

# Committee Agenda



**Epping Forest  
District Council**

## **Finance and Performance Management Cabinet Committee Monday, 19th January, 2015**

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

**Committee Room 1, Civic Offices, High Street, Epping  
on Monday, 19th January, 2015  
at 7.00 pm .**

**Glen Chipp  
Chief Executive**

**Democratic Services  
Officer**

Rebecca Perrin, The Office of the Chief Executive  
Tel: 01992 564532 Email:  
democraticservices@eppingforestdc.gov.uk

### **Members:**

Councillors Ms S Stavrou (Chairman), A Lion, J Philip, D Stallan and C Whitbread

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

### **WEBCASTING/FILMING NOTICE**

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

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

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

**If you have any queries regarding this, please contact the Senior Democratic Services Officer on 01992 564249.**

**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. DECLARATIONS OF INTEREST**

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

**4. MINUTES**

To confirm the minutes of the last meeting of the Committee held on 13 November 2014 (previously circulated).

**5. ALLOCATION OF LOCAL COUNCIL TAX SUPPORT GRANT (Pages 5 - 10)**

(Director of Resources) To consider the attached report (FPM-018-2014/15).

**6. ENGAGEMENT OF COUNSEL - JUDICIAL REVIEW DEFENCE (Pages 11 - 16)**

(Director of Housing) To consider the attached report (FPM-019-2014/15).

**7. HOMELESSNESS LEGAL EXPENSES BUDGET (Pages 17 - 20)**

(Director of Housing) To consider the attached report (FPM-020-2014/15).

**8. COMMUNITY ARTS - PROPOSED BUDGET SAVING (Pages 21 - 26)**

(Director of Housing) To consider the attached report (FPM-021-2014/15).

**9. DETAILED DIRECTORATE BUDGETS (Pages 27 - 86)**

(Director of Resources) To consider the attached report (FPM-022-2014/15).

**10. CORPORATE RISK UPDATE (Pages 87 - 108)**

(Director of Resources) To consider the attached report (FPM-023-2014/15).

**11. ANY OTHER BUSINESS**

Section 100B(4)(b) of the Local Government Act 1972, together with paragraphs 6 and 25 of the Council Procedure Rules contained in the Constitution require 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.

In accordance with Operational Standing Order 6 (non-executive bodies), any item raised by a non-member shall require the support of a member of the Committee concerned and the Chairman of that Committee. Two weeks' notice of non-urgent items is required.

**12. EXCLUSION OF PUBLIC AND PRESS**

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

<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.

**Confidential Items Commencement:** Paragraph 9 of the Council Procedure Rules contained in the Constitution require:

- (1) All business of the Council requiring to be transacted in the presence of the press and public to be completed by 10.00 p.m. at the latest.
- (2) At the time appointed under (1) above, the Chairman shall permit the completion of debate on any item still under consideration, and at his or her discretion, any other remaining business whereupon the Council shall proceed to exclude the public and press.
- (3) Any public business remaining to be dealt with shall be deferred until after the completion of the private part of the meeting, including items submitted for report rather than decision.

**Background Papers:** Paragraph 8 of the 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 (as defined in Rule 10) and in respect of executive reports, the advice of any political advisor.

Inspection of background papers may be arranged by contacting the officer responsible for the item.

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



**Epping Forest  
District Council**

**Report Reference: FPM-018-2014/15**

**Date of meeting: 19 January 2015**

**Portfolio: Finance**

**Subject: Allocation of Local Council Tax Support Grant**

**Officer contact for further information: Bob Palmer – (01992 – 56 4279)**

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

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

**To allocate the Local Council Tax Support Grant available to Town and Parish Councils in proportion to the reduction in their Council Tax income.**

### **Executive Summary:**

When Local Council Tax Support was introduced for 2013/14 the Council decided to top up the amount of grant relating to local councils of £312,812 by an additional £7,460 in order to leave local councils no worse off.

From 2014/15 it was clear that the amount of grant relating to local councils would no longer be separately identified and that the overall grant receivable would be substantially reduced. This Committee decided on 19 September 2013 that the grant available to local councils should be reduced by the same percentage as the Council's overall grant was reduced. This policy has subsequently been re-affirmed by both this Committee and Cabinet.

At the Local Councils Liaison meeting on 7 November 2013 it was suggested that, for the allocation to be as fair as possible, the amount of grant should reflect the loss of income to each body. This suggestion was adopted by the Committee last year and it is proposed to use the same methodology again for 2015/16.

It was not possible to provide precise figures to the Local Councils Liaison meeting on 20 November 2014 as the tax base had not been set. Now the tax base has been set and the likely reduction in overall grant has been confirmed as 14.2%. The figures shown in the appendix were shared with the local councils before Christmas but it was made clear that they should not be regarded as final until the issue had been considered by this Committee.

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

To agree the basis for allocating LCTS Grant and the amounts due to each Town and Parish Council.

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

Members could decide to allocate the grant by reducing the amount payable to each local council by 14.2%. Alternatively, Members could decide to allocate more than the proposed amount, although this would require additional savings elsewhere in the budget to fund the local councils.

## Report:

1. The principle behind this grant is that it should compensate for the reduction in tax base and for 2013/14 Members decided to top up the Government funding of £312,812 by £7,460 to leave local councils no worse off as a result of local council tax support. This meant that if the grant for 2013/14 was deducted from the previous year's precept and the adjusted precept was then divided by the adjusted tax base the new Band D charge produced should be similar to the 2012/13 Band D charge. Help and advice was provided to the local councils and most set their precepts accordingly so there was little increase in most Band D charges. Out of the twenty four local councils only five increased their charge by more than 3.5% and these are shown below -

Local Council	Band D 2012/13 £	Band D 2013/14 £	Increase %
Chigwell	37.34	47.69	27.72
Moreton, Bobbingworth and the Lavers	21.49	24.87	15.73
North Weald Bassett	52.45	57.61	9.84
Ongar Town	82.83	90.80	9.62
Stanford Rivers	32.59	48.42	48.57

2. The position was different for 2014/15 as the grant paid to local councils was reduced to reflect the reduction in the grant paid by DCLG to this Council. The reduction of 12.5% in support grant equated to £40,037, although this needs to be seen in the context of the precepts of local councils for 2014/15 which totalled £3,077,383. Most local councils again sought to limit the increases in Band D charges and out of the twenty four only five increased their charge by more than 7.5% and these are shown below -

Local Council	Band D 2013/14 £	Band D 2014/15 £	Increase %
Epping Upland	28.54	36.84	29.08
Fyfield	24.77	26.66	7.63
Lambourne	32.45	35.48	9.34
Ongar Town	90.80	102.56	12.95
Stanford Rivers	48.42	57.92	19.62

3. The tax base has now been set for 2015/16 and this shows a reduction of 4,689.5 Band D equivalents due to LCTS, a reduction of 325.3 on the 2014/15 figure of 5,014.8. This is a reduction of approximately 6.5%, although within this average the figures for individual authorities show more fluctuation. The five authorities with the greatest Band D reductions and their year on year change are shown below -

Local Council	Reduction in Band D Equivalents 2013/14	Reduction in Band D Equivalents 2014/15	(Decrease) %
Buckhurst Hill	346.6	314.3	(9.32)
Chigwell	372.9	347.2	(6.89)
Epping Town	467.5	437.9	(6.33)
Loughton Town	1,377.2	1,295.7	(5.92)
Waltham Abbey Town	1,185.6	1,100.2	(7.20)

4. The draft grant settlement figures announced just before Christmas were slightly better than expected for 2015/16. Previously local authorities had been advised of a potential reduction of 15.4% but the latest indicative figures show a reduction in total grant of 14.2%. Applying this reduction to the 2014/15 grant gives an amount to be allocated amongst local councils of £240,442 for 2015/16.

5. Appendix one shows the reduction in Band D equivalents for each local authority and then multiplies this by the Band D charge for 2014/15 to get a figure for the predicted loss of income for 2015/16. The total income lost for all local authorities is £309,345 and the individual amounts are divided by this to show the percentage of the total loss that relates to each authority. The individual percentages are then multiplied by the grant available to give the allocation for each authority.

6. As Waltham Abbey Town Council has the largest reduction in income it is used here as the illustration -

a) Predicted loss of income = Band D charge x reduction in Band D equivalents

$$£109,293.87 = £99.34 \times 1,100.2$$

b) Percentage of overall loss = WATC loss / total loss

$$35.33\% = £109,293.87 / £309,344.68$$

c) Share of Grant = % of overall loss x total grant

$$£84,950 = 35.33\% \times £240,442$$

7. The change in grant relative to 2014/15 is determined by the relative changes in Band D charges and the reductions in Band D equivalents, with most authorities showing the expected reductions. One authority, Stanford Rivers, has an increase in grant due to the size of the increase in their Band D charge in 2014/15.

8. When the draft settlement figures were announced in late December the possibility of extending the referendum requirement for significant increases in Band D charges to local councils was mentioned. From the tables provided above it can be seen that over two years Ongar Town have increased their charge 23.82% from £82.83 to £102.56 and Stanford Rivers have increased their charge 77.72% from £32.59 to £57.92. It is also worth mentioning the increase of 27.72% by Chigwell in 2013/14 and the increase of 29.08% by Epping Upland in 2014/15. It is clear that Ministers are becoming frustrated by local councils increasing their charges and may act to prevent this happening again in the lead up to the general election.

#### **Resource Implications:**

The reduction in resource available for the grant to local councils is the same as the overall grant reduction faced by the Council. Members could choose to reduce the total grant by a greater or lesser amount, a greater reduction would reduce the need for savings whilst an increase in the grant would have to be funded by other savings elsewhere in the budget.

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

The Government has not prescribed a formula or mechanism for calculating or allocating the grant but has said it is for each billing authority to determine.

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

There are no implications arising from the recommendations in this report for the Council's commitment to the Nottingham Declaration for climate change, the corporate Safer, Cleaner and Greener initiative or any Crime and Disorder issues within the district.

#### **Consultation Undertaken:**

Information has been shared with local councils by email and the Director of Resources attended the Local Councils Liaison meeting in November.

#### **Background Papers:**

Previous reports on LCTS.

**Impact Assessments:**Risk Management

There is a risk that if the allocations are not determined local councils could be late in setting their precepts and this in turn could effects our own budget timetable.

## Due Regard Record

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

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

<b>Date / Name</b>	<b>Summary of equality analysis</b>
6/01/15  Director of Resources	The purpose of the report is to allocate grant amongst local councils. It does not propose how the grant should be used and so has no equalities implications.



Local Council	LCTS Grant	Band D Charge	Reduction in Tax Base	Income Lost	% of Total Loss	LCTS Grant	Change in Grant	Taxbase	Taxbase	Increase/ (Decrease)
	2014/15 £	2014/15 £	2015/16 Band D Equivalents	2015/16 £	%	2015/16 £	2015/16 £	2014/15	2015/16	
Abess, Berners and Beauchamp Roding	218	24.70	8.40	207.48	0.07	161	-57	202.4	207.7	5.3
Buckhurst Hill	20,576	68.89	314.30	21,652.13	7.00	16,829	-3,747	5,016.0	5,028.5	12.5
Chigwell	15,323	47.16	347.20	16,373.95	5.29	12,727	-2,596	5,737.7	5,894.7	157.0
Epping Town	33,771	83.84	437.90	36,713.54	11.87	28,536	-5,235	4,828.3	4,915.3	87.0
Epping Upland	492	36.84	16.90	622.60	0.20	484	-8	403.0	401.1	-1.9
Fyfield	455	26.66	19.20	511.87	0.17	398	-57	404.4	407.9	3.5
High Ongar	1,063	23.58	49.00	1,155.42	0.37	898	-165	527.5	541.0	13.5
Lambourne	2,883	35.48	103.10	3,657.99	1.18	2,843	-40	825.0	830.6	5.6
Loughton Town	58,358	49.18	1,295.70	63,722.53	20.60	49,529	-8,829	11,828.2	11,938.7	110.5
Matching	759	32.70	23.80	778.26	0.25	605	-154	415.5	422.0	6.5
Moreton, Bobbingworth and the Lavers	1,084	25.22	50.60	1,276.13	0.41	992	-92	541.2	552.4	11.2
Nazeing	4,436	34.50	136.50	4,709.25	1.52	3,660	-776	1,975.9	1,996.1	20.2
North Weald Bassett	12,464	57.27	226.60	12,977.38	4.20	10,087	-2,377	2,422.4	2,443.2	20.8
Ongar Town	20,889	102.56	248.40	25,475.90	8.24	19,801	-1,088	2,609.1	2,618.9	9.8
Roydon	1,329	22.43	70.20	1,574.59	0.51	1,224	-105	1,264.7	1,266.8	2.1
Sheering	1,559	24.38	80.40	1,960.15	0.63	1,524	-35	1,274.0	1,290.0	16.0
Stanford Rivers	1,126	57.92	27.00	1,563.84	0.51	1,216	90	343.6	348.0	4.4
Stapleford Abbots	269	11.56	25.30	292.47	0.09	227	-42	493.8	511.3	17.5
Stapleford Tawney	37	19.47	1.80	35.05	0.01	27	-10	77.4	79.3	1.9
Theydon Bois	3,811	51.14	86.80	4,438.95	1.43	3,450	-361	1,938.3	1,953.6	15.3
Theydon Garnon	24	12.00	2.00	24.00	0.01	19	-5	81.3	76.4	-4.9
Theydon Mount	13	13.10	0.90	11.79	0.00	9	-4	108.7	111.7	3.0
Waltham Abbey Town	99,007	99.34	1,100.20	109,293.87	35.33	84,950	-14,057	7,131.1	7,223.0	91.9
Willingale	289	18.24	17.30	315.55	0.10	245	-44	229.9	227.1	-2.8

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



**Epping Forest  
District Council**

**Report reference: FPM-019-2014/15**  
**Date of meeting: 19 January 2015**

**Portfolio: Housing**

**Housing**

**Subject:**

**Engagement of Counsel – Judicial Review Defence**

**Responsible Officer:**

**Roger Wilson (01992 564419)**

**Democratic Services:**

**Rebecca Perrin (01992 564532)**

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

**(1) That the Committee recommends to the Cabinet that a report be made to Council requesting a Supplementary Estimate funded from Housing Revenue Account (HRA) Balances in the sum of £40,000 for the engagement of Stephen Knafler QC, for successfully defending the challenge against the Council's Housing Allocations Scheme's Residency Criteria under Judicial Review in the High Court, (£37,000) and for providing advice on the revisions of the Council's Housing Allocations Scheme (around £3,000).**

### **Executive Summary:**

1. The Committee is asked to recommend to the Cabinet that a report be made to Council requesting a Supplementary Estimate in the sum of £40,000 funded from Housing Revenue Account (HRA) Balances. This is in order to meet the costs incurred for the engagement of Stephen Knafler QC, to successfully defend the legal challenge in the High Court against the Council's Housing Allocations Scheme's Residency Criteria, and the provision of advice given on the Council's revised Housing Allocations Scheme which was agreed by the Housing Scrutiny Panel on 21 October 2014.

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

In order to secure funding through a Supplementary Estimate funded from the HRA for the engagement of Stephen Knafler QC for the reasons set out in the Recommendations.

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

As the costs for engaging Stephen Knafler QC have already been incurred due to the reasons set out in the report, there appear to be no other options for action.

### **Report:**

### **Background**

1. The Council's current Housing Allocations Scheme came into force on 1 September 2013. Under the Scheme, in order to join the Council's Housing Register, applicants must meet the Local Eligibility Criteria. One aspect of the Criteria is that an applicant must be resident in the District for a minimum of 3 continuous years subject to certain exceptions. The Housing

Allocations Scheme was referred to Stephen Knafler QC to review, who has considerable experience in housing law and considered the Scheme to be legal. As a result of the Local Eligibility Criteria, the Council received a number of calls from non-qualifying applicants and dealt with around 170 written appeals.

### **Hillsden v Epping Forest District Council**

2. The Claimant in the above case joined the Council's Housing Register on 14 October 2008 and, under the Scheme in force at that time, was placed in Band 5 as she was lacking a bedroom and was living outside the District. The Claimant moved into the District in May 2012. Her application was promoted to Band 3 on 31 May 2013 as she then had 12 months residency which was a requirement under the former Scheme. However, as she had not been in the District for sufficient time in order to meet with the requirements of the new Scheme which came into force on 1 September 2013, she was removed from the list at that time.

3. On 5 August 2013, the Claimant appealed the decision that she would be removed from the Council's Housing Register. Having considered the Appeal, the Assistant Director (Housing Operations) wrote to the Claimant confirming that he was upholding the Council's decision, and if still unhappy she could make a complaint to the Local Government Ombudsman.

4. The Claimant sought legal advice and her Solicitor applied for a Judicial Review by way of a written application to the High Court. A High Court Judge considered the application and written submissions sent to the Court (prepared by Stephen Knafler QC on behalf of the Council), and decided that the Council had acted lawfully and was within its rights to decide locally, in accordance with the Localism Act (and the associated Government's Code of Guidance), on how it should allocate its accommodation. In short, the Judge felt the Council had done nothing wrong and also refused permission for the matter to proceed for a full Judicial Review.

5. The Claimant's Solicitor applied for an oral hearing of the permission application which was heard in the High Court on 10 June 2014. The Council was again represented at the hearing by Stephen Knafler QC and the Claimant was also represented by a Barrister. The High Court Judge who presided at the hearing took the view that the case should proceed to a full Judicial Review hearing as "the matter is of some importance and significance and should be determined as soon as reasonably possible". The Judge commented that he was not himself in favour of the provisions of the Localism Act, (which allows authorities to decide locally how schemes are framed provided they are both legal and rational). The Council's Scheme met with all of the requirements of the Localism Act and associated Codes of Guidance.

6. The Claimant was awarded Legal Aid which allowed her to be represented by a QC and Junior Counsel on the basis that the matter raises issues of some public importance.

7. Officers had a discussion with the Housing Portfolio Holder about the case, prior to the Judicial Review hearing. On the request of the Housing Portfolio Holder, officers sent a briefing note on the matter to the Leader and Deputy Leader of the Council and the Chairman of the Housing Scrutiny Panel.

8. Prior to the case being heard, Stephen Knafler QC expressed the view that the Council had around a 70% chance of success. It was considered that, although it was not possible to predict the costs of defending the action, the Council should defend in order to uphold the Council's policies. If the case was not defended, it could have undermined the Council's Housing Allocations Scheme and had implications on other similar non-qualifying cases.

The Claimant's two main arguments were that:

- (i) Although the Council argues that the delegated authority granted to the Director of Communities to make decisions as he considers appropriate in exceptional circumstances not covered by the Scheme only applies to qualifying persons (i.e. people already admitted onto the Housing Register), the Claimant says the Scheme is framed in a way that infers it applies to both qualifying and non-qualifying persons; and
- (ii) That housing allocation schemes nationally, regardless of how framed, should consider exceptional circumstances of all non-qualifying applicants following a request for a review. If successful on this argument, it could have far-reaching implications on all other local authorities under their own local eligibility criteria.

9. A full Judicial Review hearing was heard in the High Court on 25 & 26 September 2014. The Judgement was handed down on 7 January 2015. In the conclusion of his judgement the Judge said "I have rejected all aspects of the Claimant's challenge". In respect of Paragraph 8 (i) above he stated that such authority was directed to qualifying persons and there is no statutory support for the second argument set out in Paragraph 8 (ii) above.

11. The Judge further referred, in particular, to his view that "the target audience for the Scheme was not the Courts and it [the Scheme] is not for forensic dissection and has to function in the real world and be evaluated as a whole". He felt that the Scheme is unambiguous and has hard-edged rules with no discretion.

12. Stephen Knafler QC commented that it was "a 100% victory". It should be noted that although the Judge has refused Permission to Appeal, the Claimant may seek leave to Appeal in a higher Court. Should the Claimant ultimately lodge an Appeal, the Council will need to consider whether it would continue to defend its position.

13. The Council has obtained an Order for costs although based on experience in previous cases, any costs awarded to the Council are unlikely to be recovered as the Claimant was legally aided.

14. At its meeting on 21 October 2014, the Housing Scrutiny Panel considered the review of the Housing Allocations Scheme following 12 months of operation. As a result of the Claimant's case, the Panel will be recommending to the Cabinet that as part of the review the Housing Allocations Scheme be amended to absolutely clarify that discretion in exceptional circumstances will only apply to persons already admitted onto the Housing Register and that the Director of Communities will not have discretion to allow any non-qualifying applicant onto the Housing Register.

15. As it was not possible to foresee such a challenge being made, no budget provision has been made for any costs. Therefore, the Committee is asked to recommend to the Cabinet that a report be made to Council requesting a Supplementary Estimate in the sum of £40,000 funded from Housing Revenue Account (HRA) Balances in order to meet the costs incurred in the current year for the engagement of Stephen Knafler QC to successfully defend the legal challenge against the Council's Housing Allocations Scheme's Residency Criteria (£37,000) and the provision of advice given on the Council's revised Housing Allocations Scheme (around £3,000) which was agreed by the Housing Scrutiny Panel on 21 October 2014.

16. The Committee are asked to note that due Stephen Knafler QC having extensive experience in this field and in-depth knowledge of the Council's Housing Allocations Scheme he was able to be engaged without competitive quote under Contract Standing Orders C16 (7) which grants exemptions in such circumstances.

**Resource Implications:**

Supplementary Estimate in the sum of £40,000 funded from Housing Revenue Account (HRA) Balances.

**Legal and Governance Implications:**

There are currently no Legal or Governance implications, as the Council have been successful in defending the challenge. However, should the Claimant lodge an Appeal, the Council will need to consider whether it would continue to defend its position. If any Appeal was successful, amendments may need to be made to the Housing Allocations Scheme at that time.

Both the current Housing Allocations Scheme and the draft reviewed Scheme has been considered to be legal by Stephen Knafler QC.

**Safer, Cleaner and Greener Implications:**

None

**Consultation Undertaken:**

A Consultation exercise was undertaken on the current Housing Allocations Scheme with the Tenants and Leaseholders Federation, Town and Parish Councils, every private Registered Providers of social housing with which the Council has nomination arrangements and partner agencies with an interest in the Scheme. The same arrangements are on-going for the revised draft Housing Allocations Scheme.

**Background Papers:**

Housing Allocations Scheme  
Advice of Stephen Knafler QC  
Judgement on Hillsden v Epping Forest District Council

**Risk Management:**

Any legal risks have been minimised by the Council's Housing Allocations Scheme being reviewed by Stephen Knafler QC. However, as the current Scheme, and to a greater extent the draft revised Scheme, includes strict eligibility rules for a person to qualify to join the Council's Housing Register, the likelihood of challenges by applicants has increased which could result in costly legal representation.

## 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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The Housing Scrutiny Panel considers a report on the Protected Characteristics of all home seekers on the Housing Register compared to those who are allocated accommodation to determine whether there is any disparity. To date no concerns have been raised.

In the case set out in the report, the person who was removed from the Council's Housing Register was one of many who did not meet with the Local Eligibility Criteria in terms of residency. A full Equality Impact Assessment on the Housing Allocations Scheme was undertaken prior to the revised Scheme coming into force on 1 September 2013 which found that the Scheme does not discriminate against any particular group, including when taking into account the Residency Criteria.

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



**Report reference:** FPM-020-2014/15  
**Date of meeting:** 19 January 2015

**Epping Forest  
District Council**

**Portfolio:** Housing

**Subject:** Homelessness Legal Expenses Budget

**Responsible Officer:** Roger Wilson (01992 564419).

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

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

**(1) That the Committee recommends to the Cabinet that a report be made to Council requesting a Supplementary Estimate, funded from the District Development Fund (DDF) in the sum of £52,000, in order to meet the legal costs incurred in both 2013/2014 and 2014/2015 for seeking specialist legal advice on homelessness cases and defending a homelessness case in the County Court; and**

**(2) That, due to the increased legal challenges being made by homeless applicants against determinations under the Homelessness Legislation, in order to meet any potential legal costs in future years, a contingency provision of £20,000 per annum be made within the District Development Fund (DDF) for the three year period 2015/2016 to 2017/2018.**

### **Executive Summary:**

1. The Council's revised Housing Allocations Scheme came into force on 1 September 2013. Under the Scheme, changes were made to the way in which the Council deals with Homeless applicants. Due to the new approach to meeting the duty to homeless applicants, there has been an increase in the number of legal challenges. As a result, the Council's Legal Team appointed Counsel to advise on a number of specific legal matters and also to defend one case (unrelated to the revisions made to the Scheme) in the County Court in 2013/2014. In order to meet the additional expenditure, it is suggested that the Committee recommends to Cabinet that a report be made to Council requesting a Supplementary Estimate funded from the District Development Fund (DDF) in the sum of £52,000 in order to meet the legal costs incurred in the current year.

2. Furthermore, in order to make provision for any potential legal costs in future years, it is suggested that a contingency provision of £20,000 per annum be made within the District Development Fund (DDF) for the three year period 2015/2016 to 2017/2018.

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

In order to make budget provision for defending the Council's case in the County Court in 2013/2014, and the provision of legal advice in 2014/2015, and to provide additional funding to defend the Council's position when legal challenges are made by homeless applicants in future years.

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

Not to defend legal challenges from homeless applicants, which would result in the Council conceding in all cases.

### **Report:**

1. At its meeting on 15 April 2013 (Minute 139 refers), the Cabinet agreed the revised Housing Allocations Scheme which came into force on 1 September 2013. Under the revised Scheme, changes were made to the way in which the Council deals with homeless applicants. These included homeless applicants no longer being offered choice and instead being made one offer of suitable (generally flatted) accommodation which meets with the Council's duty to provide reasonable preference (in accordance with the Housing Act 1996 as amended) to this client group.

2. The reason for the change was to ensure that non-homeless home seekers on the Council's Housing Register have wider choice, and are given priority for houses along with existing tenants on the Register already living in Council flatted accommodation.

3. Due to the new approach to meeting the duty to homeless applicants, there has been an increase in the number of legal challenges predominantly concerning the suitability of the accommodation offered. As a result, the Council's Legal Team appointed Counsel to advise on a number of specific legal matters.

4. Furthermore, in 2013/2014, the Council unsuccessfully defended a challenge against a homelessness decision on vulnerability (unrelated to the revisions made to the Housing Allocations Scheme) in the County Court; the Claimant's costs were awarded against the Council in this financial year. Because of the unexpected increased costs, the budget for the current year is insufficient to meet the additional expenditure.

5. It is therefore suggested that the Committee recommends to the Cabinet that a report be made to Council requesting a Supplementary Estimate funded from the District Development Fund (DDF) in the sum of £52,000 in order to meet the legal costs incurred in 2013/2014 and 2014/2015.

6. Furthermore, due to the increased legal challenges being made by homeless applicants against determinations under the Homelessness Legislation, in order to make provision for any potential legal costs in subsequent years, it is suggested that a contingency provision of £20,000 per annum be made within the District Development Fund (DDF) for the three year period 2015/2016 to 2017/2018.

### **Resource Implications:**

Supplementary Estimate funded from the District Development Fund (DDF) of £52,000 in order to meet the legal costs incurred in 2013/2014 and 2014/2015 for specialist legal advice and in defending a homelessness challenge in the County Court.

Contingency provision of £20,000 per annum within the District Development Fund (DDF) for the three year period 2015/2016 to 2017/2018.

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

Additional funding in order to enable the Council to defend its position when decisions are challenged by homeless applicants

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

None

### **Consultation Undertaken:**

None

### **Background Papers:**

None

### **Risk Management:**

If the Council failed to defend challenges from homelessness applicants, the implications of conceding in such cases would be that it would undermine the provisions of its Housing Allocations Scheme. Since the Scheme has been revised and homeless applicants are no longer given choice and generally offered only flatted accommodation, this has increased the risk of legal challenges and potentially higher legal costs.

## **Due Regard Record**

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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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When dealing with homeless applicants, the Council carefully applies the requirements of the Housing Act 1996 as amended and the associated Code of Guidance. This ensures that there is no unlawful discrimination towards homeless applicants and ensures that this client group is granted access to housing in accordance with the legislation.

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



**Epping Forest  
District Council**

**Report reference:** *FPM-021-2014/15*  
**Date of meeting:** *19 January 2015*

**Portfolio:** Leisure and Community Services

**Subject:** Community Arts - Proposed Budget Saving

**Responsible Officer:** Julie Chandler (01992 564214)

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

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

**(1) That the Cabinet Committee considers the attached Community Arts Business Case for potential CSB Saving/Income.**

### **Executive Summary:**

The Council's Community Arts Programme has been considered as part of the cost savings exercise for 2015/16.

A previous review of the Arts Service took place in 2011/12, which resulted in the deletion of one part-time post and a reduction of approximately 35% of the Arts activity budget at the time. The total amount saving made on this occasion was £35,000.

The Community Arts Programme has been delivered over the last four years, with a total operational budget (excluding staffing costs) of just £24,500 per annum. This leaves no room for further reduction within the Arts budget, without making forced staff redundancies.

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

It is not possible to reduce the Community Arts Budget further, without making forced redundancies.

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

None at present

### **Report:**

1. At the last meeting of the Cabinet Committee, the Leader of Council requested that the Council's Community Arts Programme budget be considered as part of the cost savings exercise for the Council in 2015/16.

2. A previous review of the Arts Service in 2011/12 resulted in the deletion of a post and reduction in the arts budget, with a total saving of £35,000. This left the operational budget for the Arts at £24,500 per annum, with the remaining budget of £174,000 allocated to staff salaries.

3. Although within the Council's Budget Book, the 2015/16 budget estimate for Community Arts is estimated at £322,000, this figure includes a range of re-charges which amount to £134,000.

4. In addition, an income figure of approximately £10,500 is generated from holiday and fee paying activity provided by the service, which is offset against the budget cost.

5. Therefore, there is very little room to make further reductions in the operational budget of £24.500 and any savings would need to be found by making forced staff redundancies.

6. A Business Case has therefore been developed, which proposes for Community Services to secure a minimum £10,000 additional external funding and income from fees and charges in 2015/16. The Business Case is attached.

7. As a contingency, should this additional income target not be achieved during 2015/16, savings would be made from the Community Arts Budget through the cessation of the Arts and Leisure Bursary Award Scheme, in order to achieve a net reduction in costs totalling £10,000.

8. Accordingly, in anticipation of the Cabinet Committee wanting to see these income/savings for 2015/16, increased income/funding of £10,000 has been included within the Communities Directorate Budget to be considered later in the meeting.

9. Further to this, officers will investigate whether or not there are any potential opportunities to include all, or elements, of the Community Arts Service within the new Leisure Management Contract, as part of the Competitive Dialogue process.

**Resource Implications:**

It is proposed to increase income for the Council's Community Arts Service, through generation of external funding and additional income from fees and charges.

**Legal and Governance Implications:**

None.

**Safer, Cleaner and Greener Implications:**

None.

**Consultation Undertaken:**

Initial consultation with staff from Community Arts.

**Background Papers:**

Community Arts Business case for potential CSB saving/income.

**Risk Management:**

A contingency position has been considered should the additional income not be achieved in the financial year 2015/16.

# Due Regard Record

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The Business Case Proposal contained within this report would not have any negative impact on people within the protected characteristic groups. It is however very likely that any external funding secured will be utilised to work with groups of people which the Equality Act aims to protect, thus providing a positive impact.

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Business Case for Potential CSB Saving/Income					
Title	Community Arts		Saving or Income ? ("X")	Saving	Income
					X
First year potential saving / income occurs (+ amount p/a)	2015/16	£10,000	Sensitivity of Proposal ("X")		
	2016/17	-	Low	Medium	High
	Future	-	X		
The Issue					
<p>The Council's Community Arts Programme has been considered as part of the cost savings exercise for 2015/16.</p> <p>A previous review of the Arts Service took place recently, in 2011/12, which resulted in the deletion of one part-time post and a reduction of approximately 35% of the Arts activity budget at the time. The total amount saving made on this occasion was £35,000.</p> <p>The Community Arts programme has therefore been delivered over the last four years, with a total operational budget (excluding staffing costs) of just £24,500 per annum. This leaves no room for further reduction within the Arts budget, without making forced staff redundancies.</p>					
The Proposal					
<p>It is therefore proposed for Community Services to seek to secure £10,000 per annum, additional income. This will be by means of increasing income generated from projects and programmes delivered and by securing external funding, with management costs built in.</p> <p>As a contingency, should this additional income target not be achieved during 15/16, savings will be made from the Community Arts Budget through the cessation of the Arts and Leisure Bursary Award Scheme, in order to achieve a net reduction in costs.</p> <p>In addition, Officers will investigate whether or not there are any potential ways of including all, or elements of the Community Arts Service within the new Leisure Management Contract, as part of the Competitive Dialogue process.</p>					
Impact and implications of the Proposal (including any equality issues)					
<p>If the additional income target is not achieved, this will result in the saving being found from the Arts /Leisure Bursary Award budget and therefore no awards will be available to grant.</p>					
Any required staffing or financial resources required (e.g. one-off costs) to achieve the saving/income					

Key Arts staff will be required to allocate a percentage of their time to investigating and securing external funding and developing income generating initiatives/projects.

**Any alternative options for different amount(s) of saving/income, including implications**

None at present

**Responsible Officer**

Julie Chandler – Asst.  
Director Community  
Services & Safety

**Director**

Director of Communities

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



**Epping Forest  
District Council**

**Report reference: FPM-022-2014-15**

**Date of meeting: 19 January 2015**

**Portfolio: Finance**

**Subject: Detailed Directorate Budgets 2015/16**

**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 2015/16 and make recommendations as appropriate.**

### **Executive Summary**

The report provides the draft General Fund and Housing Revenue Account (HRA) Budgets for the financial year 2015/16. The budgets are presented on a directorate by directorate basis. There are accompanying notes highlighting areas where significant changes have occurred. They are presented to the Committee to give an opportunity to comment and make recommendations prior to the budget being formally set during February 2015.

### **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 slightly earlier this year with the presentation of The Financial Issues Paper incorporating the Medium Term Financial Strategy (MTFS) to the meeting of 28 July 2014. At that time it was identified that a savings target for 2015/16 of £0.5 million should be set. This was after allowing for savings from the new waste management contract.

Since then it became clear that the North Weald Market was continuing to see reduced numbers and in order to avoid its cessation altogether a reduction in the weekly rent was agreed meaning that, with agreed growth to support Economic Development, the target saving moved nearer to £1 million.

Since then a number of business cases have been produced in an effort to identify where these savings might be achieved and were presented to this Committee during November. These have now been incorporated in the draft budget as appropriate.

The draft settlement figures have also now been received and were better than expected in terms of the New Homes Bonus, the Revenue Support Grant and retained Business Rates. There is also the possibility of entering a Business Rates Pool for 2015/16 which should

improve the financing position further. These figures are not final but it is unusual for them to vary much when confirmation is received.

The Medium Term Financial Strategy is in the process of being updated and is expected to show that no further savings are required for 2015/16 and a reduced amount required in future years but it must be remembered that the assumptions used are based on current information and are without knowledge of what the Comprehensive Spending Review, after the General Election, will hold for Local Authorities.

The budgets are presented on a directorate by directorate basis and are shown at Appendix 1 to 5 (General Fund) and Appendix 6 (HRA, to follow). Within each pack there is a commentary on the budgets highlighting areas where either Continuing Services Budget(CSB) or District Development Fund (DDF) savings or growth have occurred and also where allocation changes have affected budgets.

There are as always a number of changes in the allocation of staffing costs as the amount of time spent on particular activities can vary significantly from year to year. With the move to 5 Directorates allocation changes have been more marked than previously, however it is important to note that these changes do not increase or decrease the budget in total. To use an analogy allocation changes are merely dividing the cake up differently not changing the size of the cake.

Each budget is to be presented by the relevant Director with Portfolio Holders providing comments as appropriate. There will also be Resources 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 2015/16.

### **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

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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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## General Fund Revenue Budget 2015/16

### Introduction

The budget has been prepared in line with the management structure that came into effect from 1 April 2014. The savings that occurred when the structure was put into place will now have been allocated to the correct places the allocations in the Original Budget for 2014/15 has already been completed when the restructure was agreed.

Further detail of the services are shown on the appropriate budget page. Where there are movements in the DDF and CSB budget these are shown on the lists that accompany the main budget report elsewhere on the agenda.

### Depreciation

Where a service employs fixed assets in service delivery, depreciation on those assets is charged to the relevant service. This however does not impact on the level of Council Tax, these charges are reversed out in the Revenue Expenditure, Income and Financing Summary after the net operating expenditure is calculated.

### Pension costs

The budget shows the current service cost element of the pension scheme relating to those employees currently in service. These figures have increased however in calculating the amount to charge against the Council Tax an amount is reversed out in the budget summary to bring the figures back to the Councils contributions to the Fund.

### Revenue Expenditure funded from Capital under statute

Some expenditure incurred by the authority is of a capital nature but does not relate to fixed assets of the Authority. In this situation the expenditure is classified as revenue but can be funded from capital resources the funding side of the transaction like the depreciation reversals is shown in the Revenue Expenditure, Income and Financing Summary after the net operating expenditure is calculated.

### Compliance with accounting guidance

The 2015/16 budget has been prepared in accordance with the latest guidance, in particular the Service Reporting Code of Practice for Local Authorities (SeRCOP). The code provides guidance relating to the classification of costs in terms of the service headings that should be reported on and the analysis of the types of cost contained therein. It is expected that members of CIPFA will comply with all the requirements of the Code as it defines best professional practice in terms of financial reporting. The only divergence from the code in these budget papers occurs where the Directorate service groupings differ from those required by the Code of Practice. The Directorate groupings are given precedence in these papers.

In order to increase the degree of consistency across all sectors of the economy when presenting financial information, central government has adopted International Financial Reporting Standards (IFRS). Local Authorities have adopted this for financial years beginning on 1 April 2010. IFRS is more concerned with the presentation of financial information in the Statutory Statement, but there is a minor impact on the budget figures.

### Budget format

The papers have been presented in a slightly different form than previously as they have been generated directly from the Councils finance system rather than the spreadsheets previously used. It has however meant that the 2014/15 Original Estimates quoted on the pages are in fact an updated estimate as they include the DDF carry forwards from 2013/14 agreed at this committee in June 2014.

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**CHIEF EXECUTIVE  
ESTIMATES 2015/16**

## Chief Executive

	2013/14	2014/15		2015/16		
	Actuals	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
Corporate Policy Making	979	1,163	1,172	1,135	-	1,135
Efficiency Challenge Support	11	3	3	-	-	-
Subscriptions	26	30	36	36	-	36
	<b>1,016</b>	<b>1,196</b>	<b>1,211</b>	<b>1,171</b>	<b>-</b>	<b>1,171</b>
Chief Executive Policy Group	-	354	303	236	-	236
Internally Recharged	-	(354)	(303)	(236)	-	(236)
<b>Grand Total</b>	<b>1,016</b>	<b>1,196</b>	<b>1,211</b>	<b>1,171</b>	<b>-</b>	<b>1,171</b>
Continuing Services Budget	1,002	1,045	1,111			1,104
Continuing Services Budget - Growth	-	10	6			-
Continuing Services Budget - Savings	(22)	(74)	(70)			(20)
<b>Total Continuing Services Budget</b>	<b>(22)</b>	<b>(64)</b>	<b>(64)</b>			<b>(20)</b>
District Development Fund - Expenditure	43	220	173			87
District Development Fund - Savings	(7)	(5)	(9)			-
<b>Total District Development Fund</b>	<b>36</b>	<b>215</b>	<b>164</b>			<b>87</b>
<b>Directorate Total</b>	<b>1,016</b>	<b>1,196</b>	<b>1,211</b>			<b>1,171</b>

## Chief Executive

	2013/14	2014/15		Gross Expenditure £000's	2015/16	Net Expenditure £000's	
	Actuals £000's	Original Estimate £000's	Probable Outturn £000's		Gross Income £000's		
Corporate Policy Making	979	1,163	1,172	1,135	-	1,135	This budget is made up mostly by recharges from services for corporate and public accountability activities. Recharges of £408,000 are made to the Housing Revenue Account for Debt Management, External Audit, Bank Charges and other corporate overhead costs which have been calculated in accordance with CIPFA accounting guidelines reflecting the HRA element. The 2014/15 probable outturn includes £42,000 for the Local Land and Property Gazetteer and £16,000 for 2015/16 with HRA contributions of £9,000 and £4,000 respectively. The £150,000 DDF for the Council Transformation Programme has been rephased with £75,000 expected to be spent in in 2014/15 and the other half in 2015/16.
Efficiency Challenge Support	11	3	3	-	-	-	The residual funding received from Improvement East is expected to be spent this financial year.
Subscriptions	26	30	36	36	-	36	This relates to the corporate subscriptions which are paid to various organisations including the Local Government Association, CIPFA, East of England Local Government Conference, Essex Safeguarding Children and Safeguarding Adult Boards. The increase in the budget is due to a CSB growth of £10,000 for the London Stansted Cambridge Consortium helping to bring together key business representatives and local authorities, from the Olympic Park and City Fringe along the M11/Lee Valley/West Anglia Rail corridor to Cambridge. The purpose of this is to promote the economic development of the area via strong partnership collaboration.
<b>Grand Total</b>	<b>1,016</b>	<b>1,196</b>	<b>1,211</b>	<b>1,171</b>	<b>-</b>	<b>1,171</b>	

## Chief Executive

### 2015/16 Subjective Analysis

Department	Employee Expenses	Transport Related Expenses	Supplies And Services	Service Area Recharges	Support Services	Government Contributions	Internal Recharges	Government Contributions	Other Contributions		
Chief Executive Policy Group	205,790	4,120	1,720	-	24,110	-	(235,740)	-	-	-	-
Corporate Policy Making	34,410	820	96,010	-	1,415,920	-	(411,840)	1,135,320	-	-	1,135,320
Efficiency Challenge Support			-					-			-
Subscriptions			36,110		160			36,270			36,270
<b>Grand Total</b>	<b>240,200</b>	<b>4,940</b>	<b>133,840</b>	<b>-</b>	<b>1,440,190</b>	<b>-</b>	<b>(647,580)</b>	<b>1,171,590</b>	<b>-</b>	<b>-</b>	<b>1,171,590</b>

**COMMUNITIES DIRECTORATE  
ESTIMATES 2015/16**

**COMMUNITIES DIRECTORATE**

**Summary**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Private Sector Housing	545	724	778	1,302	(502)	800
Homelessness	154	337	468	533	(107)	426
Voluntary Sector Support	414	471	451	400	(11)	389
Arts & Museum	751	768	755	1,071	(271)	800
Sports Development & Other	1,165	1,255	1,011	1,482	(454)	1,028
Miscellaneous Activities						
<b>Grand Total</b>	<b>3,029</b>	<b>3,555</b>	<b>3,463</b>	<b>4,788</b>	<b>(1,345)</b>	<b>3,443</b>
Support & Trading Services	193	200	160	448	(281)	167
Support & Trading Services	(193)	(200)	(160)	(448)	281	(167)
<b>Directorate Total</b>	<b>3,029</b>	<b>3,555</b>	<b>3,463</b>	<b>4,788</b>	<b>(1,345)</b>	<b>3,443</b>
Continuing Services Budget	3,038	3,463	3,464			3,432
Continuing Services Budget - Growth	12	5	5			5
Continuing Services Budget - Savings	(27)	(23)	(164)			(37)
<b>Total Continuing Services Budget</b>	<b>3,023</b>	<b>3,445</b>	<b>3,305</b>			<b>3,400</b>
District Development Fund - Expenditure	290	247	374			228
District Development Fund - Savings	(284)	(137)	(216)			(185)
<b>Total District Development Fund</b>	<b>6</b>	<b>110</b>	<b>158</b>			<b>43</b>
<b>Directorate Total</b>	<b>3,029</b>	<b>3,555</b>	<b>3,463</b>			<b>3,443</b>

**COMMUNITIES DIRECTORATE**

**Private Sector Housing**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Affordable Housing Grants	(136)	46	46	51	-	51
Care And Repair	67	117	116	226	(118)	108
General Improvement Areas	7	16	17	23	-	23
Housing Investment Programme	39	39	46	46	-	46
Private Sector Housing Grants	279	185	211	599	(380)	219
Repairs To Private Dwellings	273	304	326	340	(4)	336
Travel Matters	16	17	16	17	-	17
<b>Grand Total</b>	<b>545</b>	<b>724</b>	<b>778</b>	<b>1,302</b>	<b>(502)</b>	<b>800</b>

This budget relates to the Council's liaison with private sector housing providers in the provision of affordable housing.

Estimates have increased from Actual 2013/14 due to slippage of DDF expenditure and a fall in income.

Building Maintenance recharges account for the increase in estimates on this heading.

Staff allocations account for the difference in estimates in this area.

Prior to 2013/14 discretionary grants were timebound for repayment if the property was subsequently sold. Now the grants have no time limit for repayment and the debt is recorded with the Land Registry, with the Council receiving repayment when the property changes hands. The value of this type of grant has been falling.

Staff allocations account for the difference in estimates in this area.

This budget relates to staff time spent dealing with matters relating to the Travelling Community.

**COMMUNITIES DIRECTORATE**

**Homelessness**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Bed Breakfast Accommodation	53	18	52	160	(107)	53
Homelessness Advice	101	319	416	373	-	373
<b>Grand Total</b>	<b>154</b>	<b>337</b>	<b>468</b>	<b>533</b>	<b>(107)</b>	<b>426</b>

There has been an increase in the use of Bed and Breakfast accommodation however the levels are still low compared to what was being experienced several years ago.

Under the current economic climate a greater reliance is being made on offering advice to the public on homelessness. This has meant that increased staff allocations have increased the estimates. DDF funding has been requested in 2014/15 as there are a couple of legal challenges being made against the Council's homelessness decisions made in accordance with Council policy which will need defending.



**COMMUNITIES DIRECTORATE**

**Voluntary Sector Support**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Grant - Citizens Advice Bureau	131	130	127	130	-	130
Grant - Essex Womens Refuge	18	18	18	18	-	18
Grant - Voluntary Action Ef	58	63	62	71	(11)	60
Grants To Voluntary Orgs	205	210	194	163	-	163
Welfare Transport	2	50	50	18	-	18
<b>Grand Total</b>	<b>414</b>	<b>471</b>	<b>451</b>	<b>400</b>	<b>(11)</b>	<b>389</b>

This support is agreed on an annual basis and remains at the same level in 2015/16 as previous years.

Savings of £17,000 have been included on general grants for 2015/16. Those organisations with an agreement to maintain funding levels are unaffected.

The 2014/15 budget includes DDF expenditure originally expected in 2013/14 and 2012/13. In 2015/16 only one payment of £16,000 is proposed.

**COMMUNITIES DIRECTORATE**

**Arts and Museums**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Community Arts	318	320	310	319	-	319	There are no significant variations between original 2014/15 and original 2015/16. The reduction in the probable outturn 2014/15 is due to a reduction in staff allocations.
Community Arts - Arts Prog.	11	10	10	21	(21)	-	Additional income of £10,000 from charges to service users is included in 2015/16.
Externally Funded Projects	-	-	-	13	(13)	-	There have historically been a number of externally funded initiatives run by the Community Services Team in 2015/16 the income and expenditure amounts to £13,000.
Heritage Lottery Fund	2	-	3	132	(127)	5	This budget includes the major redevelopment of the Epping Forest District Museum made possible through a major grant from the Heritage Lottery fund. This project will create a major new heritage and community resource in Waltham Abbey, through expanding and redeveloping the existing museum currently housed in two listed buildings to accommodate the 1st floor of the adjoining premises at 37 Sun Street. The net expenditure here includes staff time managing the capital project.
Lowewood Museum	(1)	-	1	74	(71)	3	A five year service level agreement was agreed with Broxbourne Borough Council to manage Lowewood Museum in Hoddeson from 1st February 2012. Expenditure incurred by this Council is reimbursed by Broxbourne. However the related support services and recharges are charged to the General Fund.
Museum	419	438	427	478	(10)	468	The decrease in the original 2014/15 to revised 2014/15 is due to amendments in staff allocations. The increase in the original 2014/15 to original 2015/16 is due to the expansion and redevelopment of the existing museum therefore increasing the NNDR and rent charges.
Regional Touring Exhibitions	2	-	4	34	(29)	5	There are two projects in this budget for 2014/15 and 2015/16. These are Working with young people and Renaissance Strategic Support. The projects are externally funded apart from the support services and recharges that are charged to the General Fund.
<b>Grand Total</b>	<b>751</b>	<b>768</b>	<b>755</b>	<b>1,071</b>	<b>(271)</b>	<b>800</b>	

**COMMUNITIES DIRECTORATE**

**Sports Development and Other Miscellaneous Amenities**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Active Health	-	-	-	-	-	-	This project has now ended.
All Weather Pitch	4	2	8	43	(41)	2	The completion of the new Townmead All Weather Pitch had been delayed until 31st March 2014. In 2015/16 the gross income has been estimated to increase by £5,000.
Community Development	245	251	226	269	(27)	242	There has been a reduction in budget from original 2014/15 to original 2015/16 due to staff allocation changes.
Epping Forest Youth Futures	12	13	21	7	-	7	This is an externally funded initiative to deliver a range of projects for NEET (Not in Employment, Education or Training) vulnerable young people.
Lifewalks	51	54	46	55	(6)	49	This budget is for the continuance of the lifewalks project which has seen little change in its budget. Fees are being increased by 2.3% from 1 April 2015.
Limes Farm Centre (Hall & Off)	43	47	32	137	(107)	30	The decrease in the probable outturn and 2015/16 is due to the changes in allocation of expenditure over the services that use the centre.
Marketing And Promotions	40	42	29	31	-	31	This budget is for the promotion of an active lifestyle and has seen a reduction in support costs in both years.
New Horizons	34	35	27	54	(26)	28	New Horizons is a leisure and social programme for elderly people, which operates across the whole of the district. The programme includes swimming, yoga, dancing and bowls. The reduction in probable outturn and 2015/16 is due to amendments in staff allocations. The expenditure estimate for excursions and events has also reduced.
North Weald Gymnasium	26	26	27	27	-	27	The major cost here is in relation to depreciation charges on the Gym building.
Safer Communities Programme	347	424	252	275	(23)	252	The budget here has reduced due to a significant element of the anti social behaviour teams work being re-classified as HRA Housing Management costs and therefore allocated there.
Sports Development	194	202	170	197	(16)	181	There has been a reduction in budget from original 2014/15 to original 2015/16 due to staff allocation changes.
Sports Development Ext Funding	33	27	48	253	(208)	45	This budget consists of several projects that are match funded, the only charge to the Council are internal recharges for the overheads, such as computers, accommodation and so on. The projects included are Disability projects, Community sports network, Health works and Epping Forest Bounce.
Youth Council	44	39	92	100	-	100	The Youth Strategy budget has reduced and the Youth Council budget increased from original 2014/15 to original 2015/16 due to changes in staff allocations.
Youth Strategy	92	93	33	34	-	34	
<b>Grand Total</b>	<b>1,165</b>	<b>1,255</b>	<b>1,011</b>	<b>1,482</b>	<b>(454)</b>	<b>1,028</b>	

**COMMUNITIES DIRECTORATE**

**Support and Trading Services**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Community & Culture Admin	193	200	160	171	(4)	167	The level of support services has reduced in this area due to the Council reorganisation.
Leaseholders Admin	-	-	-	277	(277)	-	This service collates all the admin costs related to leaseholders who have purchased the long leasehold of former HRA flats.
<b>Grand Total</b>	<b>193</b>	<b>200</b>	<b>160</b>	<b>448</b>	<b>(281)</b>	<b>167</b>	

**COMMUNITIES DIRECTORATE**

**Subjective analysis 2015/16**

								Expense Total	Internal Recharges					Income Total	Grand Total
	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>Private Sector Housing</b>															
Affordable Housing Grants	19,530	-	980	15,010	-	16,200	-	51,720	-	-	-	-	-	-	51,720
Care And Repair	97,700	-	3,930	29,020	15,250	79,830	-	225,730	-	-	-	(115,770)	(2,050)	(117,820)	107,910
General Improvement Areas	-	22,650	-	-	-	-	-	22,650	-	-	-	-	-	-	22,650
Housing Investment Programme	11,310	-	90	-	-	34,790	-	46,190	-	-	-	-	-	-	46,190
Private Sector Housing Grants	117,040	-	4,710	380,020	-	97,090	-	598,860	-	-	(380,000)	-	-	(380,000)	218,860
Repairs To Private Dwellings	220,720	-	10,820	4,250	-	104,610	-	340,400	-	-	-	-	(4,000)	(4,000)	336,400
Traveller Matters	8,000	-	400	10	-	8,320	-	16,730	-	-	-	-	-	-	16,730
<b>Homelessness</b>															
Bed Breakfast Accommodation	22,770	118,500	2,810	2,010	-	13,870	-	159,960	-	-	-	-	(107,000)	(107,000)	52,960
Homelessness Advice	246,820	-	5,640	41,410	-	78,750	-	372,620	-	(430)	-	-	-	(430)	372,190
<b>Voluntary Sector Support</b>															
Grant - Citizens Advice Bureau	11,840	-	90	113,840	-	4,500	-	130,270	-	-	-	-	-	-	130,270
Grant - Essex Womens Refuge	-	-	-	16,940	-	590	-	17,530	-	-	-	-	-	-	17,530
Grant - Voluntary Action Ef	-	-	-	39,260	-	31,550	-	70,810	-	-	-	-	(11,360)	(11,360)	59,450
Grants To Voluntary Orgs	50,190	-	1,170	87,460	-	24,530	-	163,350	-	-	-	-	-	-	163,350
Ware Transport	1,770	-	10	16,020	-	670	-	18,470	-	-	-	-	-	-	18,470
<b>Arts &amp; Museum</b>															
Community Arts	193,610	-	11,070	4,300	-	110,440	-	319,420	-	-	-	-	-	-	319,420
Community Arts - Arts Prog.	1,190	1,600	150	17,520	-	-	-	20,460	-	-	-	-	(20,750)	(20,750)	(290)
Externally Funded Projects	-	-	-	13,160	-	-	-	13,160	-	-	-	(13,160)	-	(13,160)	-
Heritage Lottery Fund	54,850	-	780	71,710	-	4,290	-	131,630	-	-	-	(126,580)	-	(126,580)	5,050
Lowewood Museum	44,610	500	2,450	13,810	-	12,870	-	74,240	-	-	-	(70,900)	-	(70,900)	3,340
Museum	231,960	84,790	9,040	32,560	-	106,270	12,960	477,580	-	-	-	(3,250)	(6,810)	(10,060)	467,520
Regional Touring Exhibitions	4,250	-	750	24,170	-	5,070	-	34,240	-	-	-	(29,290)	-	(29,290)	4,950
<b>Support &amp; Trading Services</b>															
Dce (Community & Culture)Admin	95,840	-	900	24,020	-	49,770	-	170,530	(166,530)	-	-	(4,000)	-	(4,000)	-
Leaseholders Admin	113,670	61,280	2,420	2,650	-	97,130	-	277,150	-	(1,000)	-	(65,520)	(210,630)	(277,150)	-
<b>Sports Development &amp; Other Miscellaneous Activities</b>															
Active Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Weather Pitch	-	-	-	3,910	-	10	39,290	43,210	-	-	-	-	(40,920)	(40,920)	2,290
Community Development	136,840	1,970	6,300	24,580	-	99,810	-	269,500	-	-	-	(8,200)	(18,890)	(27,090)	242,410
Epping Forest Youth Futures	-	-	-	-	-	6,900	-	6,900	-	-	-	-	-	-	6,900
Laa Pooled Funds	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lifewalks	31,100	-	910	2,180	-	21,340	-	55,530	-	-	-	-	(6,140)	(6,140)	49,390
Limes Farm Centre (Hall & Off)	28,440	40,170	180	4,730	-	28,160	35,200	136,880	-	-	-	(70,240)	(36,440)	(106,680)	30,200
Marketing And Promotions	9,530	2,210	540	10,510	-	7,760	-	30,550	-	-	-	-	-	-	30,550
New Horizons	19,100	-	690	11,580	-	22,350	-	53,720	-	-	-	-	(25,810)	(25,810)	27,910
North Weald Gymnasium	1,020	770	60	-	-	910	23,840	26,600	-	-	-	-	-	-	26,600
Safer Communities Programme	112,600	90	5,980	58,170	-	92,900	5,850	275,590	-	-	-	(23,540)	-	(23,540)	252,050
Sports Development	102,790	-	5,510	17,740	-	70,790	-	196,830	-	-	-	-	(15,850)	(15,850)	180,980
Sports Development Ext Funding	75,680	-	3,660	138,440	-	35,330	-	253,110	-	-	-	(195,890)	(12,070)	(207,960)	45,150
Youth Council	56,000	-	7,010	3,610	-	33,380	-	100,000	-	-	-	-	-	-	100,000
Youth Strategy	10,730	-	610	8,700	-	13,530	-	33,570	-	-	-	-	-	-	33,570
<b>Grand Total</b>	<b>2,131,500</b>	<b>334,530</b>	<b>89,660</b>	<b>1,233,300</b>	<b>15,250</b>	<b>1,314,310</b>	<b>117,140</b>	<b>5,235,690</b>	<b>(166,530)</b>	<b>(1,430)</b>	<b>(380,000)</b>	<b>(726,340)</b>	<b>(518,720)</b>	<b>(1,626,490)</b>	<b>3,442,670</b>

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**GOVERNANCE DIRECTORATE  
ESTIMATES 2015/16**

## Governance Directorate

	2013/14	2014/15		Gross Expenditure	2015/16	Net Expenditure
	Actuals	Original Estimate	Probable Outturn		Gross Income	
	£000's	£000's	£000's		£000's	
Elections	218	418	402	564	(191)	373
Land & Property	(2,164)	(1,873)	(1,973)	1,252	(3,462)	(2,210)
Member Activities	1,022	1,045	955	920	-	920
Other Activities	408	212	45	254	(215)	39
Planning & Development	1,612	1,845	1,435	2,701	(1,071)	1,630
	<b>1,096</b>	<b>1,647</b>	<b>864</b>	<b>5,691</b>	<b>(4,939)</b>	<b>752</b>
Governance Support Services	3,151	4,112	4,257	4,355	(70)	4,285
Internally Recharged	(3,151)	(4,042)	(4,257)	(4,355)	70	(4,285)
Grand Total	<b>1,096</b>	<b>1,717</b>	<b>864</b>	<b>5,691</b>	<b>(4,939)</b>	<b>752</b>
Continuing Service Budget	1,394	1,639	1,123			430
Continuing Service Budget - Growth	112	24	66			159
Continuing Service Budget - Savings	(193)	(317)	(480)			(133)
<b>Total Continuing Service Budget</b>	<b>1,313</b>	<b>1,346</b>	<b>709</b>			<b>456</b>
District Development Fund - Expenditure	233	493	612			422
District Development Fund - Savings	(450)	(122)	(457)			(126)
<b>Total District Development Fund</b>	<b>(217)</b>	<b>371</b>	<b>155</b>			<b>296</b>
<b>Directorate Total</b>	<b>1,096</b>	<b>1,717</b>	<b>864</b>			<b>752</b>



**Governance Directorate  
Elections**

	2013/14 Actuals £000's	2014/15 Original Estimate      Probable £000's          Outturn £000's		Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Elections	57	243	219	344	(140)	204	The Elections budget comprises 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. The 2014/15 probable outturn includes the cost of Elections for a third of the District and the net cost of the European Elections held in May 2014. The 2015/16 budget is made up of the costs of another third of the district and the net cost of the General Election due in May 2015.
Electoral Registration	161	175	183	220	(51)	169	This budget incorporates the cost of maintaining an accurate Electoral Register for the Epping Forest District area. The 2014/15 and 2015/16 budgets include fully reimbursed DDF of £77,000 and £49,000 expenditure to facilitate the move toward individual registration of electors instead of the household basis used previously.
<b>Grand Total</b>	<b>218</b>	<b>418</b>	<b>402</b>	<b>564</b>	<b>(191)</b>	<b>373</b>	

**Governance Directorate  
Governance Support Services**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Compliments & Complaints Group	-	54	53	54	-	54	This budget relates to the operation of the compliments and complaints procedures for the Council. A review of support service allocations has resulted in accounting for these costs as a support service chargeable directly to services.
Democratic Services	505	471	490	463	-	463	Democratic Services provide a service to members and officers of the Council ensuring the Democratic decision making process remains within Statutory guidelines. The increase in the 2014/15 probable outturn can be attributed to increased Support Service recharges. The section has a restructure coming into effect with effect from April 2015 resulting in £9,000 CSB savings.
Economic Development Group	330	469	495	598	(15)	584	The Estates & Valuation and Economic Development sections have now been combined into a single section, whose responsibility is the management of all the councils commercial assets and to encourage economic growth in the District. The combined sections have been restructured and CSB growth of £64,000 and £92,000 is included in the 2014/15 probable outturn and 2015/16 estimate respectively.
Governance Admin	-	-	85	87	-	87	As part of the restructure a centralised Admin section has been created for the directorate, comprising of costs for training, stationery, books & publications and new furniture & equipment, these budgets have been transferred from other sections of the directorate.
Governance Policy Group	-	623	704	682	-	682	The restructure of Directorates from 7 to 5 resulted in a review of Support Service Allocations, it became apparent that for some support services which had previously been allocated on a different basis it was now either no longer possible to allocate directly, or that there is insufficient information regarding new working practices to allocate costs more accurately, therefore costs are being allocated to Policy groups to ensure they are distributed within the correct directorates. These costs include some Human Resources costs, the costs of investigating Compliments and Complaints, ICT helpdesk costs and charges for the corporate Website.

**Governance Directorate  
Governance Support Services**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Internal Audit	255	270	293	423	-	423	The role of internal audit is to provide independent assurance that the Council's risk management, governance and internal control processes are operating effectively. The National Fraud Authority, CIPFA and the Audit Commission have all published recommendations highlighting the importance of a corporate counter-fraud response within local authorities. As a result of this recommendation creation of a Corporate Fraud Team working closely with the internal audit department will take place from April 2015 by combining the anti-Fraud team within Benefits and Housing. This has been reflected in the budgets for 2015/16 with a CSB growth of £110,000 which is 60% rechargeable to the Housing Revenue Account.
Legal Services	800	829	896	882	(55)	827	The Council's in-house legal team deals with a wide range of matters, both providing legal advice to departments within the council, and representing the Council in legal actions. The increase in the budget is due to the changes in the support service allocations which have been scrutinised closely in order to reflect true costings of services. The probable outturn includes a DDF of £15,000 for an increase in the fees and charges received by the Council. The 2015/16 budget includes a salary saving of £10,000 as a direct result of a restructure of the legal department which will take affect from April 2015.
Public Relations & Information	456	481	477	432	-	432	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. The reduction in the estimates is due to income gained for a sharing of one member of staff's time with Uttlesford Council totalling £14,000 for 14/15 and by discontinuing the publication of the Forester magazine which has created a CSB saving of £39,000 from 2015/16 onwards.

**Governance Directorate  
Governance Support Services**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Development Management	631	709	615	555	-	555	Development Management was formerly the Planning Admin team. They provide support in improving the operational efficiency for planning and building control services. The decrease in the budget is as a result of a reduction in the computer costs allocations to the development management group and the transfer of £18,150 for supplies and service to the newly created Governance Admin group. The probable outturn for 2014/15 contains a DDF of £33,000 which is to be used for progressively moving away from the use of paper records and developing electronics records enabling Development Management to
Performance Improvement Unit	174	206	149	178	-	178	The Performance Improvement Unit collates and reports data on the Councils performance against the Council's key performance indicators and drives improvement on performance across the authority. The transfer of the Performance Improvement Manager to Democratic Services has reduced the expenditure for the probable outturn in comparison to the original estimate for 2014/15. The Governance and Performance Management structure has reduced staffing costs within the department's budget for 2015/16 by reducing three posts to two.
<b>Grand Total</b>	<b>3,151</b>	<b>4,112</b>	<b>4,257</b>	<b>4,355</b>	<b>(70)</b>	<b>4,285</b>	

**Governance Directorate  
Land and Property**

	2013/14 Actuals £000's	2014/15 Original Estimate      Probable £000's          Outturn £000's		Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Asset Rationalisation	141	207	368	266	-	266	This Budget comprises of mainly DDF expenditure to cover specialist consultancy feasibility costs for potential development of the Councils property assets. The 2014/15 probable outturn budget includes DDF funding of £255,000 for a number of projects which include North Weald Airfield (£50,000) and St Johns Road development (£110,000). Funding of £217,500 has recently been agreed for the feasibility costs of the Langston Road development. This budget has been split over the two financial years with £30,000 for 2014/15 and £187,500 for 2015/16.
Brooker Rd Industrial Estate	(352)	(373)	(297)	74	(415)	(341)	This budget relates to expenditure and income for industrial units located at Cartersfield Road and Brooker Road. The reduction in 2014/15 is due to a number of units being vacant and costs incurred prior to reletting some of these units. The rent received from the units at Brooker Road for the probable outturn 2014/15 includes a DDF reduction of £16,250 for rent free periods which have been agreed for several of the vacant units that have recently been relet.
Business Premises	(1,499)	(1,517)	(1,757)	368	(2,157)	(1,789)	This relates to non-housing assets which include shops, doctor's surgeries, a petrol station and public houses. The probable outturn includes a DDF item of £57,800 for backdated rents arising from various relettings and rent reviews. Additional CSB income of £277,120 is also included for the additional income received by the Council after having acquired the freehold for 2-18 Torrington Drive from April 2014 and other rent reviews.
David Lloyd Centre	(128)	(127)	(128)	1	(129)	(128)	This relates to the income received from the David Lloyd Centre for the ground rent, car park and the Councils share of the turnover generated by the centre. There are no significant changes to the budget.

**Governance Directorate  
Land and Property**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Economic Development	139	347	285	277	-	277	This budget relates to annual grants to the Town Centre Partnerships in Buckhurst Hill, Epping, Loughton High Road, Loughton Broadway, Waltham Abbey and Ongar Town Forum and other local business support activities. The main reason for the changes in 2014/15 relates to the transfer of £25,000 for the tourism task force DDF budget to Tourism Promotion and £30,000 for the food task force DDF budget to the Neighbourhoods directorate.
Greenyards, Waltham Abbey	2	(5)	(4)	2	(10)	(8)	This relates to a Health Centre at Greenyard, Waltham Abbey. In 2015/16 net income is higher than the probable outturn as this includes a full year of rental income of £10,000 chargeable in quarterly intervals.
Langston Rd Industrial Estate	(110)	(116)	(126)	3	(136)	(133)	This budget relates to land at Langston Road where the Council receives ground rent for properties which occupy land at the prospect business park and seedbed centre. The reduction in the expenditure in comparison to the previous year relates to a reallocation of central overheads. There have been no significant changes to the income received from the prospect business park. The Council has no direct control over the management of the 42 units which are let by by EFI (Loughton) Ltd
Public Conveniences	129	206	207	185	(1)	184	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. A DDF item of £21,000 is included in the probable outturn for the relocation of the superloo in Bakers Lane Epping to Buckhurst Hill which accounts for the decrease in expenditure for 2015/16.
Tourism Promotion	30	29	28	32	-	32	This relates to an annual grant the Council pays towards the cost of the Waltham Abbey Tourist Information Centre. The increase in the budget for both years is as a result of the transfer of the tourism task force DDF budget which was previously included in the economic development budget. DDF of £25,000 for the tourism task force is phased to be spent £10,000 probable outturn 2014/15 and £15,000 estimated outturn 2015/16.

**Governance Directorate  
Land and Property**

	2013/14 Actuals £000's	2014/15		Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
		Original Estimate £000's	Probable Outturn £000's				
Wayleaves	(2)	(2)	-	3	(3)	-	This budget relates to general wayleaves receivable by the Council. The increase in the central overheads means the overall budget is nil in comparison to the previous year.
Oakwood Hill Plots	(378)	(373)	(394)	13	(405)	(392)	The Council receives ground rent for the land on which industrial units were originally erected by tenants on Oakwood Hill. The reduction in the expenditure relates to a reallocation of central overheads and a CSB saving of £5,000 for professional fees resulting in an increase in net surpluses. There have been no significant changes to the income received from the ground rents by the Council which remains at an estimated budget of £405,000.
Oakwood Hill Units	(136)	(149)	(155)	28	(207)	(179)	This relates to income received by the Council for service charges and rents for units at the Oakwood Hill Unit complex. The reduction in vacant units has led to a CSB growth in rental income for units which have been relet. This has been reflected in the probable outturn for 2014/15 with an increase rental income anticipated at £5,360 and a further £23,780 for 2015/16.
<b>Grand Total</b>	<b>(2,164)</b>	<b>(1,873)</b>	<b>(1,973)</b>	<b>1,253</b>	<b>(3,462)</b>	<b>(2,210)</b>	

**Governance Directorate  
Member Activities**

	2014/15			Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
	2013/14 Actuals £000's	Original Estimate £000's	Probable Outturn £000's				
Civic & Member	653	666	573	550	-	550	This budget includes costs of members services and support, including training and accommodation costs of the council chamber and members room. The charges for support services have been allocated in accordance with CIPFA Accounting guidelines, as a result reductions are reflected in the 2014/15 Probable Outturn and 2015/16 Support Service recharge from Democratic Services.
Civic Ceremonial	69	74	60	56	-	56	This budget includes the allowances payable to the Chairman and Vice-Chairman of the Council and related ceremonial expenditure including the Chairman's Awards. There is a change to the support service recharge to this budget which relates to the reallocation of costs of Democratic Services.
Local Council Liaison	7	7	10	9	-	9	This budget includes the operational costs of the Local Council Liaison Committee. The increase in the costs is as a result of increased legal advice to the town and parish councils.
Members Allowances	250	248	241	241	-	241	This budget consists of the payments of members allowances and Connect scheme payments.
Overview & Scrutiny	11	11	49	48	-	48	This budget incorporates the operational costs of the Overview and Scrutiny Committee. The increased cost in 2014/15 and 2015/16 is as a result of higher recharges from the Democratic Services Group.
Standards Committee	32	39	22	16	-	16	This budget was approved to meet any costs incurred by the Standards Committee in respect of local adjudication on complaints against councillors. The decrease on this budget relates to a change in the amount of time spent on these activities.
<b>Grand Total</b>	<b>1,022</b>	<b>1,045</b>	<b>955</b>	<b>920</b>	<b>-</b>	<b>920</b>	



**Governance Directorate  
Other Activities**

	2014/15			Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
	2013/14 Actuals £000's	Original Estimate £000's	Probable Outturn £000's				
Compliments & Complaints	86	88	-	-	-	-	Compliments and complaints has been reclassified as a support service as the costs of investigating complaints can be charged directly to services.
Customer Services	41	42	-	-	-	-	Customer Services is deemed to be a service responsibility as and as such these costs are now included in the individual directorate budgets.
Local Land Charges	281	82	45	254	(215)	39	Local Land Charges provide official search data to the public in return for a fee. The 2013/14 actuals included a £199,000 DDF item for a provision for repayment to search companies reclaiming for searches in previous years which became 'unchargeable' due to changes in legislation. The upturn in the UK property market has increased the amount of fees receivable in the 2014/15 probable outturn and 2015/16 original estimates.
<b>Grand Total</b>	<b>408</b>	<b>212</b>	<b>45</b>	<b>254</b>	<b>(215)</b>	<b>39</b>	

**Governance Directorate  
Planning & Development**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Building Control	0	0	0	386	(386)	0	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 2010. Building Control income remains under pressure from competition with the commercial sector and the surplus on the Building Control Ring Fenced account at 31 March 2014 of £20,600 is likely to be eliminated by the projected deficit by 31 March 2015. Cost savings on salaries and a proactive marketing strategy have been introduced in an attempt to minimise the impact of the anticipated deficits.
Building Control Non Fee	118	128	184	154	-	154	The Building Control non fee earning budget relates to aspects of the service which are not chargeable activities. Non-chargeable activities include liaison with statutory authorities, enforcement of national and local acts relating to building regulations, general advice, work relating to health, safety and welfare, and all other non chargeable services listed in the 2010 regulations. The 2014/15 Probable Outturn includes increased support charges.
Conservation Policy	306	318	328	306	(5)	301	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.
Development Control	328	455	167	1,158	(675)	483	The 2014/15 probable outturn includes £80,000 CSB savings representing growth in income as well as an additional £120,000 DDF increase in Income for the year which will be used to fund additional resources in the Development management team over the next three years
Enforcement	466	478	454	312	-	312	This budget contains the costs of carrying out planning enforcement action on properties in the District. The reduction in the 2015/16 outturn is a result of reductions in Support Service allocations to the Development Control Group.
Planning Appeals	168	224	105	143	(5)	138	Changes to the structure and recharging methodology have resulted in decreased charges to Planning Appeals from the Governance Policy group. The £46,000 DDF Appeals contingency budget has been rephased to £11,000 in 2014/15 and £35,000 in 2015/16. The 2015/16 probable outturn also includes a DDF saving of £6,000 for consultancy.

**Governance Directorate  
Planning & Development**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Town Centre Enhancements	225	242	197	242	-	242	This mainly relates to depreciation charges of £197,000 resulting from the completion of various Town Centre Enhancement schemes within the district. Included in the 2015/16 budget is a DDF amount of £45,000 for various regeneration projects in Waltham Abbey.
<b>Grand Total</b>	<b>1,611</b>	<b>1,845</b>	<b>1,435</b>	<b>2,701</b>	<b>(1,071)</b>	<b>1,630</b>	

**GOVERNANCE DIRECTORATE**  
2015/16 Subjective Analysis

Sum of Original Estimate 2015/16	Column Labels										Expense Total	Misc Income	Government Contributions	Other Contributions	Fees & Charges	Income Total	Grand Total
	Employee Expenses	Transport Related Expenses	Premises Related Expenses	Transport Related Expenses	Supplies And Services	Service Area Recharges	Support Services	Asset Charges	Internal Recharges								
<b>Elections</b>																	
Elections	42,510			320	215,060	-	85,970				343,860			(140,000)	-	(140,000)	203,860
Electoral Registration	65,340	30		290	96,980	-	57,170				219,810		(49,100)	-	(2,000)	(51,100)	168,710
<b>Governance Support Services</b>																	
Compliments & Complaints Group	29,030			1,600	3,270		20,480		(54,380)		-						-
Democratic Services	272,120		1,290	2,310	3,710		183,250		(462,680)		-	-					-
Economic Development Group	405,200			12,070	12,160		161,830	7,000	(583,690)	14,570				(14,570)		(14,570)	-
Governance Admin	26,320				28,320		31,930		(86,570)								-
Governance Policy Group	410,100			7,910	600		263,510		(682,120)								-
Internal Audit	355,170			4,250	770		62,790		(422,980)								-
Legal Services	412,390			1,590	89,080		379,160		(827,220)	55,000					(55,000)	(55,000)	-
Public Relations & Information	285,710		-	4,960	46,100		95,290		(432,060)								-
Performance Improvement Unit	118,300			300	3,580		56,310		(178,490)								-
Development Management	316,390			150	55,860		181,550	920	(554,870)								-
<b>Land &amp; Property</b>																	
Asset Rationalisation					187,500		78,460		-		265,960						265,960
Brooker Rd Industrial Estate			9,930		-		64,370				74,300			(415,050)		(415,050)	(340,750)
Business Premises	25,910		107,820	1,340	13,200	-	207,350	12,670		368,290	(540)			(2,156,050)	(2,156,590)	(1,788,300)	
David Lloyd Centre			-		1,240					1,240				(129,150)	(129,150)	(127,910)	
Economic Development	5,190			170	31,770	-	239,950			277,080							277,080
Greenyards, Waltham Abbey			-		2,430					2,430				(10,000)	(10,000)	(7,570)	
Langston Rd Industrial Estate			-		2,850					2,850				(136,000)	(136,000)	(133,150)	
Public Conveniences			172,460	-	3,470		3,450	5,590		184,970	-			(830)	(830)	184,140	
Tourism Promotion	15,080				15,000	-	2,030			32,110							32,110
Leaves					2,540					2,540				(2,600)	(2,600)	(60)	
Oakwood Hill Plots			1,070		-		11,810			12,880				(404,510)	(404,510)	(391,630)	
Oakwood Hill Units			22,950		-		4,760			27,710				(206,840)	(206,840)	(179,130)	
<b>Member Activities</b>																	
Civic & Member Expenditure	1,600		-	40	16,990	-	686,830		(155,200)	550,260							550,260
Civic Ceremonial				4,000	29,690		38,460		(15,870)	56,280							56,280
Local Council Liaison							8,720			8,720							8,720
Members Allowances	-			-	308,930		10		(67,970)	240,970							240,970
Overview & Scrutiny					1,250		47,140			48,390							48,390
Standards Committee					5,000		10,780			15,780							15,780
<b>Other Activities</b>																	
Compliments & Complaints					-		-			-							-
Customer Services					-		-			-							-
Local Land Charges	148,270			470	32,100	-	73,330			254,170				(215,000)	(215,000)		39,170
<b>Planning &amp; Development</b>																	
Building Control	244,260			11,950	(2,700)		132,490			386,000				(386,000)	(386,000)		-
Building Control Non Fee	94,170			4,610	4,010		51,180			153,970							153,970
Conservation Policy	151,030			7,810	47,620		99,230			305,690			(5,000)		(5,000)		300,690
Development Control	510,580			29,120	24,080		593,790			1,157,570				(675,000)	(675,000)		482,570
Enforcement	188,840			9,820	1,460		111,650			311,770							311,770
Planning Appeals	42,730			2,300	59,650		37,940			142,620				(4,500)	(4,500)		138,120
Town Centre Enhancements					45,000			197,340		242,340							242,340
<b>Cost Centre</b>																	
Building Control Group	349,880			16,870	40		181,580		(548,370)	-							-
Development Control Group	521,990			21,420	-		610,520		(1,153,930)	-							-
Elections Group	77,560			560	150		101,500		(179,770)	-							-
Tree Preservation & Landscape	371,140			19,340	190		109,580		(500,210)	40	(40)					(40)	-
<b>Grand Total</b>	<b>5,486,810</b>	<b>30</b>	<b>315,520</b>	<b>165,570</b>	<b>1,379,890</b>	<b>-</b>	<b>5,095,210</b>	<b>223,520</b>	<b>(6,906,380)</b>	<b>5,760,170</b>	<b>(580)</b>	<b>(49,100)</b>	<b>(145,000)</b>	<b>(4,813,100)</b>	<b>(5,007,780)</b>	<b>752,390</b>	

**NEIGHBOURHOODS DIRECTORATE  
ESTIMATES 2015/16**

NEIGHBOURHOODS DIRECTORATE

Summary

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Environmental Health	1,123	1,264	1,191	1,258	(26)	1,232
Regulatory Services	59	87	103	409	(295)	114
Leisure Facilities	1,973	2,014	2,031	2,021	(23)	1,998
North Weald Centre	73	(76)	228	978	(774)	204
Emergency Planning & Other	200	206	150	155	-	155
Waste Management	4,900	4,952	4,984	6,067	(1,624)	4,443
Land Drainage/Sewerage	693	740	688	774	(10)	764
Parks & Grounds	989	1,077	1,021	1,092	(31)	1,061
Tech. Services Other Activities	60	50	84	1,784	(1,862)	(78)
Forward Planning & Economic	893	997	895	944	(63)	881
<b>Grand Total</b>	<b>10,963</b>	<b>11,311</b>	<b>11,375</b>	<b>15,482</b>	<b>(4,708)</b>	<b>10,774</b>
Support & Trading Services	3,622	4,490	4,234	8,665	(152)	8,513
Support & Trading Services	(3,622)	(4,660)	(4,234)	(8,665)	152	(8,513)
<b>Total</b>	<b>10,963</b>	<b>11,140</b>	<b>11,375</b>	<b>15,482</b>	<b>(4,708)</b>	<b>10,774</b>
Continuing Services Budget	10,167	10,698	10,972			10,506
Continuing Services Budget - Growth	464	66	392			26
Continuing Services Budget - Savings	(327)	(273)	(436)			(131)
<b>Total Continuing Services Budget</b>	<b>10,304</b>	<b>10,491</b>	<b>10,928</b>			<b>10,401</b>
District Development Fund - Expenditure	791	694	495			406
District Development Fund - Savings	(132)	(45)	(48)			(33)
<b>Total District Development Fund</b>	<b>659</b>	<b>649</b>	<b>447</b>			<b>373</b>
<b>Directorate Total</b>	<b>10,963</b>	<b>11,140</b>	<b>11,375</b>			<b>10,774</b>

**NEIGHBOURHOODS DIRECTORATE**

**Environmental Health**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Food Inspection	233	244	218	234	(5)	229	Changes in support service allocations and Neighbourhoods staff allocations have reduced the 2014/15 probable outturn and original 2015/16 estimates.
Pollution Control	160	175	163	163	-	163	Changes in support service allocations have reduced the 2014/15 probable outturn and original 2015/16 estimates.
Industrial Activities - Regulated	8	7	10	18	(8)	10	Certain premises require special environmental licenses to operate and hence the income and expenditure remains virtually constant.
Pest Control	23	32	36	66	-	66	Changes in Neighbourhoods staff allocations have increased the original 2015/16 estimates.
Animal Welfare Service	162	170	165	168	(12)	156	Changes in Neighbourhoods staff allocations and savings on the new waste contract have resulted in a decrease in the 2014/15 probable outturn and original 2015/16 estimate.
Neighbourhood & Rapid Response	464	482	468	478	(1)	477	This team is a first call service for the investigations and clearance of fly tips. If evidence can be gained from the debris prosecutions will arise, otherwise staff allocations could change from period to period.
Inspection Of Workplaces	73	154	131	131	-	131	Changes in Neighbourhoods staff allocations have decreased the 2014/15 probable outturn and original 2015/16 estimates.
<b>Grand Total</b>	<b>1,123</b>	<b>1,264</b>	<b>1,191</b>	<b>1,258</b>	<b>(26)</b>	<b>1,232</b>	

**NEIGHBOURHOODS DIRECTORATE**

**Regulatory Services**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Hackney Carriage Licensing	(50)	(39)	(44)	146	(181)	(35)
Licensing & Registrations	109	126	147	263	(114)	149
<b>Grand Total</b>	<b>59</b>	<b>87</b>	<b>103</b>	<b>409</b>	<b>(295)</b>	<b>114</b>

Staff costs account for the increase in net expenditure for these estimates. Charges made for these services are generally subject to a maximum or based on cost recovery in most cases charges remain unchanged.



**NEIGHBOURHOODS DIRECTORATE**

**Leisure Management**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Loughton Leisure Centre	521	519	502	518	(23)	495	The reduction in the budget from original 2014/15 to probable outturn and original 2015/16 is due to a contribution from SLM Ltd of £46,000 over the two years towards the leisure management contract renewal process.
Waltham Abbey Swimming Pool	610	626	661	630	-	630	The budget has increased from original to probable Outturn 2014/15 due to a one off DDF item for the write off of feasibility costs incurred some years ago which were originally capitalised.
Epping Sports Centre	407	414	409	422	-	422	The budget has increased from original 2014/15 to original 2015/16 due to an increase in building maintenance costs.
Ongar Sports Centre	435	455	459	451	-	451	The budget has decreased from original 2014/15 to original 2015/16 due to a reduction in building maintenance costs.
<b>Grand Total</b>	<b>1,973</b>	<b>2,014</b>	<b>2,031</b>	<b>2,021</b>	<b>(23)</b>	<b>1,998</b>	

**NEIGHBOURHOODS DIRECTORATE**

**North Weald Airfield**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
N W Airfield Strat Action Plan	133	20	22	-	-	-	The consultancy exercise that commenced in 2013/14 was incomplete at 31 March 2014, with the under-spend on the DDF being carried forward to 2014/15. This exercise is now complete and only staff allocations remain for 2015/16.
North Weald Airfield	(60)	(96)	206	978	(774)	204	Market rents are continuing on a downward trend with a fall in income for the revised estimates of £310,000 which is expected to continue for the time being. Income from hangar leases and events though have remained at similar levels.
<b>Grand Total</b>	<b>73</b>	<b>(76)</b>	<b>228</b>	<b>978</b>	<b>(774)</b>	<b>204</b>	

**NEIGHBOURHOODS DIRECTORATE**

**Emergency Planning**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Emergency Planning	200	206	150	155	-	155	The major variance in estimates is due to a reduction in internal recharges.
<b>Grand Total</b>	<b>200</b>	<b>206</b>	<b>150</b>	<b>155</b>	<b>-</b>	<b>155</b>	

**NEIGHBOURHOODS DIRECTORATE**

**Waste Management**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Abandoned Vehicles	58	61	70	66	-	66
Recycling	1,414	1,481	1,625	2,851	(1,408)	1,443
Refuse Collection	1,851	1,817	1,778	1,708	(41)	1,667
Street Cleansing	1,577	1,593	1,511	1,442	(175)	1,267
<b>Grand Total</b>	<b>4,900</b>	<b>4,952</b>	<b>4,984</b>	<b>6,067</b>	<b>(1,624)</b>	<b>4,443</b>

The new waste collection contract began on 3 November 2014 with savings being generated in all areas except for Abandoned Vehicles where it remains to be seen if the high value of recycled metal and parts will continue and see the low volumes continue. A majority of the savings will not materialise until future years due to the contractor having to supply depot facilities, and the transfer of some of the variable elements originally borne by the Council.

**NEIGHBOURHOODS DIRECTORATE**

**Land Drainage and Sewerage**

	2013/14	2014/15		2015/16		
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure
	£000	£000	£000	£000	£000	£000
Drainage Clearance Enforcement	33	33	23	23	-	23
Flood Defence/Land Drainage	434	452	418	452	(10)	442
Sewerage General Fund	9	9	15	15	-	15
Contaminated Land & Water Quality	217	246	232	284	-	284
<b>Grand Total</b>	<b>693</b>	<b>740</b>	<b>688</b>	<b>774</b>	<b>(10)</b>	<b>764</b>

The main variances arises due to staff allocations. Due to the technical nature of the processes involved timings are uncertain and hence causes the fluctuations. The low expenditure for 2013/14 was due to an underspend on DDF items which are being carried forward to 2015/16.

**NEIGHBOURHOODS DIRECTORATE**

**Parks and Grounds**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Charity - Chigwell Row Rec	73	55	55	56	-	56	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. There are no major variations to this budget.
Contribution To Housing Revenue Account	336	383	343	356	-	356	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	244	269	284	310	(22)	288	The fluctuations in estimates are due to staff allocation changes.
Open Spaces	255	281	262	276	(9)	267	The decrease in budget is due to amendments in staff allocation and reduction in public liability insurance.
Roding Valley Development	16	21	15	31	-	31	There are no major variations in the budget from original to probable outturn 2014/15. The original 2015/16 has increased due to a one off DDF for a survey in respect of River Roding erosion.
Tree Service	65	68	62	63	-	63	The reduction in budget from original to probable outturn 2014/15 and original 2015/16 is due to amendments in staff allocations.
<b>Grand Total</b>	<b>989</b>	<b>1,077</b>	<b>1,021</b>	<b>1,092</b>	<b>(31)</b>	<b>1,061</b>	

**NEIGHBOURHOODS DIRECTORATE**

**Technical Services - Other Activities**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Off-Street Car Parking	(334)	(387)	(327)	779	(1,259)	(480)	A fall in Penalty Charge Income for 2014/15 sees the net income decrease, this not expected to continue in 2015/16. Also tariff changes will see an increase in pay and display income.
Highways General Fund	371	408	382	561	(159)	402	This service carries out work on all items at the side of highways incl. verges, litter bins etc. and due to the variable nature of the service staff allocations will fluctuate with demand.
Fleet Operations Dso Account	23	29	29	444	(444)	-	As well as carrying out work on the Councils fleet of vehicles, taxi and private hire vehicle testing, the service is also a licensed MOT testing station. As from 2015/16 this service will be provided on the basis of breaking even.
<b>Grand Total</b>	<b>60</b>	<b>50</b>	<b>84</b>	<b>1,784</b>	<b>(1,862)</b>	<b>(78)</b>	

**NEIGHBOURHOODS DIRECTORATE**

**Forward Planning and Economic Development**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Environmental Co-Ordination	41	47	42	39	-	39	This budget relates to the Councils obligations in reducing its carbon footprint. It is made up of staff allocations and hence fluctuations would be due to the amount of time spent on the compilation of National Indicators. Slippage of DDF items due to the complex nature of compiling the Local Plan. 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 probable outturn is showing a DDF item set aside for a Food Task Force to be operated within the confines of this service.
Forward Planning	852	950	823	842	-	842	
Local Strategic Partnership	-	-	30	63	(63)	-	
<b>Grand Total</b>	<b>893</b>	<b>997</b>	<b>895</b>	<b>944</b>	<b>(63)</b>	<b>881</b>	



**NEIGHBOURHOODS DIRECTORATE**

**Support and Trading Services**

	2013/14	2014/15		2015/16			
	Actual	Original Estimate	Probable Outturn	Gross Expenditure	Gross Income	Net Expenditure	
	£000	£000	£000	£000	£000	£000	
Neighbourhoods Policy Group	417	723	749	1,306	-	1,306	There are fluctuations on this heading due to the new Council restructure still ongoing. Once a full year has passed a clearer picture will emerge.
Environmental Admin	600	652	543	1,104	-	1,104	The savings being generated are still coming through the system due to the Council restructure.
Environmental Finance	410	298	189	391	-	391	The savings being generated are still coming through the system due to the Council restructure.
Engineering, Drainage & Water	481	507	497	984	-	984	A member of staff has reduced the number of hours worked and hence a small saving is being generated.
Grounds Maintenance	1,296	1,391	1,372	3,010	(151)	2,859	The estimates set at the start of a year are in place as if a full staff compliment will be employed. The Manager allocates his staff as the need arises and due to the current climate does not need to use too many agency staff.
Depot	418	432	442	926	(1)	925	There has been an increase in staff allocations in both 2014/15 and 201516.
Forward Planning Group	-	487	442	944	-	944	There are no comparative figures for last year as this is a new group being set up as part of the Council restructure.
<b>Grand Total</b>	<b>3,622</b>	<b>4,490</b>	<b>4,234</b>	<b>8,665</b>	<b>(152)</b>	<b>8,513</b>	



**NEIGHBOURHOODS DIRECTORATE**

**Subjective analysis 2015/16**

	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies And Services	Contracted Services	Support Services	Asset Charges	Expense Total	Internal Recharges	Cash Receipts	Misc Income	Government Contributions	Other Contributions	Internal Recharges	Fees & Charges	Income Total	Grand Total
<b>Parks &amp; Grounds</b>																	
Countrycare	154,280	11,740	7,510	61,700	-	74,180	1,120	310,530	-	-	-	-	-	-	(22,300)	(22,300)	288,230
Charity - Chigwell Row Rec	-	52,790	-	1,500	-	2,010	-	56,300	-	-	-	-	-	-	-	-	56,300
Roding Valley Development	-	12,110	-	16,200	-	2,170	-	30,480	-	-	-	-	-	-	-	-	30,480
Tree Service	-	60,030	-	990	-	1,650	-	62,670	-	-	-	-	(150)	-	-	(150)	62,520
Open Spaces	-	100,070	-	161,230	-	14,330	-	275,630	(460)	-	-	-	-	-	(8,250)	(8,250)	266,920
Contribution To Hra	-	-	-	356,350	-	-	-	356,350	-	-	-	-	-	-	-	-	356,350
<b>Tech. Services Other Activities</b>																	
Off-Street Car Parking	69,280	202,550	6,380	34,330	297,930	113,490	55,120	779,080	-	-	-	-	(27,900)	-	(1,230,820)	(1,258,720)	(479,640)
Highways General Fund	20,130	378,540	1,980	290	-	48,360	111,500	560,800	-	-	-	-	(152,000)	-	(7,060)	(159,060)	401,740
Fleet Operations Dso Account	228,020	44,660	100,220	23,550	-	46,050	1,610	444,110	-	-	(2,500)	-	-	(210,560)	(231,050)	(444,110)	-
<b>Forward Planning &amp; Economic</b>																	
Environmental Co-Ordination	24,090	-	810	4,310	-	10,280	-	39,490	-	-	-	-	-	-	-	-	39,490
Forward Planning	300,120	-	10,260	251,660	-	279,710	-	841,750	-	-	-	-	-	-	-	-	841,750
Local Strategic Partnership	55,740	-	1,800	5,000	-	-	-	62,540	-	-	-	-	(62,540)	-	-	(62,540)	-
<b>Support &amp; Trading Services</b>																	
Neighbourhoods Policy Group	391,270	-	12,520	-	-	248,980	-	652,770	(652,770)	-	-	-	-	-	-	-	-
Environmental Admin	348,320	-	1,300	29,140	-	173,040	-	551,800	(551,800)	-	-	-	-	-	-	-	-
Environmental Finance	116,540	-	2,020	6,930	-	70,020	-	195,510	(195,510)	-	-	-	-	-	-	-	-
Engineering, Drainage & Water	294,020	-	22,550	4,590	-	170,380	-	491,540	(491,540)	-	-	-	-	-	-	-	-
Grounds Maintenance	991,320	97,130	177,030	85,920	-	154,960	74,710	1,581,070	(1,428,430)	-	-	-	(135,370)	-	(16,000)	(151,370)	1,270
Depot	4,270	336,820	410	4,290	4,290	62,040	51,580	463,700	(462,800)	-	-	-	-	-	(900)	(900)	-
Forward Planning Group	329,440	-	11,150	170	-	131,590	-	472,350	(472,330)	-	(20)	-	-	-	-	(20)	-
<b>Grand Total</b>	<b>5,018,620</b>	<b>1,804,580</b>	<b>468,930</b>	<b>1,377,190</b>	<b>6,181,200</b>	<b>3,537,740</b>	<b>1,502,900</b>	<b>19,891,160</b>	<b>(4,255,640)</b>	<b>-</b>	<b>(2,520)</b>	<b>-</b>	<b>(1,993,510)</b>	<b>(210,560)</b>	<b>(2,653,770)</b>	<b>(4,860,360)</b>	<b>10,775,160</b>

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**RESOURCES DIRECTORATE  
ESTIMATES 2015/16**

# Resources Directorate

## 2015/16 Estimate

	2013/14	2014/15		Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's
	Actuals £000's	Original Estimate £000's	Probable Outturn £000's			
Housing Benefits	599	897	660	40,254	(39,405)	849
Local Taxation	1,018	1,158	1,088	1,880	(646)	1,234
Other Activities	549	409	586	416	(34)	382
	<b>2,166</b>	<b>2,464</b>	<b>2,334</b>	<b>42,550</b>	<b>(40,085)</b>	<b>2,465</b>
Accommodation	2,584	3,026	3,219	2,799	(4)	2,795
Finance Support Services	1,893	2,697	2,702	2,811	(33)	2,778
Ict	2,913	3,141	2,746	2,869	-	2,869
Other Support Services (Hr)	1,539	1,466	1,337	1,402	(6)	1,396
Internally Recharged	(8,929)	(10,149)	(10,004)	(9,881)	43	(9,838)
<b>Grand Total</b>	<b>2,166</b>	<b>2,645</b>	<b>2,334</b>	<b>42,550</b>	<b>(40,085)</b>	<b>2,465</b>
Continuing Services Budget	2,739	2,359	2,408			2,457
Continuing Services Budget - Growth	214	121	170			68
Continuing Services Budget - Savings	(257)	(31)	(113)			(180)
<b>Total Continuing Services Budget</b>	<b>2,696</b>	<b>2,449</b>	<b>2,465</b>			<b>(112)</b>
District Development Fund - Expenditure	280	405	399			339
District Development Fund - Savings	(810)	(209)	(530)			(219)
<b>Total District Development Fund</b>	<b>(530)</b>	<b>196</b>	<b>(131)</b>			<b>120</b>
<b>Directorate Total</b>	<b>2,166</b>	<b>2,645</b>	<b>2,334</b>			<b>2,465</b>

**Resources Directorate  
Housing Benefits**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Council Tax Benefits	(134)	-	(78)	(35)	-	(35)	This relates to overpaid Council Tax Benefit clawed back. The benefit was originally awarded prior to the introduction of Local Council Tax Support on 1 April 2013.
Hb Fraud Investigation	241	228	240	221	(40)	181	This budget includes the cost and overheads of investigating fraudulent benefit claims. A small number of staff from this service will be transferred to the Single Fraud Investigation Service (SFIS) as of 1 October 2015 resulting in the decrease for 2015/16, consequently the allocation of administration Subsidy has also been reduced to reflect the change.
Housing Benefit Administration	952	1,112	968	1,633	(559)	1,074	The budget relates to the cost of administration for all the benefits below, and is partly offset by subsidy from the Government. In 2014/15 Housing Benefit and Local Council Tax Support Administration Subsidy now comes from two sources, the Department for Work and Pensions and the Department for Communities and Local Government. There has been an overall reduction of £22,000, a proportion of which can be attributed to the transfer of services to SFIS.
Hra Rent Rebates	83	(98)	(42)	16,440	(16,483)	(43)	This budget relates to housing benefits paid to tenants of Housing Revenue Account properties. The increase in net cost of rent rebates to £284,000 in the 2014/15 probable outturn relates to a prior year adjustment where subsidy over paid by the DWP in the prior year has been recovered.
Non Hra Rent Rebates	43	28	45	95	(50)	45	This budget relates to homeless people placed in Bed and Breakfast accommodation. Expenditure has been kept relatively low as the Housing Options team have generally been able to avoid its use unless absolutely necessary.
Rent Allowances	(585)	(372)	(473)	21,900	(22,273)	(373)	This budget relates to housing benefits paid to claimants in the private rented and housing association sector. The budget for the probable outturn 2014/15 reflects an increase in caseload for rent allowances and related subsidy. Grant entitlement has been assessed on the basis of the latest mid year subsidy claim and information available.
<b>Grand Total</b>	<b>599</b>	<b>897</b>	<b>660</b>	<b>40,254</b>	<b>(39,405)</b>	<b>849</b>	

**Resources Directorate  
Local Taxation**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Council Tax Collection	935	1,062	1,003	1,602	(458)	1,144	The 2014/15 original budget included DDF monies for New Burdens of £62,000 of which £10,000 has been transferred to facilitate the capital purchase of a new enveloping machine in 2014/15 and £32,000 carried forward to 2015/16. The technical agreement and collection investment agreements with Essex County Council, Police and Fire Authorities are funding additional staffing to ensure collection rates remain on target.
Nndr Collection	83	95	85	278	(188)	90	There is a small reduction in the 2014/15 probable outturn due to a reduction in support service recharges.
<b>Grand Total</b>	<b>1,018</b>	<b>1,158</b>	<b>1,088</b>	<b>1,880</b>	<b>(646)</b>	<b>1,234</b>	



**Resources Directorate  
Other Activities**

	2013/14	2014/15		2015/16		Net Expenditure £000's	
	Actuals £000's	Original Estimate £000's	Probable Outturn £000's	Gross Expenditure £000's	Gross Income £000's		
All Saints Churchyard	10	10	10	13	-	13	This budget is for residual maintenance responsibilities facing the Council.
Burials (National Assist Act)	8	9	16	18	-	18	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, and the costs shown for this budget relate to support service charges for work undertaken by the Resources Administration team.
Concessionary Fares	11	9	4	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	402	230	400	176	-	176	The reason for the main changes in the 2014/15 probable outturn and 2015/16 estimate relate to additions arising on Support Service and 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, because the Support Service allocation system is quite involved it is impractical to re-run the allocations so any differences that occur are shown here. Vacancy Allowance has been increased from 1.5% to 2.5%.
Sundry Non-Distributable Costs	118	151	156	203	(34)	169	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.
<b>Grand Total</b>	<b>549</b>	<b>409</b>	<b>586</b>	<b>416</b>	<b>(34)</b>	<b>382</b>	

**Resources Directorate  
Office Accomodation**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Building Maintenance - General	871	1,002	1,045	853	-	853	Building maintenance costs are determined by the rolling 5 year programme which identifies and prioritises the works required to the councils non-housing assets. The 2014/15 probable outturn includes a DDF carry forward from 2013/14 of £77,000 increasing the DDF to £153,000. The 2015/16 budget includes CSB savings identified of £27,000 and a DDF budget of £42,000.
Central Services - Catering	22	21	23	22	-	22	This budget relates to the cost of vending machine provision. Machines previously leased have been purchased in 2014/15, resulting in a DDF saving of £5,000 for rental in 2015/16.
Civic Offices	1,296	1,610	1,791	1,593	(4)	1,589	This budget makes up the total cost of running the Civic Offices site in Epping. The 2013/14 actuals included a DDF refund of Non Domestic Rates (NDR) following a reassessment of the rateable value of the Civic offices. The increase between the 2014/15 original and probable outturn can be attributed to an increase in the Building Maintenance recharge resulting from the £77,000 carried forward from 2013/14 and an upwards valuation of the building for NDR purposes. Budgeted depreciation on the Civic Offices has increased from £141,000 in the original budget for 2014/15 to £309,000 in the probable outturn and to £328,000 in 2015/16.
Civic Offices Superintendents	125	130	143	147	-	147	The increase in the 2014/15 probable outturn and 2015/16 original estimates can be attributed to an increase in support service recharges.
Debden Broadway Offices	51	45	41	45	-	45	This budget comprises the total cost of the Council office at the Broadway in Debden. A small change in the 2014/15 probable outturn relates to a refund of excess gas charges paid in the prior year.
Duty Officers	127	135	98	41	-	41	This budget was previously made up of the cost of the provision of security cover at the Civic Offices and the provision of an out of hours telephone service . The 2014/15 probable outturn includes a DDF budget of £23,600 for severance pay for the duty officers, previously estimated at £50,000. The out of hours telephone service is now carried out by Mears on a three year contract at £35,800 per annum having come into effect on 1st April with a cross over period until June 2014.
Hemnal Street Offices	94	84	77	98	-	98	This budget compromises the total cost of running the Offices at Hemnal Street, where Community Services operate from. The small decrease from the 2014/15 original to probable outturn is due to an ongoing decrease in support service recharges. Building works identified in the 5 year programme have increased the recharge by £20,000 in 2015/16.
<b>Grand Total</b>	<b>2,584</b>	<b>3,026</b>	<b>3,219</b>	<b>2,799</b>	<b>(4)</b>	<b>2,795</b>	

**Resources Directorate  
Finance Support Services**

	2013/14	2014/15		Gross Expenditure £000's	2015/16	Net Expenditure £000's	
	Actuals £000's	Original Estimate £000's	Probable Outturn £000's		Gross Income £000's		
Accountancy	650	688	686	730	-	730	This budget comprises the cost of the Accountancy section who are responsible for producing the Statutory Statement of Accounts, compilation of budgets and monitoring the Councils Financial performance. An on-going increase in support service recharges amounting to £40,000 is partially offset by salary savings in 2014/15. The budget for 2015/16 covers the cost of a full establishment for accountancy.
Accounts Payable	175	180	137	136	-	136	The Accounts Payable section ensure that all payments due by the council are processed accurately. The reduction in the 2014/15 and 2015/16 relates mainly to support service recharges.
Bank & Audit Charges	139	177	151	150	-	150	The costs here relate to the charge for the audit of the annual accounts, grant claims and statutory returns by BDO and any charges incurred for maintaining the councils bank accounts. The estimated fee from BDO has reduced by £35,000 in 2014/15 and 2015/16, and is partially offset by an increase in bank charges.
Cashiers	389	391	422	428	(15)	413	This budget comprises the costs of the cash desks at Epping, Debden Broadway and the kiosk at Waltham Abbey. An on-going increase in support service recharges amounting to £40,000 can be attributed to the increased costs in 2014/15 and 2015/16.
Debt Insurance Services	216	231	210	208	(18)	190	An on-going decrease in support service recharges amounting to £15,000 can be attributed to the decreased costs in 2014/15 and 2015/16.
Finance Admin & Procurement	251	319	204	239	-	239	The 2014/15 probable outturn includes a DDF saving of £17,800 as the rebate expected from the Essex Procurement Hub exceeds the subscription due for the year. A restructure of the admin teams previously supporting the Finance & ICT and Corporate Support Services directorates have resulted in a number of budgets being centralised under a combined admin service for the Resources directorate.
Resources Policy Group	-	637	800	820	-	820	The restructure of Directorates from 7 to 5 resulted in a review of Support Service Allocations, it became apparent that for some support services which had previously been allocated on a different basis it was now either no longer possible to allocate directly, or that there is insufficient information regarding new working practices to allocate costs more accurately, therefore costs are being allocated to Policy groups to ensure they are distributed within the correct directorates. These costs include some Human Resources costs, the costs of investigating Compliments and Complaints, ICT helpdesk costs and charges for the corporate Website.
Treasury Management	72	74	92	99	-	99	The increase on this budget relates to Support Service Allocations.
<b>Grand Total</b>	<b>1,893</b>	<b>2,697</b>	<b>2,702</b>	<b>2,811</b>	<b>(33)</b>	<b>2,778</b>	

**Resources Directorate  
ICT and Communications**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Information & Comms Technology	2,742	2,962	2,634	2,677	-	2,677	This budget now comprises the total cost of the councils ICT and communications expenditure including the Switchboard, mobile phones and the annual contract costs for all of the major systems in use, it also includes the costs of the helpdesk and GIS teams. The incorporation of the telephones budgets into ICT has resulted in the elimination of the recharge between the two cost centres. The budget includes carried forward DDF for the Local Land & Property Gazetteer of £42,000 for 2014/15 and £16,000 for 2015/16.
Website	172	178	112	192	-	192	The costs relating to the website are almost entirely support service costs from the central computer budget and Public Relations.
<b>Grand Total</b>	<b>2,913</b>	<b>3,141</b>	<b>2,746</b>	<b>2,869</b>	<b>-</b>	<b>2,869</b>	

**Resources Directorate  
Human Resources Support Services**

	2013/14 Actuals £000's	2014/15 Original Estimate £000's	2014/15 Probable Outturn £000's	Gross Expenditure £000's	2015/16 Gross Income £000's	Net Expenditure £000's	
Administration & Secretarial	424	439	418	429	(2)	427	As part of the restructure a centralised Admin section has been created for the directorate, comprising of costs for training, stationery, books & publications and new furniture & equipment, these budgets have been transferred from other sections of the directorate and have increased the probable outturn and original estimates by £17,000, the increase being offset by a reduction in support service recharge allocations.
Human Resources	683	635	576	587	(4)	583	The Human Resources budget includes the expenditure for Corporate improvement which funds the apprenticeship scheme. The budget for 2015/16 includes a CSB saving of £20,000.
Payroll	150	138	162	177	-	177	The Payroll section is responsible for administration of the payment of officers salaries and members allowances for the Council. The increase in the probable outturn includes overtime pay for the payroll staff due to the implementation of a new payroll system, the project has not been entirely successful and a decision has been made to purchase a new software package.
Reprographics	282	255	181	209	-	209	This budget incorporates the costs and overheads of maintaining the print section which provides a comprehensive reprographics service to all Directorates of the Council.
<b>Grand Total</b>	<b>1,539</b>	<b>1,466</b>	<b>1,337</b>	<b>1,402</b>	<b>(6)</b>	<b>1,396</b>	

Resources Directorate

2015/16 Subjective Analysis

	0010	1000	2000	3000	4000	4005	4006	5000	6000	9006	Expense Total	9004	9005	9007	Income Total	Grand Total
	Employee Expenses	Premises Related Expenses	Transport Related Expenses	Supplies And Services	Contracted Services	Transfer Payments	Service Area Recharges	Support Services	Asset Charges	Internal Recharges		Government Contributions	Other Contributions	Fees & Charges		
<b>Accommodation</b>																
Building Maintenance - General	-	452,710	-	-	-	-	-	399,880	-	(852,590)	-	-	-	-	-	-
Central Services - Catering	-	-	-	8,610	-	-	-	13,290	-	(21,900)	-	-	-	-	-	-
Civic Offices	4,730	1,006,090	250	10,840	-	-	-	242,740	328,350	(1,589,000)	4,000	-	-	(4,000)	(4,000)	-
Civic Offices Superintendents	110,130	-	-	500	-	-	-	35,920	-	(146,550)	-	-	-	-	-	-
Debden Broadway Offices	5,510	29,480	-	2,840	-	-	-	6,240	1,260	(45,330)	-	-	-	-	-	-
Duty Officers	-	-	-	35,800	-	-	-	5,320	-	(41,120)	-	-	-	-	-	-
Hemnal Street Offices	-	55,650	-	7,970	-	-	-	28,090	6,460	(97,960)	210	-	-	(210)	(210)	-
<b>Finance Support Services</b>																
Accountancy	542,950	-	-	2,030	-	-	-	185,420	-	(730,400)	-	-	-	-	-	-
Accounts Payable	80,310	-	-	3,000	-	-	-	53,000	-	(136,310)	-	-	-	-	-	-
Bank & Audit Charges	-	-	-	142,000	-	-	-	8,110	-	(150,110)	-	-	-	-	-	-
Cashiers	174,910	-	1,140	48,250	1,850	-	-	184,280	17,410	(412,840)	15,000	-	-	-	(15,000)	-
Debt & Insurance Services	136,040	-	3,910	810	-	-	-	67,590	-	(190,350)	18,000	-	-	(18,000)	(18,000)	-
Finance Admin & Procurement	127,100	-	1,840	56,300	-	-	-	54,070	-	(239,310)	-	-	-	-	-	-
Resources Policy Group	553,650	-	21,530	100	-	-	-	244,270	-	(819,550)	-	-	-	-	-	-
Treasury Management	-	-	-	24,500	-	-	-	74,240	-	(98,740)	-	-	-	-	-	-
<b>Housing Benefits</b>																
Council Tax Benefits	-	-	-	-	-	(35,000)	-	-	-	-	(35,000)	-	-	-	-	(35,000)
Hb Fraud Investigation	131,400	-	2,470	16,780	-	-	-	69,970	290	-	220,910	(40,000)	-	-	(40,000)	180,910
Housing Benefit Administration	998,330	-	18,740	149,110	-	-	-	464,980	2,210	-	1,633,370	(554,150)	(5,000)	-	(559,150)	1,074,220
Hra Rent Rebates	-	-	-	-	-	16,439,610	-	-	-	-	16,439,610	(16,482,580)	-	-	(16,482,580)	(42,970)
Ndr Hra Rent Rebates	-	-	-	-	-	95,000	-	-	-	-	95,000	-	(50,000)	-	(50,000)	45,000
Rent Allowances	-	-	-	-	-	21,900,000	-	30	-	-	21,900,030	(22,273,000)	-	-	(22,273,000)	(372,970)
<b>Ict</b>																
Information & Comms Technology	1,167,780	-	14,830	945,520	-	-	-	233,100	315,120	(2,676,270)	80	-	-	-	(80)	-
Website	-	-	-	-	-	-	-	192,220	-	(192,220)	-	-	-	-	-	-
<b>Local Taxation</b>																
Council Tax Collection	871,880	-	6,890	120,050	-	-	-	601,620	2,120	-	1,602,560	-	(173,440)	-	(458,440)	1,144,120
Nndr Collection	154,140	-	1,220	35,810	-	-	-	86,260	380	-	277,810	(172,660)	-	-	(187,660)	90,150
<b>Other Activities</b>																
All Saints Churchyard	-	12,810	-	-	-	-	-	-	-	-	12,810	-	-	-	-	12,810
Burials (National Assist Act)	-	-	-	-	-	-	-	18,050	-	-	18,050	-	-	-	-	18,050
Concessionary Fares	-	-	-	3,740	-	-	-	2,040	-	-	5,780	-	-	-	-	5,780
Finance Miscellaneous	(172,550)	-	8,000	57,220	-	-	-	386,280	-	(102,670)	176,280	-	-	-	(100)	176,180
Sundry Non-Distributable Costs	-	177,440	-	-	-	-	-	50,040	-	(24,040)	203,440	-	-	(34,000)	(34,000)	169,440
<b>Other Support Services (Hr)</b>																
Administration & Secretarial	273,260	-	6,280	48,220	-	-	-	101,010	-	(427,270)	1,500	-	-	(1,500)	(1,500)	-
Human Resources	392,830	-	3,090	32,830	-	-	-	157,920	-	(582,670)	4,000	-	(2,500)	-	(4,000)	-
Payroll	106,720	-	-	-	-	-	-	70,170	-	(176,890)	-	-	-	-	-	-
Reprographics	104,340	-	-	49,500	-	-	-	47,390	8,000	(209,230)	-	-	-	-	-	-
<b>Cost Centre</b>																
Car Leasing	10,000	-	155,570	360	-	-	-	18,130	-	(116,460)	67,600	-	(62,130)	(5,470)	(67,600)	-
Corporate Filing Store	-	1,740	-	-	-	-	-	6,550	-	(8,290)	-	-	-	-	-	-
Corporate Training	2,190	-	-	40,000	-	-	-	210,000	-	(252,190)	-	-	-	-	-	-
Facilities Management	413,390	-	17,560	3,030	-	-	-	137,100	-	(571,080)	-	-	-	-	-	-
Housing Benefits	1,124,430	-	21,400	70,770	-	-	-	495,180	2,450	(1,714,230)	-	-	-	-	-	-
Revenues	1,021,410	-	7,960	60,260	-	-	-	405,820	2,450	(1,497,900)	-	-	-	-	-	-
<b>Grand Total</b>	<b>8,334,880</b>	<b>1,735,920</b>	<b>292,680</b>	<b>1,976,750</b>	<b>1,850</b>	<b>38,399,610</b>	<b>-</b>	<b>5,356,320</b>	<b>686,500</b>	<b>(14,123,470)</b>	<b>42,661,040</b>	<b>(39,522,390)</b>	<b>(293,070)</b>	<b>(63,180)</b>	<b>(40,195,320)</b>	<b>2,465,720</b>

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



**Epping Forest  
District Council**

**Report reference: FPM-023-2014/15**

**Date of meeting: 19 January 2015**

**Portfolio: Finance**

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

**Officer contact for further information: Edward Higgins – (01992 – 564606)**

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

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

- 1. To agree the updating of Key dates and the staffing structure implementation to Risk 1;**
- 2. To agree the additional Key Individual vulnerability added to Risk 2;**
- 3. To agree the additional controls added to Risk 3;**
- 4. To agree the updating of key dates to Risk 5;**
- 5. To agree the updating of existing control, further management action and success factors to Risk 6;**
- 6. To consider whether there are any new risks that are not on the current Corporate Risk Register;**
- 7. To agree the amended Corporate Risk Register be recommended for Cabinet approval.**

### **Executive Summary:**

The Corporate Risk Register has been considered by both the Risk Management Group on 1 December and Management Board on 9 December. These reviews identified amendments to the Corporate Risk Register but no additional risks or scoring changes.

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

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 1 December and Management Board on 9 December 2014. A number of amendments have been identified and incorporated into the register (Appendix 1).**
- 2. Risk 1 Local Plan – Key dates within the Action Plan have been updated to advise the target dates for Cabinet review and consultation period of the draft plan. The part implementation of the new staffing structure is advised with a target of full implementation by the end of January 2015.**

3. Risk 2 Strategic Sites – Management Board identified an additional Vulnerability, Trigger and Consequence relating to a reliance on a key individual involved in the strategic site projects. The Effectiveness of controls/actions have also been updated for the identified sites to reflect progress to date.
4. Risk 3 Welfare Reform – Additional controls have been added to the Action Plan following Cabinet approval of the restructure of Benefits and Internal Audit for the implementation of the Single Fraud Investigation Service.
5. Risk 5 Economic Development – The key date has been updated to reflect the service reverting to Neighbourhoods Directorate on 31 March 2015.
6. Risk 6 Data/Information – Consolidation of Data Protection and Freedom of Information is now an existing control, having previously been a required further management action. An additional item, separation of Environmental Information Requests, has been added for consideration under required further management actions. An additional success factor has also been added.
7. 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, Greener Implications:**

None.

**Consultation Undertaken:**

The Risk Management Group and Management Board have been involved in the process.

**Background Papers:**

None.

**Impact Assessments:**

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.

## Due Regard Record



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

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

<b>Date / Name</b>	<b>Summary of equality analysis</b>
6/01/15  Director of Resources	The purpose of the report is to monitor corporate risks. It does not propose any change to the use of resources and so has no equalities implications.

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

**Date: 19 January 2015**

# Contents

Section		Page No.
1.	Introduction	3
2.	The Process	4
Appendix 1	Risk Profile	6
Appendix 2	Corporate Risk Register /Action Plans	7 - 18

# 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.

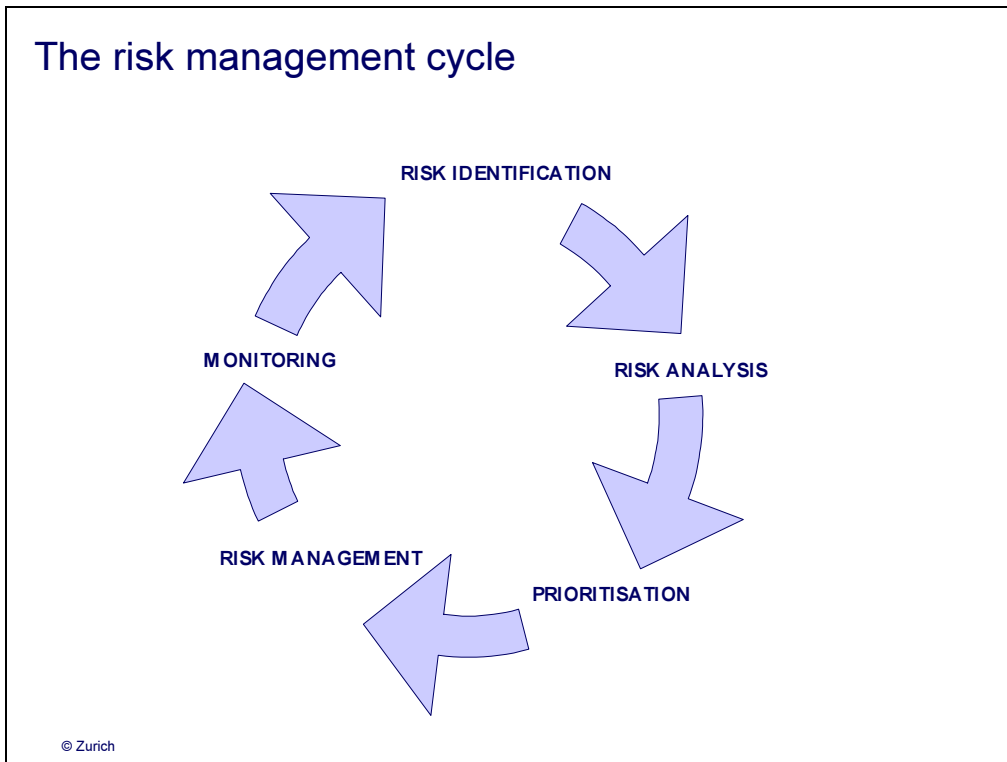
In total 8 strategic risks were profiled at the workshop and during the workshop, each risk was discussed to ensure common agreement and understanding of its description and then prioritised on a matrix. The risk matrix measured each risk for its likelihood and its impact in terms of its potential for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

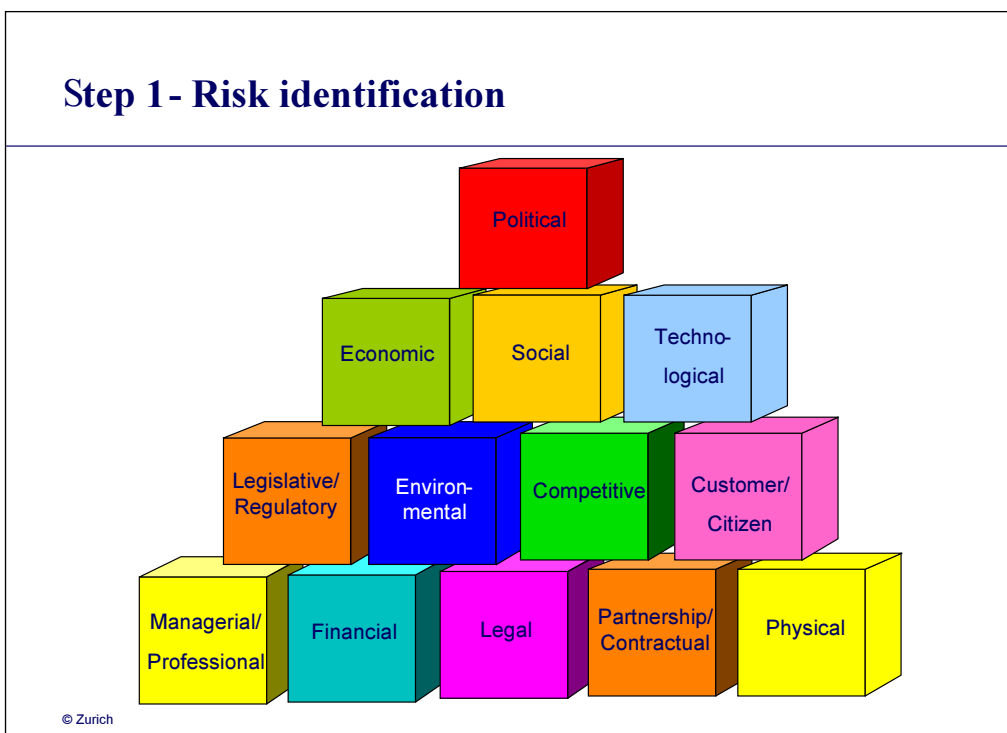
The following report outlines the process utilised by Zurich Risk Engineering and the results achieved.

## 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.

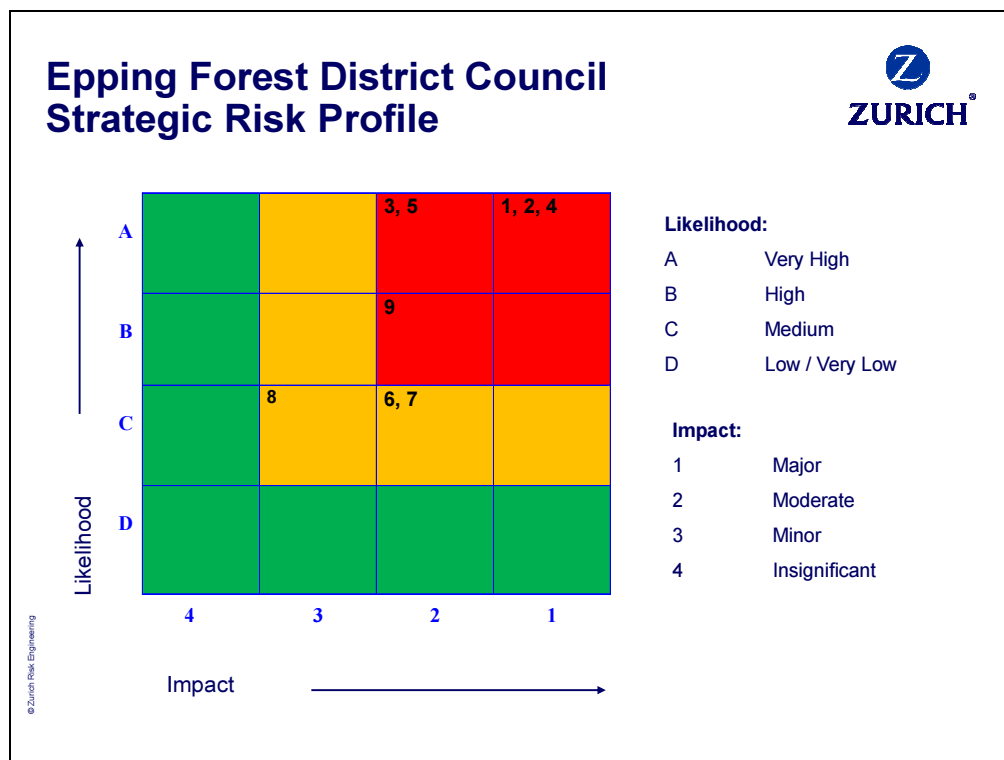
The monitoring of these action plans takes place at Corporate Governance Group, Management Board and the Risk Management Group. The action plans are also reported to Members quarterly.

As part of the regular review and reporting an additional risk on Safeguarding was added to the register in January 2014.

# 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.

An opportunity was also taken as part of this refresh to ‘spring clean’ the risk numbers, and they were numbered in priority order as follows:

New 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
8	Partnerships
9	Safeguarding



## Appendix 2 – Corporate Risk Register and Action Plans

Risk No 1	Local Plan	A1		
Vulnerability	Trigger	Consequence	Risk Owner	
<p>On-going changes to Planning system increase importance of having up to date Local Plan.</p> <p>Changes in government planning policy require new Local Plan to take approaches significantly different from predecessors eg Duty to Co-operate, release Green Belt.</p> <p>Difficulties in implementing “Duty to Co-operate” may make it difficult or impossible to achieve “sound” Local Plan in timely fashion</p> <p>Failure to make timely progress increases likelihood of “planning by appeal”</p> <p>Lack of adopted Plan reduces ability to obtain developer contributions.</p> <p>Loss/sickness of key staff and recruitment difficulties or inappropriate resource provision hold back progress.</p>	<p>Failure to make timely decisions and adhere to Local Development Scheme Project Plan.</p> <p>Failure of Council to approve a draft plan in line with National Planning Policy Framework.</p> <p>Inability to agree, particularly on amount and distribution of objectively assessed development needs.</p> <p>Failure to adhere to Local Development Scheme leads to developers making significant planning applications in advance of new Plan.</p> <p>Developers exploit inadequacies in S106/CIL arrangements.</p> <p>Loss/long term absence of key staff.</p>	<p>Reduced ability to manage development in line with local priorities. Failure to provide strategic direction for future development, and housing etc for future needs.</p> <p>Plan not “sound”, leading for further delay, wasted resources, and vulnerability to planning appeal decisions.</p> <p>As above</p> <p>Significant diversion of professional resources to appeals. Risk of costs awards against Council. Potential lost opportunity for infrastructure and other provision due to outdated/National Planning Policy Framework non-compliant policies Development which is inappropriate in location/scale/type</p> <p>Additional demands put on public funding of infrastructure.</p> <p>Delay in progress Potential need for rework due to loss of “corporate memory”.</p>	<p>Derek Macnab</p>	

Page 97

**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
<p>Project management approach in place including regular updates, resource planning.</p>	<p>Project plan needs to incorporate more time for political engagement at key decision points.</p>	<p>Agree mechanisms and timing with lead members, incorporate in revised project plan</p>	<p>Derek Macnab</p>	<p>Future adherence to project plan.</p>	<p>Project plan ongoing. MB review 6 weekly</p>	<p>Finalise key evidence base. Housing and Employment need be established in early 2015. Cabinet to agree draft plan for Consultation June 2015. Consultation period June 2015. September 2015.</p>
<p>Local Development Scheme revised July 2014.</p>	<p>Local Development Scheme adopted by Cabinet 21 July 2014.</p>	<p>Review Local Development Scheme on basis of new project plan, (see above)</p>	<p>Derek Macnab</p>	<p>Local Development Scheme remains robust</p>	<p>As necessary</p>	<p>Review likely within 12 months</p>
<p>Workshops for EFDC and Town/Parish councillors on key issues to enhance awareness and understanding of new government requirements.</p>	<p>Workshops popular and helpful but not a mechanism for strategic decision making.</p>	<p>Supplement workshops with other forms of briefing to EFDC members as agreed with leading members.</p>	<p>Derek Macnab</p>	<p>Timely decision making in line with project plan.</p>	<p>As necessary</p>	
<p>Engagement with other key stakeholders eg ad hoc meetings with Town/Parish councils, Resident Associations, use of Forester and website.</p>	<p>Limited, as tends to be reactive, resource intensive, and consistent messages difficult to develop in light of uncertainties over project plan</p>	<p>Develop strategic communications plan and implement See above re project plan</p>	<p>Derek Macnab</p>	<p>Stakeholders feel well informed about process and decisions. Informed responses to public consultation. Less need for reactive communications.</p>	<p>As necessary</p>	<p>Establish communications approach by mid January 2015.</p>



<b>Risk No 2 Strategic Sites A1</b>						
<b>Vulnerability</b>		<b>Trigger</b>		<b>Consequence</b>		<b>Risk Owner</b>
<p>The Council has a number of Strategic sites which it needs to make the right decisions about and then deliver on those decisions.</p> <p>One key individual is driving forward the projects.</p>		<p>Not maximising the opportunity of the strategic sites either through decisions or delivery.</p> <p>Loss of key individual</p>		<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> </ul> <ul style="list-style-type: none"> <li>Project delayed or mismanaged</li> </ul>		Colleen O'Boyle
<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>Work on strategic sites is co-ordinated through a dedicated Cabinet Committee.</p>	<p>Work is progressing on developing a number of sites:</p> <ol style="list-style-type: none"> <li>Amended Heads of Terms agreed by Cabinet for Winston Churchill site;</li> <li>Agreement reached with ECC to buy out their interest in St Johns Road;</li> <li>Cabinet has agreed legal structure for joint venture at Langston Road;</li> <li>Aviation related exercise underway to evaluate opportunities at North Weald;</li> <li>Cabinet has agreed funding and construction programme for Oakwood Hill depot.</li> </ol>	<p>Reports to Cabinet Committee and Cabinet to obtain decisions on development options.</p>	Colleen O'Boyle	<p>Development of strategic sites completed in accordance with Cabinet decisions.</p>	Monthly	None

<b>Risk No 3 Welfare Reform A2</b>						
<b>Vulnerability</b>		<b>Trigger</b>		<b>Consequence</b>		<b>Risk Owner</b>
The government is undertaking 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.		Welfare reform changes have a detrimental effect on the Council and community		<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 arrears</li> <li>• Public dissatisfaction</li> <li>• Criticism of the Council for not mitigating the effects for residents.</li> </ul>		Alan Hall
<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>Joint Benefits and Housing working group established. Mitigation action plan developed.</p> <p>To address issues arising from the single fraud investigation service, Cabinet has approved restructures for both Benefits and Internal Audit.</p>	<p>Two thirds of the actions have been implemented and the remaining actions are in abeyance pending Government announcements on Universal Credit.</p> <p>The effectiveness of the new structures will only be apparent sometime after they have been implemented.</p>	<p>Working Group to continue and amend mitigation action plan as necessary.</p> <p>Implement new structure.</p>	<p>Alan Hall</p> <p>Bob Palmer Colleen O'Boyle</p>	<p>A smooth implementation of welfare reforms.</p> <p>Minimise number and cost of redundancies.</p> <p>Effectiveness of Benefit and Internal Audit maintained.</p>	<p>Monthly</p> <p>Six monthly</p>	<p>Start date for universal credit still unclear.</p> <p>30 September 2015</p>

<b>Risk No 4 Finance Income A1</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</b>
<p>The Council has a reliance on major income generating contracts and fee earning services. Some of which have been adversely affected by the recession and some of which may be affected by legislative change.</p> <p>With changes to central funding based on local retention of NDR the Council is more vulnerable to downturns in the local economy and to the large number of outstanding appeals against NDR assessments that pre-date local retention but which the Council will have to fund.</p> <p>Welfare reform may require substantial change to the calculation and administration of benefits with a likely reduction in funding received.</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 recession, reduced economic confidence or adverse change in funding</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>			<p>Bob Palmer</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>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.</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>	<p>Bob Palmer</p>	<p>Savings targets achieved with net expenditure reductions over the medium term as part of a structured plan.</p>	<p>Monthly</p>	<p>17 February 2015</p> <p>Council adopt budget for 2015/16</p>

<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>		Colleen O'Boyle
<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>
Work has commenced on an updated Economic Development Strategy. Cabinet approved four new posts.	Resources in this area have not yet been increased in line with the greater significance it now has.	Completion of Strategy and allocation of appropriate resources.  Recruitment of experienced staff.	Colleen O'Boyle	Growth in NDR tax base and employment opportunities. Council to be viewed as punching above its weight.	Monthly	31 March 2015 – service reverts to Neighbourhoods.

<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>			Bob Palmer
<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>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>Rollout of a Data Protection e-learning module commenced Jan 2014, for completion by officers every two years.</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>	Generally effective to date, with only minor lapses in 2014/15.	<p>Maintain GCSx compliance and system controls.</p> <p>Consider separation of Environmental Information Requests and ensure these are handled in accordance with the appropriate regulations.</p>	Bob Palmer	<p>No data loss or system downtime due to unauthorised access of EFDC systems or data.</p> <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>	Quarterly	None



<b>Risk No 7 Business Continuity C2</b>						
<b>Vulnerability</b>		<b>Trigger</b>	<b>Consequence</b>			<b>Risk Owner</b>
<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 consolidation into four directorates plans 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
<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>Most services already have business continuity plans in place and a separate flu pandemic plan has been developed.</p> <p>105</p>	<p>The effectiveness of controls is assessed periodically through test and exercises</p>	<p>Both corporate and service business continuity plans are being updated.</p> <p>Implementation of Cabinet approved measures to enhance the resilience of ICT</p>	Derek Macnab	<p>Having plans in place which are proved fit for purpose either by events or external scrutiny.</p>	Quarterly	None

<b>Risk No 8 Partnerships C3</b>						
<b>Vulnerability</b>		<b>Trigger</b>		<b>Consequence</b>		<b>Risk Owner</b>
<p>The Council is involved in a plethora of multi agency partnerships e.g. LSP - LEP, and these have a variety of governance arrangements.</p> <p>Localism act may cause transfer of Council services to providers with governance issues.</p>		<p>Key partnership fails or services provided via arrangements lacking adequate governance.</p>		<ul style="list-style-type: none"> <li>• Relationships with other bodies deteriorate</li> <li>• Claw back of grants</li> <li>• Unforeseen accountabilities and liabilities for the Council</li> <li>• Censure by audit/inspection</li> <li>• Adverse impact on performance</li> </ul>		<p>Glen Chipp</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>Active participation in key partnerships by appropriate Officers/Members.</p> <p>Structured reporting back to designated Scrutiny Panels.</p> <p>Members can request representatives on outside bodies to report to Full Council.</p>	<p>No significant issues to date. However, some concern exists about the working of the North Essex Parking Partnership.</p>	<p>Continue existing monitoring procedures for current partnerships and construct appropriate arrangements for any new partnerships.</p>	<p>Glen Chipp</p>	<p>No significant impacts on service delivery or Council reputation from any partnership failures.</p>	<p>Quarterly</p>	<p>None</p>

<b>Risk No 9      Safeguarding      B2</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.</p> <p>Although not yet a statutory requirement, the Council also needs to comply with best practise in regard to safeguarding vulnerable adults from harm.</p> <p>This is a Council –wide requirement which includes training and awareness of staff at all levels across the organisation and Elected Members.</p> <p>Effective systems and processes for safeguarding children, young people and vulnerable adults need to be in place.</p> <p>The Council needs to ensure that key contractors have systems in place, and that there are staff trained, to identify and report safeguarding concerns appropriately.</p>	<p>The Council fails to meet its duties in regard to safeguarding and information sharing</p> <p>Elected Member reluctance to undertake training results in the Council failing to meet a ‘whole Council’ approach</p> <p>Staff reluctance to be involved in referring safeguarding concerns due to lack of confidence and awareness.</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>Alan Hall</p>

<b>Risk No 9 Safeguarding - 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>
<p>The Council has a current and comprehensive Safeguarding Policy which is updated annually or in line with any changes within legislation.</p> <p>The policy details what is required of all staff and members, and contains clear instructions for the recording and processing of safeguarding concerns, incidents and allegations.</p> <p>Corporate Safeguarding Group is forum for sharing best practice and information across Directorates and identifying any weaknesses in the Council's work.</p> <p>Contractors safeguarding processes are included in the procurement process.</p> <p>All staff are required to undertake appropriate safeguarding training.</p> <p>The Council has a Safe Recruitment Policy.</p> <p>The Council has a dedicated senior safeguarding post for two years to enable the Council to meet all of the required standards.</p>	<p>The Council has reduced the risk of safeguarding issues going unnoticed by staff and members by providing clear procedures and requirements for training and awareness.</p> <p>This group is only partially effective, due to limited commitment by some Directorates</p> <p>Room for improvement.</p> <p>This will be effective subsequent to a training Plan being developed.</p> <p>Safe Recruitment assists the Council in reducing the risk of employing an unsuitable member of staff.</p>	<p>Leadership Team and Managers to ensure that all staff are aware of the Councils safeguarding policy and procedures</p> <p>The Council needs to ensure timely response to changes in legislation or local procedures.</p> <p>Directorates need to commit time for representatives to attend the Corporate Working Group.</p> <p>Need to ensure they have appropriate systems to address safeguarding issues.</p> <p>Staff require training in Safe Recruitment.</p>	<p>Alan Hall</p>	<p>The Council meets all of its duties under Section 11 and 47.</p> <p>The Council fully meets all aspects of the ESCB/ESAB Safeguarding self - assessment.</p>	<p>Monthly</p>	<p>Monthly</p>