | 36,560           | 62,800                 | (1,409,070)        | 172,600           |                | (146,600)           | (26,000)           | (172,600)          | -                |
| Neighbourhoods Policy Group                       | -                 |                           | -                          | -                     |                     | -                |                        |                    | -                 |                |                     |                    |                    | -                |
| <b>Contract &amp; Tech Support Services Total</b> | <b>1,148,910</b>  | <b>119,620</b>            | <b>223,040</b>             | <b>101,700</b>        |                     | <b>61,890</b>    | <b>62,800</b>          | <b>(1,490,850)</b> | <b>227,110</b>    |                | <b>(146,600)</b>    | <b>(26,000)</b>    | <b>(172,600)</b>   | <b>54,510</b>    |
| <b>Grand Total</b>                                | <b>2,507,590</b>  | <b>1,196,020</b>          | <b>393,910</b>             | <b>1,089,690</b>      | <b>6,131,760</b>    | <b>340,150</b>   | <b>2,290,260</b>       | <b>(1,830,990)</b> | <b>12,118,390</b> | <b>(2,000)</b> | <b>(2,006,660)</b>  | <b>(3,314,910)</b> | <b>(5,323,570)</b> | <b>6,794,820</b> |

**CUSTOMER SERVICES  
ESTIMATES 2019/20**

|                                                         | 2017/18      | 2018/19           |                  | 2019/20           |                 |                 |
|---------------------------------------------------------|--------------|-------------------|------------------|-------------------|-----------------|-----------------|
|                                                         | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income    | Net Expenditure |
|                                                         | £000's       | £000's            | £000's           | £000's            | £000's          | £000's          |
| Housing Benefits                                        | 1,004        | 1,041             | 808              | 32,705            | (31,778)        | 928             |
| Local Taxation                                          | 1,511        | 1,529             | 1,139            | 1,708             | (535)           | 1,173           |
| <b>Grand Total</b>                                      | <b>2,515</b> | <b>2,570</b>      | <b>1,946</b>     | <b>34,414</b>     | <b>(32,313)</b> | <b>2,101</b>    |
| Customer Support Services                               | 1,363        | 1,591             | 1,701            | 1,681             | -               | 1,681           |
| Internally Recharged                                    | (1,363)      | (1,591)           | (644)            | (596)             | -               | (596)           |
| <b>Grand Total</b>                                      | <b>-</b>     | <b>-</b>          | <b>1,058</b>     | <b>1,085</b>      | <b>-</b>        | <b>1,085</b>    |
| <b>Directorate Total</b>                                | <b>2,515</b> | <b>2,570</b>      | <b>3,004</b>     | <b>35,499</b>     | <b>(32,313)</b> | <b>3,186</b>    |
| Continuing Services Budget                              | 2,215        | 2,316             | 2,827            |                   |                 | 3,076           |
| Continuing Services Budget - Growth                     | 85           | 68                | 88               |                   |                 | 42              |
| Continuing Services Budget - Savings                    | (12)         | -                 | (92)             |                   |                 | (75)            |
| <b>Total Continuing Services Budget</b>                 | <b>2,288</b> | <b>2,384</b>      | <b>2,823</b>     |                   |                 | <b>3,043</b>    |
| District Development Fund - Expenditure                 | 517          | 313               | 443              |                   |                 | 336             |
| District Development Fund - Savings                     | (290)        | (127)             | (262)            |                   |                 | (193)           |
| Invest to Save                                          | -            | -                 | -                |                   |                 | -               |
| <b>Total District Development Fund / Invest to Save</b> | <b>227</b>   | <b>186</b>        | <b>181</b>       |                   |                 | <b>143</b>      |
| <b>Directorate Total</b>                                | <b>2,515</b> | <b>2,570</b>      | <b>3,004</b>     |                   |                 | <b>3,186</b>    |

## Customer Services

### CSB Growth & Development Fund Items

| CSB Growth Items                |                                                         | Original<br>Estimate<br>2018/19<br>£000's | Probable<br>Outturn<br>2018/19<br>£000's | Original<br>Estimate<br>2019/20<br>£000's |
|---------------------------------|---------------------------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| Cashiers                        | Reduction Re Payment Card Surcharges Income             | 15                                        | 15                                       |                                           |
| Cashiers                        | Electronic Payments                                     |                                           | 7                                        |                                           |
| Customer Services               | Satisfaction Survey                                     | 20                                        | 20                                       |                                           |
| Council Tax Collection          | Court Costs                                             |                                           | 20                                       |                                           |
| Housing Benefits Administration | Admin Reductions                                        | 29                                        | 26                                       | 37                                        |
| Housing Benefits                | Non Hra Rent Rebates                                    | 4                                         | (4)                                      | 5                                         |
| NNDR Collection                 | Consultants / Professional fees                         |                                           | (18)                                     | (5)                                       |
| Various Headings                | Salary Savings from People Strategy                     |                                           | (70)                                     | (70)                                      |
|                                 |                                                         | <b>68</b>                                 | <b>(4)</b>                               | <b>(33)</b>                               |
| <b>Development Fund Items</b>   |                                                         |                                           |                                          |                                           |
| Cashiers                        | Consultants fees                                        |                                           | 10                                       | 5                                         |
| Customer Services               | Digitalisation Inclusion Project                        |                                           |                                          | 25                                        |
| Council Tax Collection          | Collection Investment                                   | (47)                                      | (47)                                     | (47)                                      |
| Council Tax Collection          | Interest Income                                         |                                           | (10)                                     |                                           |
| Council Tax Collection          | Local Council Tax New Burdens Expenditure - E-Services  | 9                                         | 2                                        |                                           |
| Housing Benefits Administration | Hardship & Compliance                                   | (80)                                      | (80)                                     | (80)                                      |
| Housing Benefits Administration | Benefits Specific Grants                                |                                           | (120)                                    | (66)                                      |
| Housing Benefits Administration | Benefits Specific Grants - Data Matching                | 27                                        | 27                                       | 13                                        |
| Housing Benefits Administration | Benefits Specific Grants - Unallocated                  |                                           |                                          | 109                                       |
| Housing Benefits                | Hardship & Compliance - Benefits Officers               | 56                                        | 47                                       | 60                                        |
| Housing Benefits                | Benefits Specific Grants - Agency Staff / Equipment New | 44                                        | 103                                      |                                           |
| Housing Benefits                | Postage                                                 |                                           | (5)                                      |                                           |
| Revenues                        | Temporary Additional Staffing                           | 177                                       | 128                                      | 124                                       |
| Various Headings                | Salary Savings from People Strategy                     |                                           | 126                                      |                                           |
|                                 |                                                         | <b>186</b>                                | <b>181</b>                               | <b>143</b>                                |

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

|                                | 2017/18      | 2018/19           |                  | 2019/20           |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------|--------------|-------------------|------------------|-------------------|-----------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income    | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                                | £000's       | £000's            | £000's           | £000's            | £000's          | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Council Tax Benefits           | (9)          | -                 | -                | -                 | -               | -               | This relates to overpaid Council Tax Benefit clawed back. The benefit has been abolished since the introduction of Local Council Tax Support on 1 April 2013.                                                                                                                                                                                                                                                                                                                                                           |
| Housing Benefit Administration | 1,157        | 1,358             | 1,012            | 1,652             | (548)           | 1,104           | The increase in the cost of administration for all benefits between 2017/18 and 2019/20 is due to a reduction in administration subsidy. A CSB loss of income totalling £62,490 (£25,620 2018/19 and £36,870 2019/20) has been included in the budgets.<br><br>Various one-off Government Grants have been awarded to enable the Council to meet the many new burdens being placed upon it from Central Government. These items have been included in the budget as DDF income (£120,000 2018/19 and £66,440 2019/20) . |
| Hra Rent Rebates               | 10           | 32                | 35               | 13,637            | (13,584)        | 53              | Rent rebates are given to tenants based upon their circumstances and the Department of Work and Pensions re-imburses the Council for benefits paid. Due to subsidy on overpayments the amount received does not exactly match expenditure.                                                                                                                                                                                                                                                                              |
| Non Hra Rent Rebates           | 143          | 140               | 133              | 295               | (158)           | 137             | This budget relates to homeless people placed in Bed and Breakfast accommodation. Expenditure levels can be quite volatile and vary from year to year. Generally only around 50% of expenditure is reimbursed in subsidy                                                                                                                                                                                                                                                                                                |
| Rent Allowances                | (297)        | (489)             | (372)            | 17,121            | (17,488)        | (367)           | Rent Allowances are benefits paid to private tenants as with Rent Rebates subsidy received does not exactly match expenditure. Universal Credit is gradually being introduced across the district which should lead to a reduction in caseload.                                                                                                                                                                                                                                                                         |
| <b>Grand Total</b>             | <b>1,004</b> | <b>1,041</b>      | <b>808</b>       | <b>32,705</b>     | <b>(31,778)</b> | <b>928</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



**CUSTOMER SERVICES  
ESTIMATES 2018/19  
LOCAL TAXATION**

|                        | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                        | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Council Tax Collection | 1,288        | 1,273             | 961              | 1,364             | (347)        | 1,017           | <p>In order to improve Council Tax collection rates the Council has employed additional staff to achieve this. Most of any additional income is due to other precepting authorities, so an agreement is in place for those authorities to pay back to this Council a proportion of their additional income. This is accounted for as general income rather than within this Directorate but in 2019/20 this has reduced to 14% from 16%.</p> <p>An additional £10,000 DDF income is budgeted in the probable outturn 2018/19 in respect of statutory interest received in relation to a bankruptcy case.</p> |
| Nndr Collection        | 223          | 255               | 178              | 344               | (188)        | 157             | <p>Non-Domestic rate income is accounted for in the Collection Fund, but collection costs are accounted for in the General Fund with an allowance from Central Government to assist. This allowance is non incremental whereas costs of collection increase over time due to inflation.</p> <p>Included in the budgets is a CSB saving of £23,200 in professional and consultancy fees phased over two years £18,200 probable outturn 2018/19 and £5,000 2019/20.</p>                                                                                                                                        |
| <b>Grand Total</b>     | <b>1,511</b> | <b>1,529</b>      | <b>1,139</b>     | <b>1,708</b>      | <b>(535)</b> | <b>1,173</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

**CUSTOMER SERVICES  
ESTIMATES 2018/19  
SUPPORT SERVICES**

|                                | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Cashiers                       | 495          | 485               | 196              | 188               | -            | 188             | This budget comprises the costs of self-service kiosks at Epping, Debden Broadway and Waltham Abbey. This enables customers to use the touch-screen technology allowing them to have more control thus increasing efficiency for the Council.<br><br>CSB income has reduced by £15,000 which relates to payment card surcharges.                                                                                                                                                                                                                                                                                      |
| Customer Service               | 280          | 595               | 473              | 524               | -            | 524             | Customer Services is the first point of contact for members of the public asking for information about the services offered by the council or for assistance regarding their enquiries.<br><br>The full year budget includes the cost of the annual customer satisfaction survey which is estimated at £20,000.                                                                                                                                                                                                                                                                                                       |
| Customer Services - Policy     | -            | -                 | 123              | 118               | -            | 118             | As part of the restructure a policy group has been created for Customer Services, comprising of costs related to the Service Director.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Public Relations & Information | 449          | 386               | 230              | 235               | -            | 235             | The Public relations (PR) department is a way for the Council to enhance their reputation within the District. PR usually involves communicating with the public through the media to present the Council in the most favourable way possible helping to create good will within the community.<br><br>A one off cost of £17,550 is included in the probable outturn 2018/19 for additional communications consultancy services focused primarily on supporting the PR department for projects which are being undertaken by the Planning department including the Local Plan and the Harlow and Gilston Garden Town. |
| Website                        | 138          | 125               | 35               | 20                | -            | 20              | The additional expenditure in the 2018/19 probable outturn compared to the 2019/20 estimate is due to the engagement of a temporary specialist website design company to provide construction and technical assistance for the creation of the council's new website                                                                                                                                                                                                                                                                                                                                                  |
| <b>Grand Total</b>             | <b>1,363</b> | <b>1,591</b>      | <b>1,058</b>     | <b>1,085</b>      | <b>-</b>     | <b>1,085</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

CUSTOMER SERVICES  
SUBJECTIVE ANALYSIS 2019/20

|                                  | Employee Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Transfer Payments | Support Services | Internal Recharges | Fees & Charges    | Misc Income | Other Contributions | Government Contributions |                     |                     |                  |
|----------------------------------|-------------------|----------------------------|-----------------------|---------------------|-------------------|------------------|--------------------|-------------------|-------------|---------------------|--------------------------|---------------------|---------------------|------------------|
| <b>Housing Benefits</b>          |                   |                            |                       |                     |                   |                  |                    |                   |             |                     |                          |                     |                     |                  |
| Council Tax Benefits             | -                 | -                          | -                     | -                   | -                 | -                | -                  | -                 | -           | -                   | -                        | -                   | -                   |                  |
| Housing Benefit Administration   | 1,255,630         | 13,500                     | 43,800                | -                   | -                 | 339,140          | -                  | 1,652,070         | -           | -                   | (80,050)                 | (467,900)           | (547,950)           | 1,104,120        |
| Hra Rent Rebates                 | -                 | -                          | -                     | -                   | 13,637,430        | -                | -                  | 13,637,430        | -           | -                   | -                        | (13,584,160)        | (13,584,160)        | 53,270           |
| Non Hra Rent Rebates             | -                 | -                          | -                     | -                   | 295,000           | -                | -                  | 295,000           | -           | -                   | -                        | (157,550)           | (157,550)           | 137,450          |
| Rent Allowances                  | -                 | -                          | 100,000               | -                   | 17,020,960        | -                | -                  | 17,120,960        | -           | -                   | -                        | (17,488,120)        | (17,488,120)        | (367,160)        |
| <b>Local Taxation</b>            |                   |                            |                       |                     |                   |                  |                    |                   |             |                     |                          |                     |                     |                  |
| Council Tax Collection           | 994,300           | 10,640                     | 67,990                | -                   | -                 | 291,230          | -                  | 1,364,160         | -           | (300,000)           | (47,460)                 | -                   | (347,460)           | 1,016,700        |
| Nndr Collection                  | 250,920           | 2,690                      | 23,010                | -                   | -                 | 67,460           | -                  | 344,080           | -           | (15,000)            | -                        | (172,500)           | (187,500)           | 156,580          |
| <b>Customer Support Services</b> |                   |                            |                       |                     |                   |                  |                    |                   |             |                     |                          |                     |                     |                  |
| Cashiers                         | 176,330           | 1,200                      | 130,990               | 1,920               | -                 | 91,570           | (214,050)          | 187,960           | -           | -                   | -                        | -                   | -                   | 187,960          |
| Customer Service                 | 444,260           | -                          | 71,780                | -                   | -                 | 141,350          | (133,550)          | 523,840           | -           | -                   | -                        | -                   | -                   | 523,840          |
| Customer Services - Policy       | 205,220           | 1,300                      | -                     | -                   | -                 | 29,570           | (118,050)          | 118,040           | -           | -                   | -                        | -                   | -                   | 118,040          |
| Public Relations & Information   | 284,340           | 1,950                      | 15,650                | -                   | -                 | 52,860           | (119,860)          | 234,940           | -           | -                   | -                        | -                   | -                   | 234,940          |
| Website                          | -                 | -                          | -                     | -                   | -                 | 30,680           | (10,230)           | 20,450            | -           | -                   | -                        | -                   | -                   | 20,450           |
| <b>Grand Total</b>               | <b>3,611,000</b>  | <b>31,280</b>              | <b>453,220</b>        | <b>1,920</b>        | <b>30,953,390</b> | <b>1,043,860</b> | <b>(595,740)</b>   | <b>35,498,930</b> | <b>-</b>    | <b>(315,000)</b>    | <b>(127,510)</b>         | <b>(31,870,230)</b> | <b>(32,312,740)</b> | <b>3,186,190</b> |

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**GOVERNANCE & MEMBER SERVICES  
ESTIMATES 2019/20**

**GOVERNANCE & MEMBER SERVICES  
SUMMARY ESTIMATES 2019/20**

|                                                         | 2017/18<br>Actuals<br>£000's | 2018/19<br>Original<br>Estimate<br>£000's | 2018/19<br>Probable<br>Outturn<br>£000's | Original<br>Estimate<br>£000's | 2019/20<br>Gross<br>Income<br>£000's | Net<br>Expenditure<br>£000's |
|---------------------------------------------------------|------------------------------|-------------------------------------------|------------------------------------------|--------------------------------|--------------------------------------|------------------------------|
| Elections                                               | 327                          | 597                                       | 377                                      | 470                            | (3)                                  | 467                          |
| Member Activities                                       | 1,017                        | 1,128                                     | 778                                      | 838                            | -                                    | 838                          |
| Transformation Projects                                 | 477                          | 449                                       | 230                                      | 138                            | -                                    | 138                          |
| <b>Grand Total</b>                                      | <b>1,821</b>                 | <b>2,174</b>                              | <b>1,385</b>                             | <b>1,446</b>                   | <b>(3)</b>                           | <b>1,443</b>                 |
| Support Services                                        | 2,405                        | 2,588                                     | 1,865                                    | 1,523                          | (107)                                | 1,416                        |
| Internally Recharged                                    | (2,405)                      | (2,588)                                   | (1,246)                                  | (1,080)                        | 46                                   | (1,034)                      |
| <b>Directorate Total</b>                                | <b>1,821</b>                 | <b>2,174</b>                              | <b>2,004</b>                             | <b>1,889</b>                   | <b>(64)</b>                          | <b>1,825</b>                 |
| Continuing Services Budget                              | 1,665                        | 1,839                                     | 1,641                                    |                                |                                      | 1,612                        |
| Continuing Services Budget - Approved Growth            | 12                           | -                                         | 10                                       |                                |                                      | 30                           |
| Continuing Services Budget - Savings                    | -                            | -                                         | (110)                                    |                                |                                      | (125)                        |
| <b>Total Continuing Services Budget</b>                 | <b>1,677</b>                 | <b>1,839</b>                              | <b>1,541</b>                             |                                |                                      | <b>1,517</b>                 |
| District Development Fund - Expenditure                 | 143                          | 332                                       | 383                                      |                                |                                      | 307                          |
| District Development Fund - Savings                     | -                            | (18)                                      | (17)                                     |                                |                                      |                              |
| Invest to Save - Expenditure                            | 1                            | 21                                        | 97                                       |                                |                                      | -                            |
| <b>Total District Development Fund / Invest to Save</b> | <b>144</b>                   | <b>335</b>                                | <b>463</b>                               |                                |                                      | <b>307</b>                   |
| <b>Directorate Total</b>                                | <b>1,821</b>                 | <b>2,174</b>                              | <b>2,004</b>                             |                                |                                      | <b>1,824</b>                 |

**GOVERNANCE & MEMBER SERVICES  
CSB Growth & District Development Fund Items**

|                                   |                                     | <b>Original<br/>Estimate<br/>2018/19<br/>£000's</b> | <b>Probable<br/>Outturn<br/>2018/19<br/>£000's</b> | <b>Original<br/>Estimate<br/>2019/20<br/>£000's</b> |
|-----------------------------------|-------------------------------------|-----------------------------------------------------|----------------------------------------------------|-----------------------------------------------------|
| <b>Continuing Service Budget</b>  | <b>Growth Items</b>                 |                                                     |                                                    |                                                     |
| Legal Services                    | Shared Head of Legal Services       |                                                     | 10                                                 | 30                                                  |
| Various Headings                  | Salary Savings from People Strategy |                                                     | (73)                                               | (100)                                               |
| Legal Services                    | Fees & Charges                      |                                                     | (15)                                               | (25)                                                |
| Electoral Registration            | Canvassing                          |                                                     | (7)                                                |                                                     |
| Elections                         | Postage                             |                                                     | (10)                                               |                                                     |
| Democratic Services               | Committee Attendance                |                                                     | (5)                                                |                                                     |
|                                   |                                     | <u>-</u>                                            | <u>(100)</u>                                       | <u>(95)</u>                                         |
| <b>District Development Fund</b>  |                                     |                                                     |                                                    |                                                     |
| Civic & Member                    | Honorary Alderman scheme            |                                                     |                                                    | 4                                                   |
| Elections                         | Cost Re Elections                   | 139                                                 | 81                                                 | 170                                                 |
| Electoral Registration            | Individual Electoral Registration   | 36                                                  | 45                                                 | 34                                                  |
| Governance & Members Policy Group | G&M Policy Group Staffing Costs     |                                                     | 53                                                 |                                                     |
| Projects & Programmes             | Projects & Programmes Staffing      |                                                     | 115                                                | 99                                                  |
| Transformation                    | Transformation Projects             | 157                                                 | 33                                                 |                                                     |
| Various Headings                  | Implementation of People Strategy   |                                                     | 56                                                 |                                                     |
| Electoral Registration            | Individual Registration Grant       | (18)                                                | (17)                                               |                                                     |
|                                   |                                     | <u>314</u>                                          | <u>366</u>                                         | <u>307</u>                                          |
| <b>Invest to Save</b>             |                                     |                                                     |                                                    |                                                     |
| Transformation                    | Behavioural Insights                | 21                                                  | 25                                                 |                                                     |
| Transformation                    | Service Accommodation Review        |                                                     | 72                                                 |                                                     |
|                                   |                                     | <u>21</u>                                           | <u>97</u>                                          | <u>-</u>                                            |

**GOVERNANCE & MEMBER SERVICES**  
**ESTIMATES 2019/20**  
**CORPORATE ACTIVITIES**

|                        | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                        | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                        | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Elections              | 153        | 362               | 179              | 265               | (1)          | 264             | This budget covers the cost of carrying out all District elections and the associated overheads. Costs of carrying out Elections on behalf of other bodies, such as the County Council, Parishes or Central Government are fully reimbursable. Costs relating to one set of District-type elections held in May 2018 came in lower than originally estimated; whilst a combination of reimbursements for Parish by-elections also held in May 2018 and the General Election held in June 2017 has seen the net expenditure for elections in 2018/19 reduce from the original estimate. A further set of District Council elections and Parish by-elections are expected to take place in 2019/20 and could see a further reduction in costs due to sharing costs of polling stations and staff. Due to the increased nature of online communications, CSB savings have been identified relating to postage costs for elections communication material for 2018/19 and moving forward. Members should be aware that, as the Council no longer has access to internal legal advice during the elections, a retainer for a legal expert has been paid which could lead to further additional costs if legal advice is needed. Furthermore, the budgets estimated for 2019/20 will largely depend on electoral activity and could see variances if unanticipated 'snap' elections take place. |
| Electoral Registration | 174        | 235               | 198              | 205               | (2)          | 203             | This budget incorporates the cost of maintaining an accurate Electoral Register for the Epping Forest District area. A Government Grant of £17,000 has been received in 2018/19 to facilitate the transfer from household registration to individual registration which will be spent in later periods; future grants have not been confirmed and therefore have not been included within the 2019/20 budgets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Grand Total</b>     | <b>327</b> | <b>597</b>        | <b>377</b>       | <b>470</b>        | <b>(3)</b>   | <b>467</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



**GOVERNANCE & MEMBER SERVICES**  
**ESTIMATES 2019/20**  
**CORPORATE ACTIVITIES**

|                         | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                          |
|                         | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                          |
| Civic Ceremonial        | 59           | 65                | 53               | 68                | -            | 68              | This budget includes costs relating to Ceremonial events held by the Council, including the Chairman's Award event held annually. In December 2018, Cabinet agreed a £3,500 DDF bid for 2019/20 to fund the implementation of the Honorary Aldermen and Alderwomen scheme; specifically through the supply of Badges of Office and Roll of Honour books. |
| Civic & Member Services | 561          | 624               | 365              | 384               | -            | 384             | This budget includes costs of the Local Council Liaison as well as Member's services and support, including training and accommodation costs of the Council chamber and Member's room.                                                                                                                                                                   |
| Members Allowances      | 282          | 289               | 278              | 278               | -            | 278             | This allocation consists of the payments of Members' allowances and Connect scheme payments.                                                                                                                                                                                                                                                             |
| Overview & Scrutiny     | 59           | 108               | 49               | 73                | -            | 73              | This budget consists of the operational costs of the Overview and Scrutiny Committee.                                                                                                                                                                                                                                                                    |
| Standards Committee     | 56           | 41                | 33               | 35                | -            | 35              | This budget was approved to meet any costs incurred in respect of local adjudication of complaints against Councillors.                                                                                                                                                                                                                                  |
| <b>Grand Total</b>      | <b>1,017</b> | <b>1,128</b>      | <b>778</b>       | <b>838</b>        | <b>-</b>     | <b>838</b>      |                                                                                                                                                                                                                                                                                                                                                          |

**GOVERNANCE & MEMBER SERVICES  
ESTIMATES 2019/20  
CORPORATE ACTIVITES**

|                         | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |
|-------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|
|                         | Actuals    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |
|                         | £000's     | £000's            | £000's           | £000's            | £000's       | £000's          |
| Transformation Projects | 477        | 449               | 230              | 138               | -            | 138             |
| <b>Grand Total</b>      | <b>477</b> | <b>449</b>        | <b>230</b>       | <b>138</b>        | <b>-</b>     | <b>138</b>      |

This budget comprises of Invest to Save and DDF budgets for transformation projects within the Council. A number of DDF bids were agreed in 2018/19 for additional staffing within the transformation team which included secondments and new fixed-term posts; these allocations have been phased over 2018/19, 2019/20 and 2020/21 financial years. The remaining £29,000 DDF allocation in 2018/19 relates to prototyping transformation projects to integrate and increase efficiency in the delivery of public services allowing the council to meet one of its core principles; this budget has been increased by £4,000 in order to deliver the staff and visitor travel plan. An Invest to Save allocation of £29,000 (£4,000 to be recharged to the HRA) was agreed to support a bid to the Local Government Association for a behavioural insights programme, whilst a further £72,000 has been allocated from the same fund to complete the update of the Stage 2 Outline Business Case.

**GOVERNANCE & MEMBER SERVICES**  
**ESTIMATES 2019/20**  
**CORPORATE ACTIVITIES**

|                         | 2017/18 | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                         | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|                         | £000's  | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Democratic Services     | -       | -                 | 105              | 93                | -            | 93              | The costs related to Democratic Services include managing the democratic processes of the Council and supporting elected representatives to undertake their duties. Budgeted salaries have been reduced within this section due to a staff secondment whilst CSB savings have been identified in 2018/19 relating to committee attendance.                                                                                                                                                                                                                                                                                              |
| Legal Services          | -       | -                 | 292              | 372               | (107)        | 265             | The legal services section has seen swings in expenditure. Due to multiple vacancies within the legal services group, agency staff have been employed at a higher rate than the budgeted salaries; this increase has been subsidised by savings within the Elections Group salaries. Multiple posts have also been transferred across to the Business Support team as part of the Council's restructure. Members agreed a rise in fees and charges from January 2019 relating to legal services undertaken on behalf of the public and commercial businesses; subsequently forecasted income has been increased in 2018/19 and 2019/20. |
| Governance Policy Group | -       | -                 | 222              | 24                | -            | 24              | The Governance Policy Group has seen huge reductions between 2018/19 and 2019/20 due to the service group disbanding. The costs within 2018/19 include redundancy payments for three members of staff. The only costs included within 2019/20 relate to the shared head of legal services post that the Council are employing.                                                                                                                                                                                                                                                                                                          |
| <b>Grand Total</b>      | -       | -                 | <b>619</b>       | <b>489</b>        | <b>(107)</b> | <b>382</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**GOVERNANCE & MEMBER SERVICES  
SUBJECTIVE ANALYSIS 2019/20**

|                                                  | ORIGINAL ESTIMATES 2018/19 |                            |                       |                       |                    |                   |                  |                  |
|--------------------------------------------------|----------------------------|----------------------------|-----------------------|-----------------------|--------------------|-------------------|------------------|------------------|
|                                                  | Employee Expenses          | Transport Related Expenses | Supplies And Services | Accountancy Recharges | Internal Recharges | Expenditure Total | Fees & Charges   | Total            |
| <b>Corporate Activities</b>                      |                            |                            |                       |                       |                    |                   |                  |                  |
| <b>Transformation</b>                            |                            |                            |                       |                       |                    |                   |                  | -                |
| Transformation Projects                          | -                          | -                          | -                     | 183,510               | (45,880)           | 137,630           | -                | 137,630          |
| <b>Members Activities</b>                        |                            |                            |                       |                       |                    |                   |                  |                  |
| Civic Ceremonial                                 | -                          | 2,000                      | 24,230                | 54,960                | (13,140)           | 68,050            | -                | 68,050           |
| Civic & Member Expenditure                       | 410                        | -                          | 16,500                | 506,790               | (140,200)          | 383,500           | -                | 383,500          |
| Members Allowances                               | -                          | -                          | 370,010               | 520                   | (92,500)           | 278,030           | -                | 278,030          |
| Overview & Scrutiny                              | -                          | -                          | 1,250                 | 96,100                | (24,340)           | 73,010            | -                | 73,010           |
| Standards Committee                              | -                          | -                          | 5,000                 | 30,040                | -                  | 35,040            | -                | 35,040           |
| <b>Elections</b>                                 |                            |                            |                       |                       |                    |                   |                  |                  |
| Elections                                        | 45,590                     | 490                        | 171,000               | 47,960                | -                  | 265,040           | (650)            | 264,390          |
| Electoral Registration                           | 60,590                     | 490                        | 105,480               | 38,450                | -                  | 205,010           | (2,000)          | 203,010          |
| <b>Corporate Activities Total</b>                | <b>106,590</b>             | <b>2,980</b>               | <b>693,470</b>        | <b>958,330</b>        | <b>(316,060)</b>   | <b>1,445,310</b>  | <b>(2,650)</b>   | <b>1,442,660</b> |
| <b>Governance &amp; Members Support Services</b> |                            |                            |                       |                       |                    |                   |                  |                  |
| Democratic Services                              | 291,270                    | 300                        | 5,260                 | 112,050               | (315,980)          | 92,900            | (270)            | 92,630           |
| Legal Services                                   | 447,650                    | 1,250                      | 94,870                | 97,010                | (269,150)          | 371,630           | (107,000)        | 264,630          |
| Project & Programme Management                   | 231,080                    | 440                        | 230                   | 44,560                | (276,310)          | -                 | -                | -                |
| Governance Policy Group                          | -                          | -                          | 40,000                | -                     | (16,030)           | 23,970            | -                | 23,970           |
| Elections Group                                  | 91,860                     | 950                        | -                     | 63,880                | (156,690)          | -                 | -                | -                |
| <b>Support Services Total</b>                    | <b>1,061,860</b>           | <b>2,940</b>               | <b>140,360</b>        | <b>317,500</b>        | <b>(1,034,160)</b> | <b>488,500</b>    | <b>(107,270)</b> | <b>381,230</b>   |
| <b>Grand Total</b>                               | <b>1,168,450</b>           | <b>5,920</b>               | <b>833,830</b>        | <b>1,275,830</b>      | <b>(1,350,220)</b> | <b>1,933,810</b>  | <b>(109,920)</b> | <b>1,823,890</b> |

**HOUSING & PROPERTY SERVICES  
ESTIMATES 2019/20**

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019/20**

|                                                             | 2017/18<br>Actual<br>£000 | 2018/19<br>Original<br>Estimate<br>£000 | 2018/19<br>Probable<br>Outturn<br>£000 | Gross<br>Expenditure<br>£000 | 2019/20<br>Gross Income<br>£000 | Net<br>Expenditure<br>£000 |
|-------------------------------------------------------------|---------------------------|-----------------------------------------|----------------------------------------|------------------------------|---------------------------------|----------------------------|
| Homelessness                                                | 383                       | 391                                     | 443                                    | 1,074                        | (624)                           | 449                        |
| Housing Policy                                              | 71                        | 111                                     | 48                                     | 78                           | (15)                            | 63                         |
| <b>Grand Total</b>                                          | <b>454</b>                | <b>503</b>                              | <b>491</b>                             | <b>1,151</b>                 | <b>(639)</b>                    | <b>512</b>                 |
| Facilities & Depot Management                               | 1,446                     | 1,522                                   | 1,414                                  | 1,617                        | (25)                            | 1,592                      |
| Housing Prop Support Services                               | 0                         | 0                                       | 599                                    | 414                          | (249)                           | 165                        |
| Internally Recharged                                        | (1,446)                   | (1,522)                                 | (1,805)                                | (1,909)                      | 273                             | (1,636)                    |
| <b>Directorate Total</b>                                    | <b>454</b>                | <b>503</b>                              | <b>699</b>                             | <b>1,273</b>                 | <b>(639)</b>                    | <b>634</b>                 |
| Continuing Services Budget                                  | 454                       | 213                                     | 208                                    |                              |                                 | 454                        |
| Continuing Services Budget - Growth                         | -                         | 5                                       | 5                                      |                              |                                 | -                          |
| Continuing Services Budget - Savings                        | -                         | -                                       | (27)                                   |                              |                                 | (47)                       |
| <b>Total Continuing Services Budget</b>                     | <b>454</b>                | <b>218</b>                              | <b>186</b>                             |                              |                                 | <b>407</b>                 |
| District Development Fund - Expenditure                     | 56                        | 296                                     | 558                                    |                              |                                 | 290                        |
| District Development Fund - Savings                         | (86)                      | (41)                                    | (71)                                   |                              |                                 | (63)                       |
| Invest to Save                                              | 30                        | 30                                      | 26                                     |                              |                                 |                            |
| <b>Total District Development Fund /<br/>Invest to Save</b> | <b>-</b>                  | <b>285</b>                              | <b>513</b>                             |                              |                                 | <b>227</b>                 |
| <b>Directorate Total</b>                                    | <b>454</b>                | <b>503</b>                              | <b>699</b>                             |                              |                                 | <b>634</b>                 |

**Housing & Property Services**  
**CSB Growth & Development Fund Items**

| <b>CSB Growth</b>                            |                                     | <b>Original Estimate</b> | <b>Probable Outturn</b> | <b>Original Estimate</b> |
|----------------------------------------------|-------------------------------------|--------------------------|-------------------------|--------------------------|
| <b>Service</b>                               | <b>Description</b>                  | <b>2018/19</b>           | <b>2018/19</b>          | <b>2019/20</b>           |
|                                              |                                     | <b>£000's</b>            | <b>£000's</b>           | <b>£000's</b>            |
| Facilities Management                        | Training                            | 5                        | 5                       |                          |
| Various Headings                             | Salary Savings from People Strategy |                          | (27)                    | (47)                     |
| <b>Total Housing &amp; Property Services</b> |                                     | <b>5</b>                 | <b>(22)</b>             | <b>(47)</b>              |

| <b>District Development Fund</b>             |                                                      | <b>Original Estimate</b> | <b>Probable Outturn</b> | <b>Original Estimate</b> |
|----------------------------------------------|------------------------------------------------------|--------------------------|-------------------------|--------------------------|
| <b>Service</b>                               | <b>Description</b>                                   | <b>2018/19</b>           | <b>2018/19</b>          | <b>2019/20</b>           |
|                                              |                                                      | <b>£000's</b>            | <b>£000's</b>           | <b>£000's</b>            |
| Building Maintenance - Non HRA               | Planned Building Maintenance Programme               | 215                      | 253                     | 160                      |
| Homelessness                                 | Legal Challenges                                     | 10                       | 25                      | 0                        |
| Homelessness                                 | Homelessness Reduction Activities                    | 50                       | 82                      | 82                       |
| Homelessness                                 | Homelessness Reduction Act Grant                     | (41)                     | (41)                    | (48)                     |
| Homelessness                                 | Homelessness Data Grant                              |                          | 9                       |                          |
| Homelessness                                 | Flexible Homelessness Grant : Incentives for Genesis |                          | 8                       |                          |
| Homelessness                                 | Flexible Homelessness Grant :Zinc Arts               |                          | 2                       |                          |
| Community Housing Fund                       | Community Housing                                    | 21                       | 50                      | 48                       |
| Community Housing Fund                       | Community Housing                                    |                          | (30)                    | (15)                     |
| Various Headings                             | Implementation of People Strategy                    |                          | 129                     |                          |
| <b>Total Housing &amp; Property Services</b> |                                                      | <b>255</b>               | <b>487</b>              | <b>227</b>               |

| <b>ITS</b>                                                   |                     | <b>Original Estimate</b> | <b>Probable Outturn</b> | <b>Original Estimate</b> |
|--------------------------------------------------------------|---------------------|--------------------------|-------------------------|--------------------------|
| <b>Service</b>                                               | <b>Description</b>  | <b>2018/19</b>           | <b>2018/19</b>          | <b>2019/20</b>           |
|                                                              |                     | <b>£000's</b>            | <b>£000's</b>           | <b>£000's</b>            |
| Homelessness                                                 | Rental Loans Scheme | 30                       | 26                      |                          |
| <b>Total Housing &amp; Property Services (DDF &amp; ITS)</b> |                     | <b>285</b>               | <b>513</b>              | <b>227</b>               |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019/20  
FACILITIES AND DEPOT MANAGEMENT**

|                                                | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                | Actual       | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                | £000         | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                           |
| All Saints Churchyard                          | 16           | 14                | 15               | 15                | -            | 15              | This budget is for the Council's residual maintenance responsibilities for a closed burial ground. There are no significant changes to report.                                                                                                                                                                                                                                                                            |
| Building Maintenance - General                 | 969          | 1,102             | 1,037            | 1,123             | -            | 1,123           | This budget fluctuates year on year based on a rolling five year programme, which identifies and prioritises the works required to the Council-owned buildings. A significant element of this budget is DDF expenditure. The probable outturn for 2018/19 is lower than the 2019/20 budget as some planned maintenance works have been placed on hold, pending the outcome of the next stage of the accommodation review. |
| Depots                                         | 461          | 407               | 362              | 480               | (25)         | 455             | This budget includes the cost of the Council's three depots at Oakwood Hill, Townmead and Epping. The increase between the probable outturn for 2018/19 and the original 2019/20 figures relates to the increased building maintenance works and depreciation costs in respect of the expansion of the Townmead depot at Waltham Abbey.                                                                                   |
| <b>Total Facilities &amp; Depot Management</b> | <b>1,446</b> | <b>1,522</b>      | <b>1,414</b>     | <b>1,617</b>      | <b>(25)</b>  | <b>1,592</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                           |



**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019/20  
HOMELESSNESS**

|                             | 2017/18    | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------|------------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | Actual     | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                             | £000       | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Bed Breakfast Accommodation | 163        | 66                | 46               | 402               | (353)        | 49              | Although there has been an increase in the use of bed and breakfast accommodation in recent years, it has levelled off as a result of the mitigating actions taken by officers. As the majority of the costs are reimbursed to this account through the housing benefits system, most of the cost fall on the non-HRA rent rebates budget within Customer Services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Grant - Essex Womens Refuge | 17         | 17                | 17               | 17                | -            | 17              | This support is agreed on an annual basis.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Homelessness Advice         | 205        | 308               | 376              | 646               | (266)        | 381             | Demand on the Council's homelessness advice service has increased in recent years due to a general increase in homelessness. To address this demand, additional staffing resources were included in the budget from 2017/18 onwards. In addition to this a DDF budget was agreed to cover the increased costs of defending legal challenges against the Council's homelessness decisions, made in accordance with Council policy.<br>At present two Government grants are received to help finance homelessness initiatives. A Flexible Homelessness Support Grant of £313,000 has been received in 2018/19 and a further £358,000 has been agreed for 2019/20. The majority of this grant is credited to this account, although a proportion is allocated to the other General Fund budgets. In addition to this, the income figures include £41,000 and £48,000 of the Homelessness Reduction Grant in 2018/19 (probable outturn) and 2019/20 respectively. |
| Zinc Arts Scheme            | (2)        | 0                 | 3                | 9                 | (6)          | 3               | Flexible Homeless Support Grant of £6,000 has been allocated to the Zinc Arts Scheme in both years.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Total Homelessness</b>   | <b>383</b> | <b>391</b>        | <b>443</b>       | <b>1,074</b>      | <b>(624)</b> | <b>449</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019/20  
HOUSING POLICY AND HOUSING PROPERTY SUPPORT SERVICES**

|                             | 2017/18   | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                 |
|-----------------------------|-----------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                             | Actual    | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                 |
|                             | £000      | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                 |
| Community Housing Fund      | (22)      | 21                | 20               | 48                | (15)         | 33              | Funding for this project was received in 2016/17 and allocated to be spent over the next two financial years, 2018/19 and 2019/20 via DDF funding.                                                                                                                                                                                              |
| Housing Strategy            | 21        | 20                | -                | -                 | -            | -               | This represents the cost of strategic planning in relation all housing within the district. The amount of time devoted to this work can vary significantly from year to year for example plans such as the Home Energy Conservation Plan have to be produced on a cyclical basis. There is no costs allocated for the next two financial years. |
| Registered Social Landlords | 72        | 70                | 28               | 30                | -            | 30              | This budget relates to the Council's liaison with private sector housing providers in the provision of affordable housing. The total salary allocations from the Housing Assets team has reduced from original 2018/19 figure to the probable outturn for 2018/19.                                                                              |
| <b>Total Housing Policy</b> | <b>71</b> | <b>111</b>        | <b>48</b>        | <b>78</b>         | <b>(15)</b>  | <b>63</b>       |                                                                                                                                                                                                                                                                                                                                                 |

|                                                |          |          |            |            |              |            |                                                                                                                                                                         |
|------------------------------------------------|----------|----------|------------|------------|--------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leaseholders Admin                             | 0        | 0        | (0)        | 249        | (249)        | (0)        | This account collates all the administration costs related to leaseholders who have purchased the long leasehold of former HRA flats. All costs are fully rechargeable. |
| Housing & Property Policy Group                | -        | -        | 193        | 107        | -            | 107        | As part of the restructure a policy group has been created for Housing and Property Services, comprising of costs related to the Service Director.                      |
| <b>Total Housing Property Support Services</b> | <b>0</b> | <b>0</b> | <b>193</b> | <b>356</b> | <b>(249)</b> | <b>107</b> |                                                                                                                                                                         |

**HOUSING AND PROPERTY SERVICES  
SUBJECTIVE ANALYSIS 2019/20**

|                                          | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Support Services | Asset Charges  | Internal Recharges | EXPENDITURE      | Fees & Charges   | Misc Income    | Other Contributions | Government Contributions | INCOME           | GRAND TOTAL    |
|------------------------------------------|-------------------|---------------------------|----------------------------|-----------------------|------------------|----------------|--------------------|------------------|------------------|----------------|---------------------|--------------------------|------------------|----------------|
| <b>Facilities &amp; Depot Management</b> | <b>4,250</b>      | <b>997,850</b>            | <b>150</b>                 | <b>4,840</b>          | <b>486,290</b>   | <b>123,620</b> | <b>(1,577,800)</b> | <b>39,200</b>    | <b>(24,590)</b>  |                | <b>-</b>            |                          | <b>(24,590)</b>  | <b>14,610</b>  |
| All Saints Churchyard                    |                   | 14,610                    |                            |                       |                  |                |                    | 14,610           |                  |                |                     |                          |                  | 14,610         |
| Building Maintenance - General Depots    | 4,250             | 637,960                   |                            | -                     | 484,650          |                | (1,122,610)        | -                |                  |                | -                   |                          | -                | -              |
|                                          |                   | 345,280                   | 150                        | 4,840                 | 1,640            | 123,620        | (455,190)          | 24,590           | (24,590)         |                |                     |                          | (24,590)         | -              |
| <b>Homelessness</b>                      | <b>434,760</b>    | <b>373,580</b>            | <b>7,830</b>               | <b>198,150</b>        | <b>59,500</b>    |                |                    | <b>1,073,820</b> | <b>(352,630)</b> | <b>(250)</b>   |                     | <b>(271,500)</b>         | <b>(624,380)</b> | <b>449,440</b> |
| Bed Breakfast Accommodation              | 40,850            | 352,630                   | 1,740                      | 820                   | 5,590            |                |                    | 401,630          | (352,630)        |                |                     |                          | (352,630)        | 49,000         |
| Grant - Essex Womens Refuge              |                   |                           |                            | 16,940                | 20               |                |                    | 16,960           |                  |                |                     |                          |                  | 16,960         |
| Homelessness Advice                      | 393,910           | 12,000                    | 6,090                      | 180,390               | 53,890           |                |                    | 646,280          |                  | (250)          |                     | (265,500)                | (265,750)        | 380,530        |
| Inc Arts Scheme                          |                   | 8,950                     |                            |                       | -                |                |                    | 8,950            |                  |                |                     | (6,000)                  | (6,000)          | 2,950          |
| <b>Housing Policy</b>                    | <b>24,870</b>     |                           | <b>870</b>                 | <b>48,090</b>         | <b>3,680</b>     |                |                    | <b>77,510</b>    |                  |                |                     | <b>(15,000)</b>          | <b>(15,000)</b>  | <b>62,510</b>  |
| Community Housing Fund                   | -                 |                           |                            | 48,000                | -                |                |                    | 48,000           |                  |                |                     | (15,000)                 | (15,000)         | 33,000         |
| Housing Strategy                         |                   |                           |                            |                       | -                |                |                    | -                |                  |                |                     |                          |                  | -              |
| Registered Social Landlords              | 24,870            |                           | 870                        | 90                    | 3,680            |                |                    | 29,510           |                  |                |                     |                          |                  | 29,510         |
| <b>Housing Prop Support Services</b>     | <b>146,180</b>    | <b>82,120</b>             | <b>2,930</b>               | <b>9,510</b>          | <b>173,200</b>   |                | <b>(57,870)</b>    | <b>356,070</b>   | <b>(161,550)</b> | <b>(1,000)</b> | <b>(86,100)</b>     |                          | <b>(248,650)</b> | <b>107,420</b> |
| Leaseholders Admin                       | 36,460            | 82,120                    | 1,260                      | 6,810                 | 122,000          |                |                    | 248,650          | (161,550)        | (1,000)        | (86,100)            |                          | (248,650)        | -              |
| Housing & Property Policy Group          | 109,720           |                           | 1,670                      | 2,700                 | 51,200           |                | (57,870)           | 107,420          |                  |                |                     |                          |                  | 107,420        |
| <b>Grand Total</b>                       | <b>610,060</b>    | <b>1,453,550</b>          | <b>11,780</b>              | <b>260,590</b>        | <b>722,670</b>   | <b>123,620</b> | <b>(1,635,670)</b> | <b>1,546,600</b> | <b>(538,770)</b> | <b>(1,250)</b> | <b>(86,100)</b>     | <b>(286,500)</b>         | <b>(912,620)</b> | <b>633,980</b> |

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**PLANNING SERVICES  
ESTIMATES 2019/20**

|                                                         | 2017/18      | 2018/19      |              | 2019/20      |                |              |
|---------------------------------------------------------|--------------|--------------|--------------|--------------|----------------|--------------|
|                                                         | Actuals      | Original     | Probable     | Gross        | Gross          | Net          |
|                                                         | £000's       | £000's       | £000's       | £000's       | £000's         | £000's       |
| Local Plan Implementation                               | 1,387        | 2,128        | 1,422        | 2,606        | (363)          | 2,243        |
| Planning & Development                                  | 1,487        | 1,495        | 439          | 1,869        | (1,328)        | 541          |
| <b>Grand Total</b>                                      | <b>2,874</b> | <b>3,623</b> | <b>1,862</b> | <b>4,475</b> | <b>(1,692)</b> | <b>2,784</b> |
| Planning Support Services                               | -            | -            | 219          | 194          | -              | 194          |
| Internally Recharged                                    | -            | -            | (61)         | (66)         | -              | (66)         |
| <b>Grand Total</b>                                      | <b>-</b>     | <b>-</b>     | <b>159</b>   | <b>128</b>   | <b>-</b>       | <b>128</b>   |
| <b>Directorate Total</b>                                | <b>2,874</b> | <b>3,623</b> | <b>2,020</b> | <b>4,604</b> | <b>(1,692)</b> | <b>2,912</b> |
| Continuing Services Budget                              | 2,186        | 2,129        | 1,563        |              |                | 1,457        |
| Continuing Services Budget - Growth                     | 53           | 61           | 135          |              |                | 117          |
| Continuing Services Budget - Savings                    | (10)         | (210)        | (284)        |              |                | (168)        |
| <b>Total Continuing Services Budget</b>                 | <b>2,229</b> | <b>1,980</b> | <b>1,414</b> |              |                | <b>1,406</b> |
| District Development Fund - Expenditure                 | 1,112        | 1,688        | 1,884        |              |                | 1,957        |
| District Development Fund - Savings                     | (467)        | (45)         | (1,278)      |              |                | (451)        |
| Invest to Save                                          | -            | -            | -            |              |                | -            |
| <b>Total District Development Fund / Invest to Save</b> | <b>645</b>   | <b>1,643</b> | <b>606</b>   |              |                | <b>1,506</b> |
| <b>Directorate Total</b>                                | <b>2,874</b> | <b>3,623</b> | <b>2,020</b> |              |                | <b>2,912</b> |

## Planning Services

### CSB Growth & Development Fund Items

| CSB Growth Items               |                                                 | Original<br>Estimate<br>2018/19<br>£000's | Probable<br>Outturn<br>2018/19<br>£000's | Original<br>Estimate<br>2019/20<br>£000's |
|--------------------------------|-------------------------------------------------|-------------------------------------------|------------------------------------------|-------------------------------------------|
| Development Control            | Fees & Charges                                  | (210)                                     | (130)                                    |                                           |
| Development Control Group      | Trainee Planning Officers                       | 34                                        | 33                                       |                                           |
| Enforcement / Trees & Lanscape | Compliance Officer                              | 27                                        | 24                                       |                                           |
| Strategic Implementation Team  | Strategic Implementation / Planning Performance |                                           | 78                                       | 117                                       |
| Strategic Implementation Team  | Strategic Implementation / Planning Performance |                                           | (78)                                     | (117)                                     |
| Various Headings               | Salary Savings from People Strategy             |                                           | (76)                                     | (51)                                      |
|                                |                                                 | <b><u>(149)</u></b>                       | <b><u>(149)</u></b>                      | <b><u>(51)</u></b>                        |

### Development Fund Items

|                               |                                                    |                     |                   |                     |
|-------------------------------|----------------------------------------------------|---------------------|-------------------|---------------------|
| Conservation Policy           | Grants                                             |                     | (4)               |                     |
| Development Control           | Fees & Charges                                     |                     | (200)             | (200)               |
| Development Control           | Pre Application Consultation Fees                  | (5)                 | (10)              | (5)                 |
| Development Control           | Agency Staff                                       |                     | 154               | 262                 |
| Garden Town                   | Garden Town Initiative                             | 432                 | 893               | 715                 |
| Garden Town                   | Government Grant                                   |                     | (1,006)           |                     |
| Garden Town                   | Garden Town Initiative - LA Contributions          |                     |                   | (246)               |
| Neighbourhood Planning        | Professional Fees                                  |                     | 18                | 14                  |
| Planning Appeals              | Professional Fees                                  |                     | (8)               |                     |
| Planning Appeals              | Contingency for Appeals                            | 32                  | 16                | 20                  |
| Planing Policy                | Local Plan                                         | 946                 | 747               | 896                 |
| Strategic Implementation Team | Strategic Implementation / Planning Performance    | 278                 | 50                | 50                  |
| Strategic Implementation Team | Developer Contributions - Strategic Implementation | (40)                |                   |                     |
| Strategic Implementation Team | Government Grant                                   |                     | (50)              |                     |
| Various Headings              | Salary Savings from People Strategy                |                     | 6                 |                     |
|                               |                                                    | <b><u>1,643</u></b> | <b><u>606</u></b> | <b><u>1,506</u></b> |

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

|                               | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                               | £000's       | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Garden Town                   | (348)        | 432               | 89               | 956               | (246)        | 710             | Epping Forest District Council is the lead authority for the Harlow and Gilston Garden Town project to build a Garden Town within Epping, Harlow and East Herts Districts.<br><br>Grants totalling £1,006,000 is phased to be spent £893,000 probable outturn 2018/19 and £715,000 2019/20. This will assist the three Districts and two Counties to take a collaborative and coordinated approach in development implementation which will ensure the greatest opportunity for successful delivery across the partnership.                                                                                                                                                                                                                                                                                           |
| Local Plan                    | 1,715        | 1,663             | 1,085            | 1,237             | -            | 1,237           | The Local Plan submission was delayed due to a claim for judicial review made by CK Properties (Theydon Bois) Limited. This has resulted in the slipping of the subsequent stages which has been reflected in the budgets.<br><br>The budgets include a DDF of £1,643,280 (£746,910 in 2018/19 and £896,370 in 2019/20) to support the Local Plan to adoption and carry out additional evidence based work to take account of the large number of sites going through the site selection process                                                                                                                                                                                                                                                                                                                      |
| Neighbourhood Planning        | 21           | 34                | 158              | 132               | -            | 132             | This budget is to support Local Councils who wish to adopt Neighbourhood Plans, with some government funding provided to support the necessary processes leading to the adoption of Plans. More officer time has been spent supporting the various plans.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Strategic Implementation Team | -            | -                 | 91               | 281               | (117)        | 164             | The budget for 2018/19 now allows for the Strategic Implementation Team to be treated as an ongoing CSB as it is recognised the team will be required longer term. This will ensure the effective delivery of the required growth in housing and employment with supporting infrastructure, proposed in the new Local Plan. This is offset by an estimate of £195,010 (£77,890 2018/19 and £117,120 2019/20) of revenue to be received by the Council through developer contributions. The team is expected to be self-financing in the longer term but initially the DDF will be financing any deficit.<br><br>The Council was successful in the bid to MHCLG for the planning delivery fund and secured £150,000 (£100,000 for 2017/18 and £50,000 for 2018/19) to support high quality design within the district. |
| <b>Grand Total</b>            | <b>1,387</b> | <b>2,128</b>      | <b>1,422</b>     | <b>2,606</b>      | <b>(363)</b> | <b>2,243</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



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

|                     | 2017/18      | 2018/19           |                  | 2019/20           |                |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------|--------------|-------------------|------------------|-------------------|----------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | Actuals      | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income   | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|                     | £000's       | £000's            | £000's           | £000's            | £000's         | £000's          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Conservation Policy | 336          | 328               | 321              | 291               | -              | 291             | <p>The role of the Conservation team is to protect and enhance the appearance of the District, including those areas that require further protection due to their landscape quality, architectural or historical interest.</p> <p>The estimates reflect the transfer of the principal landscape officer to the new Strategic Team. By placing the post in the Implementation Team the resource will work alongside the Drainage Engineer and other colleagues to help with developing the stewardship arrangements intended for Sustainable Drainage Systems and Green Infrastructure. This will ensure that there is adequate expertise and capacity at a senior level to deal with the large schemes.</p> |
| Development Control | 605          | 590               | (324)            | 1,118             | (1,328)        | (210)           | <p>2018/19 has seen an increase in the levels of fee income compared to the previous year.</p> <p>The additional income from the 20% increase in planning fees agreed by Central Government in January 2018 is supposed to be used to fund planning related costs. This has been estimated at £200,000 in both 2018/19 and 2019/20.</p> <p>The additional monies will be used to fund additional resources required in the Development Control team phased to be spent £137,500 probable outturn 2018/19 and £262,470 2019/20.</p>                                                                                                                                                                          |
| Enforcement         | 409          | 415               | 361              | 371               | (1)            | 370             | <p>This budget contains the costs of carrying out planning enforcement action on properties in the District. CSB growth of £24,000 is included in 2018/19 for the establishment of a new compliance officer post who will be able to make proactive checks on the implementation of planning conditions thus saving time and costs.</p>                                                                                                                                                                                                                                                                                                                                                                     |
| Planning Appeals    | 136          | 161               | 80               | 89                | -              | 89              | <p>This cost centre deals with representing the Council's case in appeals made against planning application refusals and notice appeals. DDF bids are made at intervals to cover outside legal advice and consultancy services that are spent over a number of years depending on the nature and complexity of the appeal.</p> <p>The £62,000 DDF Appeals contingency budget has been phased £16,000 in 2018/19, £20,000 in 2019/20 and £26,000 in 2020/21.</p>                                                                                                                                                                                                                                             |
| <b>Grand Total</b>  | <b>1,487</b> | <b>1,495</b>      | <b>439</b>       | <b>1,869</b>      | <b>(1,328)</b> | <b>541</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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

|                            | 2017/18 | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                       |
|----------------------------|---------|-------------------|------------------|-------------------|--------------|-----------------|---------------------------------------------------------------------------------------------------------------------------------------|
|                            | Actuals | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                       |
|                            | £000's  | £000's            | £000's           | £000's            | £000's       | £000's          |                                                                                                                                       |
| Planning Services - Policy | -       | -                 | 159              | 128               | -            | 128             | As part of the restructure a policy group has been created for Planning Services, comprising of costs related solely to the Director. |
| <b>Grand Total</b>         | -       | -                 | <b>159</b>       | <b>128</b>        | -            | <b>128</b>      |                                                                                                                                       |

PLANNING SERVICES  
SUBJECTIVE ANALYSIS 2019/20

| Row Labels                        | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Support Services | Internal Recharges |                  | Fees & Charges     | Misc Income  | Other Contributions | Government Contributions |                    |                  |
|-----------------------------------|-------------------|---------------------------|----------------------------|-----------------------|------------------|--------------------|------------------|--------------------|--------------|---------------------|--------------------------|--------------------|------------------|
| <b>Local Plan Implementation</b>  |                   |                           |                            |                       |                  |                    |                  |                    |              |                     |                          |                    |                  |
| Garden Town                       | 402,830           | 840                       | 5,240                      | 516,600               | 30,640           | -                  | 956,150          | -                  | -            | (246,000)           | -                        | (246,000)          | 710,150          |
| Local Plan                        | 308,820           | -                         | 1,890                      | 846,500               | 79,320           | -                  | 1,236,530        | -                  | -            | -                   | -                        | -                  | 1,236,530        |
| Neighbourhood Planning            | 96,540            | -                         | 650                        | 14,000                | 21,030           | -                  | 132,220          | -                  | -            | -                   | -                        | -                  | 132,220          |
| Strategic Implementation Team     | 395,550           | 100                       | 5,110                      | 470                   | 38,280           | (158,140)          | 281,370          | (117,120)          | -            | -                   | -                        | (117,120)          | 164,250          |
| <b>Planning &amp; Development</b> |                   |                           |                            |                       |                  |                    |                  |                    |              |                     |                          |                    |                  |
| Conservation Policy               | 206,190           | -                         | 8,540                      | 19,500                | 57,070           | -                  | 291,300          | -                  | -            | -                   | -                        | -                  | 291,300          |
| Development Control               | 907,420           | 200                       | 21,120                     | 52,010                | 137,310          | -                  | 1,118,060        | (1,327,860)        | -            | -                   | -                        | (1,327,860)        | (209,800)        |
| Enforcement                       | 280,500           | -                         | 11,530                     | 1,600                 | 77,000           | -                  | 370,630          | -                  | (600)        | -                   | -                        | (600)              | 370,030          |
| Planning Appeals                  | 35,660            | -                         | 1,240                      | 44,000                | 8,140            | -                  | 89,040           | -                  | -            | -                   | -                        | -                  | 89,040           |
| <b>Planning Support Services</b>  |                   |                           |                            |                       |                  |                    |                  |                    |              |                     |                          |                    |                  |
| Planning Services - Policy        | 170,950           | -                         | 1,290                      | 50                    | 22,150           | (66,210)           | 128,230          | -                  | -            | -                   | -                        | -                  | 128,230          |
| <b>Grand Total</b>                | <b>2,804,460</b>  | <b>1,140</b>              | <b>56,610</b>              | <b>1,494,730</b>      | <b>470,940</b>   | <b>(224,350)</b>   | <b>4,603,530</b> | <b>(1,444,980)</b> | <b>(600)</b> | <b>(246,000)</b>    | <b>-</b>                 | <b>(1,691,580)</b> | <b>2,911,950</b> |

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**HOUSING & PROPERTY SERVICES  
HOUSING REVENUE ACCOUNT  
ESTIMATES 2019/20**

## HOUSING REVENUE ACCOUNT ESTIMATES 2019/20

### Introduction

The Housing Revenue Account (HRA) has been prepared in accordance with the Local Government and Housing Act 1989, as amended by the Leasehold Reform, Housing and Urban Development Act 1993 and the Local Government Act 2003. Under this legislation the Secretary of State for the Ministry of Housing, Communities and Local Government (MHCLG) has the power to issue directives in respect of appropriate income and expenditure items.

The balance on the HRA fell to a little under £2.5 million as at 31 March 2018, after a deficit of £1,392,000 was made in 2017/18. A further deficit of £409,000 is expected in 2018/19 followed by a surplus of £29,000 in 2019/20. The deficit in 2018/19 is partly due to the reduction in rental income from dwellings as a result of the rent reductions introduced by Central Government as part of the Welfare Reform and Work Act; 2018/19 is the third year of four where a 1% rent reduction is required. However, rental income is now expected to be lower than originally estimated by approximately £154,000 due to higher than expected voids and slippage on the Council's housebuilding programme. In contrast 2019/20 is expected to see an increase of £409,000 on 2018/19 revised levels as most of the Phase 3 sites have recently been completed and the 51 new properties at Burton Road are planned for completion in the next 6 months. 2019/20 also benefits from having a 53 week rent year.

The revised 2018/19 estimates show a significant increase in the direct revenue contributions to capital investment to £3.6 million, which has been made possible by the reduced depreciation charges due to the move to the Decent Homes Standard from the enhanced standard previously operated in this District. The reduction in depreciation charges was further increased by officers agreeing a revised componentization calculation with the Council's external auditors. In 2019/20 revenue contributions are expected to be £800,000 higher at £4.4 million.

The HRA Self Financing system came into effect on 1st April 2012, under which councils now keep all rents in exchange for an allocation of housing debt. At the end of 2011/12 councils were required to pay to the Government their notional HRA surplus, as determined by the self-financing settlement. This Council borrowed £185 million in 6 tranches, 5 long term fixed rate loans maturing in 2038 and annually thereafter, and 1 shorter term variable loan maturing in March 2022. A decision was made by Cabinet to establish a self-financing reserve and a sum of £3.18 million has been set aside per annum for 4 years to pay back the £31.8 million variable debt. As this change was implemented in 2017/18, the direct revenue contributions to capital investment were also increased last year and this has meant that funds held within the Self-Financing Reserve were not drawn upon to fund the capital programme. The change in the depreciation calculation will also enable the HRA to top up the Self-Financing Reserve in 2019/20 by an estimated £500,000. Members will continue to monitor and review the financial position of the HRA regularly to ensure that the proposed levels of these contributions are affordable.

The Council has produced a thirty year HRA Financial Plan for a number of years. However, with the advent of self-financing, this has taken on more prominence. The Financial Plan is reviewed and updated quarterly to check actual progress against the plan and where necessary make amendments. The updated Financial Plan is reviewed by Members twice annually as part of the HRA Financial Options Review, which has identified the need to re-finance the variable loan or undertake additional HRA borrowing to fund the housebuilding programme.

## **Management and Maintenance**

The probable outturn for 2018/19 shows that management and maintenance expenditure is expected to be £786,000 higher than the original estimates. This reflects three main changes. Firstly, the corporate and democratic service has been re-structured as the new Management Team is performing a more strategic role and the allocations have been re-assessed resulting in an increase in charges to the HRA, such that they now represent 25% of the total costs. Secondly, the current service cost of HRA employees has risen significantly as a result of a large increase in the value of pension assets. Although this shows as a notional increase on the management and maintenance budget, it is counteracted by the credit IAS19 Adjustment shown on the HRA summary. Thirdly, a review of the allocation of costs between the HRA and General Fund for all support services has resulted in an increase in the charges to the HRA for these services. In contrast the estimate for redundancy payment has been reduced due to the delay in implementing the final stages of the People Strategy.

The 2019/20 forecasts indicate that management and maintenance costs will reduce by approximately £593,000 compared to the probable outturn figures for 2018/19. This reduction is expected to be generated from the savings achieved by the first two stages of the People Strategy, as well as anticipated savings from the next two stages. The contribution to the Repairs Fund remains the same for 2018/19 as originally estimated at £6 million and will remain the same in 2019/20.

The change relating to support service allocations has resulted in a reduction in the total expenditure on individual budget heads, because support service recharges for services such as accountancy and legal are no longer allocated to each budget, but show as a single recharge on a new HRA support services budget head, shown within the supervision and management general category.

## **Depreciation**

Under IFRS, introduced for the financial year 2010/11, there is a requirement to value and depreciate significant components of assets separately. The life cycles used before 2017/18 for each component had been based on the Council's Modern Homes Standard but a revised calculation was agreed with the Council's external auditors when the final accounts for 2017/18 were prepared, based on the decision to return to the national Decent Homes Standard. The new calculation is expected to result in a capital charges in the order of £8.531 million in 2018/19, £1.993 million lower than the original estimate, and £8.078 million in 2019/20.

## **Housing Repairs Fund**

The Housing Repairs Fund balance as at 1 April 2018 was £1.255 million and is expected to reduce by £249,000 by the end of 2019/20 to an estimated balance of £1.162 million. The contribution has been set at £6 million for 2018/19 and £6 million for 2019/20 and the plan is to increase this sum to £6.1 million in 2020/21 and to £6.2 million for the following three years. The 5 year plan will be reviewed again next year and the contributions will be reset, if necessary, based on expected spend at that time.

### **Major Repairs Reserve**

The Major Repairs Reserve balance as at 1 April 2018 was £11.7 million, and it is planned to use some of this balance to support the HRA capital programme over the next few years. By the end of 2018/19 the balance is expected to fall to £8.6 million and a further reduction of an estimated £3.1 million next year will reduce this balance to around £6.3 million by 31 March 2020.

### **Capital Expenditure**

The HRA capital programme was agreed at Cabinet in December 2018 and the levels of direct revenue contributions to capital expenditure are based on the required level of funding after other sources of capital funding are taken into account and after affordability is assessed.

### **Housing Repairs Service**

The Housing Repairs Service carries out a significant proportion of the repairs required to the Council's stock. The total cost of the service is recharged to the Housing Repairs Fund, the HRA Capital Programme or the General Fund as appropriate. The latter element being relatively small. The balance on this fund is expected to fall from £1.3 million as at 1 April 2018 to £1 million as at 31 March 2020.

### **Proposed Rent Increase**

The Welfare Reform and Work Act introduced 1% rent reductions for 4 consecutive years starting in 2016/17. The proposed average rent decrease therefore for 2019/20 is 1% (58p week), which gives an average weekly rent for 2019/20 of around £94.61 per week. The Government has announced that rent increases can return to a maximum of CPI plus 1% from 1 April 2020.

### **Interest on Receipts and Balances**

HRA interest income has increased slightly during 2018/19 as interest rates have risen slightly during the year and the Council is now lending out slightly longer term. The HRA revenue account has benefitted from interest income payable by the General Fund in recent years for the use of 1-4-1 capital receipts to finance its capital programme but this is likely to reduce as the housebuilding programme progresses. Interest receivable in 2019/20 is expected to increase as interest rates are anticipated to continue moving in an upward direction.

### **Interest Payable on Loans**

This is for the servicing of loans the Council has taken to fund the self-financing debt settlement. Again, modest interest rate rises have been factored in, resulting in anticipated increases in the interest payable in 2018/19 and 2019/20.



### **Self-Financing Reserve**

As part of the debt portfolio taken out toward the end of 2011/12 a variable loan of £31.8 million for 10 years was included. The thirty year HRA Financial Plan had demonstrated that HRA balances would have increased sufficiently for this to be repaid in 2021/22 and this reserve was set up so that a sum equivalent to an average of 10% per annum would be set aside for this purpose. However, it has not been possible to make transfers into this fund in recent years and the balance remains at £12.7 million. As the funds within the HRA are expected to improve in 2019/20, it is anticipated that a transfer of £500,000 will be possible next year. This will increase the balance to £13.2 million.

### **Minimum HRA Balance**

The Council's previously agreed minimum level of balance to be achieved is £2 million; this is expected to be achieved in 2018/19 and 2019/20.

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
HOUSING REVENUE ACCOUNT SUMMARY**

| <b>2017/18</b>  | <b>2018/19</b>  |                 |                                       | <b>2019/20</b>  |
|-----------------|-----------------|-----------------|---------------------------------------|-----------------|
| <b>Actual</b>   | <b>Original</b> | <b>Probable</b> |                                       | <b>Original</b> |
| <b>£000's</b>   | <b>Estimate</b> | <b>Outturn</b>  |                                       | <b>Estimate</b> |
|                 | <b>£000's</b>   | <b>£000's</b>   |                                       | <b>£000's</b>   |
|                 |                 |                 | <b>EXPENDITURE</b>                    |                 |
| 6,082           | 5,976           | 7,133           | Supervision & Management General      | 6,400           |
| 3,832           | 3,753           | 3,382           | Supervision & Management Special      | 3,522           |
| 490             | 486             | 495             | Rents, Rates Taxes & Insurances       | 505             |
| 6,000           | 6,000           | 6,000           | Contribution to Repairs Fund          | 6,000           |
| -               | 50              | 8               | Improvements / Service Enhancements   | 43              |
| <b>16,404</b>   | <b>16,265</b>   | <b>17,018</b>   | <b>MANAGEMENT &amp; MAINTENANCE</b>   | <b>16,470</b>   |
| 8,338           | 10,524          | 8,531           | Capital Charges                       | 8,078           |
| 515             | 300             | 76              | Major Repairs on Leasehold Properties | 300             |
| 61              | 64              | 58              | Treasury Management Expenses          | 57              |
| 33              | 100             | 55              | Provision for Bad/Doubtful Debts      | 68              |
| <b>25,351</b>   | <b>27,253</b>   | <b>25,738</b>   |                                       | <b>24,973</b>   |
|                 |                 |                 | <b>INCOME</b>                         |                 |
| (31,512)        | (31,324)        | (31,170)        | Gross Rent of Dwellings               | (31,579)        |
| (857)           | (876)           | (858)           | Non Dwellings Rent                    | (898)           |
| (2,082)         | (1,954)         | (1,556)         | Charges for Services & Facilities     | (1,827)         |
| (357)           | (374)           | (349)           | Contribution from General Fund        | (343)           |
| <b>(34,808)</b> | <b>(34,528)</b> | <b>(33,933)</b> |                                       | <b>(34,647)</b> |
| <b>(9,457)</b>  | <b>(7,275)</b>  | <b>(8,195)</b>  | <b>NET COST OF SERVICES</b>           | <b>(9,674)</b>  |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
HOUSING REVENUE ACCOUNT SUMMARY (2)**

| <b>2017/18</b>      | <b>2018/19</b>      |                     |                                                     | <b>2019/20</b>      |
|---------------------|---------------------|---------------------|-----------------------------------------------------|---------------------|
| <b>Actual</b>       | <b>Original</b>     | <b>Probable</b>     |                                                     | <b>Original</b>     |
| <b>£000's</b>       | <b>Estimate</b>     | <b>Outturn</b>      |                                                     | <b>Estimate</b>     |
|                     | <b>£000's</b>       | <b>£000's</b>       |                                                     | <b>£000's</b>       |
| (9,457)             | (7,275)             | (8,195)             | NET COST OF SERVICES                                | (9,674)             |
| (218)               | (168)               | (230)               | Interest on Receipts and Balances                   | (378)               |
| 5,510               | 5,555               | 5,601               | Interest Payable on Loans                           | 5,668               |
| (31)                | (76)                | (69)                | Reversal of Repairs Service depreciation            | (65)                |
| 682                 | 672                 | 612                 | Pensions Interest Payable/Return on Assets          | 627                 |
| <u>(3,514)</u>      | <u>(1,292)</u>      | <u>(2,281)</u>      | <b>NET OPERATING INCOME</b>                         | <u>(3,822)</u>      |
|                     |                     |                     | APPROPRIATIONS                                      |                     |
| 6,171               | 2,130               | 3,800               | Direct Revenue Contributions to Capital Expenditure | 4,430               |
| (1,272)             | (570)               | (1,110)             | IAS 19 Adjustment                                   | (1,137)             |
| 0                   | 0                   | 0                   | Transfer to Self Financing Reserve                  | 500                 |
| 7                   | 0                   | 0                   | Leave Accruals                                      | 0                   |
| <u>4,906</u>        | <u>1,560</u>        | <u>2,690</u>        |                                                     | <u>3,793</u>        |
| <u>1,392</u>        | <u>268</u>          | <u>409</u>          | <b>(SURPLUS)/DEFICIT FOR YEAR</b>                   | <u>(29)</u>         |
| 3,853               | 2,289               | 2,461               | BALANCE BROUGHT FORWARD                             | 2,051               |
| 1,392               | 268                 | 409                 | (SURPLUS)/DEFICIT FOR YEAR                          | (29)                |
| <u><b>2,461</b></u> | <u><b>2,021</b></u> | <u><b>2,051</b></u> | <b>BALANCE CARRIED FORWARD</b>                      | <u><b>2,081</b></u> |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
HOUSING REPAIR FUND SUMMARY**

| <i>2017/18</i> | <i>2018/19</i>  |                 |                                   | <i>2019/20</i>  |
|----------------|-----------------|-----------------|-----------------------------------|-----------------|
| <i>Actual</i>  | <i>Original</i> | <i>Probable</i> |                                   | <i>Original</i> |
| <i>£000's</i>  | <i>Estimate</i> | <i>Outturn</i>  |                                   | <i>Estimate</i> |
|                | <i>£000's</i>   | <i>£000's</i>   |                                   | <i>£000's</i>   |
|                |                 |                 | <b>EXPENDITURE</b>                |                 |
| 4,151          | 4,080           | 3,962           | Responsive and Void Repairs       | 4,107           |
| 1,978          | 2,195           | 2,219           | Planned & Cyclical Maintenance    | 2,167           |
| (148)          | (147)           | (88)            | Other items                       | (119)           |
| <b>5,981</b>   | <b>6,128</b>    | <b>6,093</b>    | <b>TOTAL EXPENDITURE</b>          | <b>6,156</b>    |
| <b>(6,000)</b> | <b>(6,000)</b>  | <b>(6,000)</b>  | <b>CONTRIBUTION FROM HRA</b>      | <b>(6,000)</b>  |
| <b>(19)</b>    | <b>128</b>      | <b>93</b>       | <b>(SURPLUS)/DEFICIT FOR YEAR</b> | <b>156</b>      |
| 1,236          | 1,260           | 1,255           | BALANCE BROUGHT FORWARD           | 1,162           |
| (19)           | 128             | 93              | <b>(SURPLUS)/DEFICIT FOR YEAR</b> | <b>156</b>      |
| <b>1,255</b>   | <b>1,132</b>    | <b>1,162</b>    | <b>BALANCE CARRIED FORWARD</b>    | <b>1,006</b>    |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
MAJOR REPAIRS RESERVE SUMMARY**

| <i>2017/18</i> | <i>2018/19</i>  |                 |                                   | <i>2019/20</i>  |
|----------------|-----------------|-----------------|-----------------------------------|-----------------|
| <i>Actual</i>  | <i>Original</i> | <i>Probable</i> |                                   | <i>Original</i> |
| <i>£000's</i>  | <i>Estimate</i> | <i>Outturn</i>  |                                   | <i>Estimate</i> |
|                | <i>£000's</i>   | <i>£000's</i>   |                                   | <i>£000's</i>   |
|                |                 |                 | <b>EXPENDITURE</b>                |                 |
| 9,335          | 11,307          | 11,640          | CAPITAL EXPENDITURE               | 10,341          |
| <b>9,335</b>   | <b>11,307</b>   | <b>11,640</b>   | <b>TOTAL EXPENDITURE</b>          | <b>10,341</b>   |
| <b>(8,324)</b> | <b>(10,486)</b> | <b>(8,499)</b>  | <b>DEPRECIATION</b>               | <b>(8,051)</b>  |
| <b>1,011</b>   | <b>821</b>      | <b>3,141</b>    | <b>(SURPLUS)/DEFICIT FOR YEAR</b> | <b>2,290</b>    |
| 12,704         | 12,193          | 11,693          | BALANCE BROUGHT FORWARD           | 8,552           |
| 1,011          | 821             | 3,141           | <b>(SURPLUS)/DEFICIT FOR YEAR</b> | <b>2,290</b>    |
| <b>11,693</b>  | <b>11,372</b>   | <b>8,552</b>    | <b>BALANCE CARRIED FORWARD</b>    | <b>6,262</b>    |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
SUPERVISION AND MAINTENANCE GENERAL**

|                                                   | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   | Actual       | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                   | £000         | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Capital Monitoring                                | 127          | 109               | 77               | 83                | 0            | 83              | This budget covers the estimated cost of staff time assigned to monitoring and reporting on the Council's HRA capital programme.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Comp.Costs New Hsg.System                         | 14           | 25                | 29               | 27                | 0            | 27              | Charges here represent the cost of system upgrades and enhancements to the Open Housing Management system, which supports the management of leasehold properties.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Contribution To General Fund                      | 799          | 1,188             | 957              | 538               | 0            | 538             | This allocation has been set aside for the HRA's contribution towards the corporate activities of the authority and includes the redundancy costs and pension strain for the Council's new structure. The severance payments in 2018/19 are expected to be significantly lower than anticipated, although this is partially offset by the removal of the estimate for the HRA savings relating to the People Strategy from this budget as the savings feed through into the relevant budget heads once they are identified. The inclusion of a savings allowance of £392,000 for the continuation of the People Strategy in 2019/20 explains the reduction between the years. |
| Hsg. Man. Support Servs.                          | 389          | 377               | 216              | 201               | 0            | 201             | This heading covers costs associated with the support services provided to tenants rather than management issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Managing Tenancies                                | 1,196        | 1,020             | 781              | 673               | 0            | 673             | Costs in this budget relate to general management duties performed by the Housing Management team. The difference between the 2018/19 probable outturn figure and the 2019/20 original figure has occurred because the latter includes a negative sum of £110,000 as a vacancy allowance to cover all HRA posts. This adjustment is made every year in the original estimate for this budget but vacancies are incorporated into the relevant budget heads for the probable outturn each year.                                                                                                                                                                                |
| New House Builds                                  | 368          | 187               | 139              | 210               | 0            | 210             | The budget provides for the revenue costs associated with the Council's House Building programme. Such costs include the management and administrative costs which cannot be capitalised plus any abortive costs incurred when a particular site does not proceed.                                                                                                                                                                                                                                                                                                                                                                                                            |
| Policy & Management                               | 315          | 293               | 83               | 62                | 0            | 62              | This budget covers policy issues and the strategic management of the Housing Revenue Account. It shows a steep reduction resulting from the savings made as a result of the implementation of the first stages of the People Strategy.                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Rent Accounting & Collection                      | 1,030        | 1,000             | 623              | 611               | 0            | 611             | This budget relates to the costs of managing and accounting for HRA rents and managing the associated arrears. There are no major variances to report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Repairs Management                                | 1,171        | 1,246             | 936              | 978               | 0            | 978             | The charges made to this budget relate to the management of all Council House repairs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Sale Of Council Houses                            | 196          | 181               | (2)              | 42                | (33)         | 9               | Right to buy sales have declined from 42 in 2017/18 to an anticipated 29 sales in 2018/19 and the forecast for 2019/20 is 25. The Council retains £1,300 from the proceeds of each sale as a contribution towards the administrative costs.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Tenant Participation                              | 17           | 19                | 12               | 12                | 0            | 12              | This heading covers the cost of time spent organising the tenants' and leaseholders' federation and related meetings. There are no major variances to report.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Waiting Lists & Allocations                       | 475          | 447               | 395              | 406               | 0            | 406             | Allocations here relate mainly to the Housing Options Team who manage the waiting lists, allocate properties to tenants and also deal with homelessness issues.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| HRA Support Services                              | 0            | 0                 | 2,887            | 2,590             | 0            | 2,590           | As stated in the foreword, support service costs have previously been allocated to individual budgets but this is no longer an accounting requirement and the decision was made to make one overall charge to the HRA from 2018/19 onwards.                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Total Supervision &amp; Management General</b> | <b>6,097</b> | <b>6,092</b>      | <b>7,133</b>     | <b>6,433</b>      | <b>(33)</b>  | <b>6,400</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
SUPERVISION AND MAINTENANCE SPECIAL**

|                                                   | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   | Actual       | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                                   | £000         | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Aged Person Management                            | 611          | 692               | 589              | 632               | -            | 632             | This heading is for the management costs of the Council's sheltered units.                                                                                                                                                                                                                                                                                                                                      |
| Aged Person Support                               | 335          | 331               | 311              | 330               | -            | 330             | This budget covers the costs associated with support issues for aged persons, including the service provided by the Careline system which was outsourced to Tunstall in November 2017.                                                                                                                                                                                                                          |
| Homeless - Management                             | 280          | 265               | 307              | 343               | -            | 343             | All management and running costs relating to Norway House are charged to this heading. Staff time spent on management issues has increased since universal credit was introduced.                                                                                                                                                                                                                               |
| Homelessness Support                              | 65           | 61                | 33               | 25                | -            | 25              | This budget covers the support issues provided to residents of Norway House.                                                                                                                                                                                                                                                                                                                                    |
| Special Items                                     | 2,487        | 2,404             | 2,142            | 2,192             | -            | 2,192           | This budget comprises of a number of headings including staircase lighting, communal heating, sewerage related works, grounds maintenance and a number of other smaller services. The highest costs relate to grounds maintenance, which account for 60% of the total expenditure, although a proportion of this is offset by a contribution from the General Fund, shown in the Property Related Income table. |
| <b>Total Supervision &amp; Management Special</b> | <b>3,778</b> | <b>3,753</b>      | <b>3,382</b>     | <b>3,522</b>      | <b>-</b>     | <b>3,522</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                 |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
RENT, RATES AND OTHER EXPENDITURE**

|                                                     | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                     | Actual       | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                     | £000         | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Direct Revenue Contributions to Capital Expenditure | 6,171        | 2,130             | 3,800            | 4,430             | -            | 4,430           | The direct revenue contributions made to partially fund the HRA capital programme can vary quite significantly. It will depend on: the level of capital investment each year, in particular the size of the housebuilding programme; other capital funding available; and the affordability of the contribution in terms of the surplus funds generated on the HRA.                                                                                                                                   |
| Treasury Management                                 | 61           | 64                | 58               | 57                | -            | 57              | Costs here relate to the management of HRA cash balances.                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Increase Bad & Doubtful Debts                       | 32           | 100               | 55               | 68                | -            | 68              | The bad debts provision is based on the level of arrears expected at the year end. Actual arrears in 2017/18 were lower than forecast and the assumed level of arrears in 2018/19 is not expected to increase as much as originally anticipated. However, the potential impact of Universal Credit is still expected to result in increasing levels of arrears. Consequently, the provision has been increased to £68,000 for 2019/20                                                                 |
| Rents/ Rates/Taxes/Insurance                        | 489          | 486               | 495              | 505               | -            | 505             | This budget has been increased due to a rise in the number of voids, exacerbated by the change in the Council Tax rules from 1st April 2017 when charges on empty properties became effective after the first month of vacancy having previously taken effect after three months. The probable outturn estimate for Council Tax has been increased by £80,000 from the original estimate as a result, although this has been largely offset by reduced costs on other costs, particularly insurances. |
| <b>Total</b>                                        | <b>6,753</b> | <b>2,780</b>      | <b>4,408</b>     | <b>5,060</b>      | <b>-</b>     | <b>5,060</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-20  
CAPITAL CHARGES AND INTEREST PAYABLE ON LOANS**

|                                      | 2017/18      | 2018/19           |                  | 2019/20           |              |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------|--------------|-------------------|------------------|-------------------|--------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      | Actual       | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                      | £000         | £000              | £000             | £000              | £000         | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Depreciation                         | 8,324        | 10,486            | 8,499            | 8,051             | -            | 8,051           | Depreciation is based on the value of HRA assets and the expected useful lives of assets and components. The Probable Outturn figures for 2018/19 and Original estimates for 2019/20 reflect the revised average expected useful lives of the Council dwellings agreed with the Council's external auditors. The calculation agreed has resulted in a reduction in depreciation charges in both years. The 2019/20 estimate is lower than that for 2018/19 due to an anticipated reduction in property prices between 1 April 2018 and 1 April 2019. |
| Amortisation                         | 14           | 38                | 32               | 27                | -            | 27              | Amortisation represents the equivalent charge on intangible assets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Total Capital Charges</b>         | <b>8,338</b> | <b>10,524</b>     | <b>8,531</b>     | <b>8,078</b>      | <b>-</b>     | <b>8,078</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Self Financing Interest              | 5,510        | 5,555             | 5,601            | 5,668             | -            | 5,668           | The agreed debt portfolio comprises of loans totaling £154 million at fixed rates between 3.45% and 3.5% and loans of £32 million at variable rates. The interest payable on the variable element is expected to be higher than in previous years due to rising interest rates.                                                                                                                                                                                                                                                                      |
| <b>Total Self Financing Interest</b> | <b>5,510</b> | <b>5,555</b>      | <b>5,601</b>     | <b>5,668</b>      | <b>-</b>     | <b>5,668</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

**HOUSING AND PROPERTY SERVICES**  
**ESTIMATES 2019-20**  
**PROPERTY RELATED INCOME AND INTEREST RECEIVABLE ON BALANCES**

|                                      | 2017/18         | 2018/19           |                  | 2019/20           |                 |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------|-----------------|-------------------|------------------|-------------------|-----------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                      | Actual          | Original Estimate | Probable Outturn | Gross Expenditure | Gross Income    | Net Expenditure |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|                                      | £000            | £000              | £000             | £000              | £000            | £000            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Gross Rent of Dwellings              | (31,512)        | (31,324)          | (31,170)         | -                 | (31,579)        | (31,579)        | Rental income is based on a 1% reduction in rents in both years as a result of the Welfare Reform Act. The probable outturn figure in 2018/19 is expected to be lower than originally forecast due to higher void levels plus slippage on the housebuilding programme. With most of Phase 3 completing in the latter part of this year and Phase 2 at Burton Road nearing completion, combined with the benefit of a 53 week rent year, the total rental income is expected to rise next year.                                                                  |
| Charges Services & Facilities        | (2,082)         | (1,954)           | (1,556)          | -                 | (1,827)         | (1,827)         | This income relates to service charges and various other charges made to tenants. The main reason for the drop in total income in 2018/19 relates to an adjustment with respect to the income receivable from leaseholders for major works on flats. The adjustment represents a retrospective amendment due to works carried out in 2017/18 being lower than estimated. However, this has no impact on the overall HRA balance as an equivalent adjustment has been made to the expenditure on major repairs to leasehold properties shown on the HRA summary. |
| Contribution From General Fund       | (357)           | (374)             | (349)            | -                 | (343)           | (343)           | This is the contribution made towards grounds maintenance costs of housing land in relation to properties that have been sold under the Housing Right to Buy legislation.                                                                                                                                                                                                                                                                                                                                                                                       |
| Garages                              | (804)           | (833)             | (815)            | -                 | (856)           | (856)           | Garage voids have been a little higher than expected. However, next year income is expected to increase in line with garage rent rises.                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Ground Rents                         | (10)            | (10)              | (11)             | -                 | (10)            | (10)            | This relates to the Ground Rents for Leaseholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Other Miscellaneous Rents            | (43)            | (33)              | (32)             | -                 | (32)            | (32)            | Income here relates to a few non dwelling rents that are held in the HRA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Total Property Related Income</b> | <b>(34,808)</b> | <b>(34,528)</b>   | <b>(33,933)</b>  | <b>-</b>          | <b>(34,647)</b> | <b>(34,647)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

|                                                  |              |              |              |          |              |              |                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------|--------------|--------------|--------------|----------|--------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Interest On Capital Balances                     | (120)        | (101)        | (138)        | -        | (236)        | (236)        | The interest on capital balances applies the average investment interest rates expected to the HRA's usable capital reserves' taking into account internal lending to fund some the General Fund capital expenditure as forecast in the Council's capital programme. Interest income in 2018/19 and 2019/20 is expected to be higher than originally estimated due to rising interest rates and higher 1-4-1 capital balances. |
| Interest On Revenue Balances                     | (98)         | (67)         | (92)         | -        | (142)        | (142)        | Interest on revenue balances is expected to be higher than originally anticipated in 2018/19 partly due to increased interest rates and also due to the balance on the Self-financing reserve having been maintained at £12,720,000. The estimated increase anticipated in 2019/20 reflects forecast interest rate rises.                                                                                                      |
| <b>Total Interest on Receipts &amp; Balances</b> | <b>(218)</b> | <b>(168)</b> | <b>(230)</b> | <b>-</b> | <b>(378)</b> | <b>(378)</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                |

**HOUSING AND PROPERTY SERVICES  
ESTIMATES 2019-2020  
HOUSING REPAIRS FUND FIVE YEAR PROGRAMME**

| ACTUAL<br>2017/18<br>£'000 | DETAIL                                                 | ORIGINAL<br>ESTIMATE<br>2018/19<br>£'000 | PROBABLE<br>OUTTURN<br>2018/19<br>£'000 | ORIGINAL<br>ESTIMATE<br>2019/20<br>£'000 | Forecast Spending |                  |                  |                  |
|----------------------------|--------------------------------------------------------|------------------------------------------|-----------------------------------------|------------------------------------------|-------------------|------------------|------------------|------------------|
|                            |                                                        |                                          |                                         |                                          | 2020/21<br>£'000  | 2021/22<br>£'000 | 2022/23<br>£'000 | 2023/24<br>£'000 |
| 2,607                      | Responsive Repairs                                     | 2,741                                    | 2,613                                   | 2,737                                    | 2,792             | 2,848            | 2,905            | 2,963            |
| 1,544                      | Voids (Refurbishment)                                  | 1,339                                    | 1,350                                   | 1,369                                    | 1,397             | 1,425            | 1,453            | 1,482            |
| 1,978                      | Planned Maintenance / Improvements                     | 2,195                                    | 2,219                                   | 2,167                                    | 2,180             | 2,180            | 2,180            | 2,180            |
| 28                         | Miscellaneous Projects                                 | 35                                       | 32                                      | 32                                       | 35                | 35               | 35               | 35               |
| -                          | Feasibilities                                          | 3                                        | -                                       | -                                        | 3                 | 3                | 3                | 3                |
| (176)                      | Less Income                                            | (185)                                    | (120)                                   | (151)                                    | (125)             | (125)            | (125)            | (125)            |
| <b>5,981</b>               | <b>TOTAL EXPENDITURE</b>                               | <b>6,128</b>                             | <b>6,093</b>                            | <b>6,156</b>                             | <b>6,282</b>      | <b>6,366</b>     | <b>6,451</b>     | <b>6,538</b>     |
| (1,236)                    | <b>Balance brought forward</b>                         | (1,260)                                  | (1,255)                                 | (1,162)                                  | (1,007)           | (825)            | (659)            | (408)            |
| (6,000)                    | Contribution from H.R.A.                               | (6,000)                                  | (6,000)                                 | (6,000)                                  | (6,100)           | (6,200)          | (6,200)          | (6,200)          |
| 5,981                      | Less Expenditure (above)                               | 6,128                                    | 6,093                                   | 6,156                                    | 6,282             | 6,366            | 6,451            | 6,538            |
| <b>(1,255)</b>             | <b>BALANCE CARRIED FORWARD<br/>(SURPLUS) / DEFICIT</b> | <b>(1,132)</b>                           | <b>(1,162)</b>                          | <b>(1,007)</b>                           | <b>(825)</b>      | <b>(659)</b>     | <b>(408)</b>     | <b>(70)</b>      |

**HOUSING AND PROPERTY SERVICES  
HOUSING REVENUE ACCOUNT  
SUBJECTIVE ANALYSIS 2019-20**

|                                           | Employee Expenses | Premises Related Expenses | Transport Related Expenses | Supplies And Services | Contracted Services | Support Services | Asset Charges     | Internal Recharges | EXPENDITURE       | Misc Income      | Government Contributions | Other Contributions | Fees & Charges      | INCOME              | GRAND TOTAL     |
|-------------------------------------------|-------------------|---------------------------|----------------------------|-----------------------|---------------------|------------------|-------------------|--------------------|-------------------|------------------|--------------------------|---------------------|---------------------|---------------------|-----------------|
| <b>Supervision/Management General</b>     |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Capital Monitoring                        | 70,150            | -                         | 2,470                      | 270                   |                     | 10,400           |                   |                    | 83,290            |                  |                          |                     |                     |                     | 83,290          |
| Comp.Costs New Hsg.System                 | 2,450             |                           |                            | 25,000                |                     | -                |                   |                    | 27,450            |                  |                          |                     |                     |                     | 27,450          |
| Contribution To General Fund              | (117,550)         |                           |                            | 9,970                 |                     | 645,210          |                   |                    | 537,630           |                  |                          |                     |                     |                     | 537,630         |
| Hsg. Man. Support Servs.                  | 169,280           |                           | 5,430                      | 160                   |                     | 26,140           |                   |                    | 201,010           |                  |                          |                     |                     |                     | 201,010         |
| Managing Tenancies                        | 446,980           | 10,000                    | 17,190                     | 42,940                |                     | 155,710          |                   |                    | 672,820           |                  |                          |                     |                     |                     | 672,820         |
| New House Builds                          | 188,150           | -                         | 2,940                      | 6,720                 |                     | 12,560           |                   |                    | 210,370           | -                |                          |                     |                     | -                   | 210,370         |
| Policy & Management                       |                   | -                         |                            | 31,000                |                     | 30,500           |                   |                    | 61,500            |                  |                          |                     |                     |                     | 61,500          |
| Rent Accounting & Collection              | 442,750           |                           | 12,320                     | 41,130                |                     | 114,560          |                   |                    | 610,760           |                  |                          |                     |                     |                     | 610,760         |
| Repairs Management                        | 822,680           |                           | 25,990                     | 850                   |                     | 128,950          |                   |                    | 978,470           |                  |                          |                     |                     |                     | 978,470         |
| Sale Of Council Houses                    | 13,920            |                           | 490                        | 25,050                |                     | 2,100            |                   |                    | 9,060             |                  |                          |                     | -                   | -                   | 9,060           |
| Tenant Participation                      |                   | 250                       | 1,200                      | 2,450                 |                     | 6,840            |                   | (32,500)           | 10,740            |                  |                          |                     |                     |                     | 10,740          |
| Waiting Lists & Allocations               | 318,820           |                           | 4,930                      | 38,950                |                     | 43,610           |                   |                    | 406,310           |                  |                          |                     |                     |                     | 406,310         |
| HRA Support Services                      |                   |                           |                            |                       |                     | 2,590,180        |                   |                    | 2,590,180         |                  |                          |                     |                     |                     | 2,590,180       |
| <b>Supervision/Management Special</b>     |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Aged Person Management                    | 274,810           | 247,210                   | 8,440                      | 28,710                |                     | 63,210           | 9,630             |                    | 632,010           |                  |                          |                     |                     |                     | 632,010         |
| Aged Person Support                       | 273,830           |                           | 12,000                     | -                     |                     | 43,660           |                   |                    | 329,490           |                  |                          |                     |                     |                     | 329,490         |
| Homeless - Management                     | 206,330           | 74,580                    | 2,640                      | 27,670                |                     | 23,610           | 7,990             |                    | 342,820           |                  |                          |                     |                     |                     | 342,820         |
| Homelessness Support                      | 22,080            |                           | 340                        | 90                    |                     | 3,020            |                   |                    | 25,530            |                  |                          |                     |                     |                     | 25,530          |
| Special Items                             | 467,710           | 1,099,180                 | 21,400                     | 174,500               | 339,830             | 74,900           | 15,100            |                    | 2,192,620         |                  |                          |                     | -                   | -                   | 2,192,620       |
| <b>Rents, Rates Taxes &amp; Insurance</b> |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Rents/ Rates/Taxes/Insurance              | -                 | 370,970                   |                            | 133,830               |                     | -                |                   |                    | 504,800           |                  |                          |                     |                     |                     | 504,800         |
| <b>Contribution To Repairs Fund</b>       |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Contribution To Repairs Fund              |                   |                           |                            | 6,000,000             |                     |                  |                   |                    | 6,000,000         |                  |                          |                     |                     |                     | 6,000,000       |
| <b>Other Expenditure</b>                  |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Amortisation                              |                   |                           |                            |                       |                     |                  | 27,230            |                    | 27,230            |                  |                          |                     |                     |                     | 27,230          |
| Depreciation                              |                   |                           |                            |                       |                     |                  | 8,050,570         |                    | 8,050,570         |                  |                          |                     |                     |                     | 8,050,570       |
| Increase Bad & Doubtful Debts             |                   |                           |                            | 68,000                |                     |                  |                   |                    | 68,000            |                  |                          |                     |                     |                     | 68,000          |
| Leasehold Refcus                          |                   | 300,000                   |                            |                       |                     |                  |                   |                    | 300,000           |                  |                          |                     |                     |                     | 300,000         |
| Treasury Management                       |                   |                           |                            |                       |                     |                  | 56,504            |                    | 56,504            |                  |                          |                     |                     |                     | 56,504          |
| <b>Gross Rent Of Dwellings</b>            |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Gross Rent of Dwellings                   |                   |                           |                            | -                     |                     |                  |                   |                    | -                 |                  |                          |                     | (31,579,200)        | (31,579,200)        | (31,579,200)    |
| <b>Contribution From General Fund</b>     |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Contribution From General Fund            |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          | (343,080)           |                     | (343,080)           | (343,080)       |
| <b>Charges Services &amp; Facilities</b>  |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Charges to Services & Facilities          |                   |                           |                            | -                     |                     |                  |                   |                    | -                 | (30,600)         | (13,500)                 |                     | (1,782,200)         | (1,826,300)         | (1,826,300)     |
| <b>Interest</b>                           |                   |                           |                            |                       |                     |                  |                   |                    |                   | (235,510)        |                          |                     |                     | (235,510)           | (235,510)       |
| Interest On Capital Balances              |                   |                           |                            |                       |                     |                  |                   |                    |                   | (142,090)        |                          |                     |                     | (142,090)           | (142,090)       |
| Interest On Revenue Balances              |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     | (856,350)           | (856,350)       |
| <b>Non Dwelling Rents</b>                 |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     | (10,480)            | (10,480)        |
| Garages                                   |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     | (31,370)            | (31,370)        |
| Ground Rents                              |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Other Miscellaneous Rents                 |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| <b>Self Financing Interest</b>            |                   |                           |                            |                       |                     |                  | 5,668,000         |                    | 5,668,000         |                  |                          |                     |                     |                     | 5,668,000       |
| Self Financing Interest                   |                   |                           |                            |                       |                     |                  | 4,430,000         |                    | 4,430,000         |                  |                          |                     |                     |                     | 4,430,000       |
| <b>Total Capital Charges</b>              |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Direct Rev Contributions to Capital       |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| <b>HRA Summary (2)</b>                    |                   |                           |                            |                       |                     |                  |                   |                    |                   |                  |                          |                     |                     |                     |                 |
| Service Enhancements                      |                   |                           |                            | 43,000                |                     |                  |                   |                    | 43,000            |                  |                          |                     |                     |                     | 43,000          |
| Reversal of Repairs Service depreciation  |                   |                           |                            |                       |                     |                  | (65,130)          |                    | (65,130)          |                  |                          |                     |                     |                     | (65,130)        |
| Pensions Interest Payable/Return c        | 627,140           |                           |                            |                       |                     |                  |                   |                    | 627,140           |                  |                          |                     |                     |                     | 627,140         |
| IAS 19 Adjustment                         | (1,137,250)       |                           |                            |                       |                     |                  |                   |                    | (1,137,250)       |                  |                          |                     |                     |                     | (1,137,250)     |
| Transfer to Self Financing Reserve        |                   |                           |                            |                       |                     |                  | 500,000           |                    | 500,000           |                  |                          |                     |                     |                     | 500,000         |
| <b>Grand Total</b>                        | <b>3,092,280</b>  | <b>2,102,190</b>          | <b>117,780</b>             | <b>6,700,290</b>      | <b>339,830</b>      | <b>3,975,160</b> | <b>18,699,894</b> | <b>(32,500)</b>    | <b>34,994,924</b> | <b>(408,200)</b> | <b>(13,500)</b>          | <b>(343,080)</b>    | <b>(34,259,600)</b> | <b>(35,024,380)</b> | <b>(29,456)</b> |