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CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

08 February 2017

Dear Councillor

You are summoned to attend the;

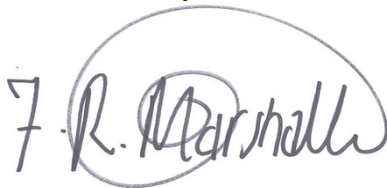
MEETING OF THE MALDON DISTRICT COUNCIL

on **THURSDAY 16 FEBRUARY 2017** at **7.30 pm.**

in the Council Chamber. Maldon District Council Offices, Princes Road, Maldon.

A copy of the agenda is attached.

Yours faithfully

A handwritten signature in black ink, appearing to read 'F. R. Marshall', is written over a large, faint circular watermark or stamp.

Chief Executive

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AGENDA COUNCIL

THURSDAY 16 FEBRUARY 2017

1. Chairman's notices (please see page 6)
2. Apologies for absence
3. **Minutes - 7 December 2016** (Pages 7 - 30)

To confirm the Minutes of the extraordinary meeting of the Council held on 7 December 2016, (copy enclosed).

4. **Minutes - 15 December 2016** (Pages 31 - 44)

To confirm the Minutes of the meeting of the Council held on 15 December 2016 (copy enclosed).

5. **Declarations of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, other Pecuniary Interests or Non-Pecuniary Interests relating to items of business on the agenda having regard to paragraphs 6 - 8 inclusive of the Code of Conduct for Members.

(Members are reminded that they are also required to disclose any such interests as soon as they become aware should the need arise throughout the meeting).

Local Government Finance Act 1992 – Section 106

Will any Members affected by Section 106 please note that any declarations to that effect should be made on the commencement of the meeting or immediately on arrival if this is later. Under Section 106 a Member who has not paid an amount due in respect of their Council Tax for at least two months after it became payable is precluded from voting on any matters affecting the level of Council Tax or the arrangements for administering the Council Tax. (The Member is, however, entitled to speak).

6. **Public Questions** (Pages 45 - 48)

To receive questions from members of the public, of which prior notification in writing has been received (no later than noon on the Tuesday prior to the day of the meeting).

7. Chairman's Announcements

8. **Recommendations of Committees for Decision by the Council** (Pages 49 - 72)

- (i) To consider the report of the Chief Executive (copy enclosed).

Please note: Where appropriate this report contains links to the relevant Committee agenda, reports and Minutes.

(ii) Minutes of meetings of Committees

To note that since the last meeting of the Council, up until Wednesday 8 February 2017 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

Minutes reported to the last meeting and now published:

Community Services Committee	22 November
North Western Area Planning Committee	28 November
Finance and Corporate Services Committee*	29 November
South Eastern Area Planning Committee	5 December

Minutes published:

Audit Committee	8 December
Joint Standards Committee (special meeting) *	9 December
Central Area Planning Committee	14 December
North Western Area Planning Committee	9 January 2017
Overview and Scrutiny Committee	11 January
Joint Standards Committee (special meeting)**	13 January
South Eastern Area Planning Committee	16 January
Planning and Licensing Committee**	19 January
Appointments Committee	23 January
Community Services Committee **	24 January
Central Area Planning Committee	25 January
Finance and Corporate Services Committee**	31 January

Minutes NOT finalised for publication:

Audit Committee	2 February
North Western Area Planning Committee	6 February

* Please note that these Minutes contain recommendations previously dealt with by the Council at its last meeting.

** Please see item (i) above as these Minutes contain recommendations to the Council.

9. **2017 / 18 Budget and Medium Term Financial Strategy**

To receive a Budget Statement from the Leader of the Council, to consider the following reports of the Director of Resources (copies enclosed) and to determine the level of Council Tax.

- a) Revised 2016 / 17 and Original 2017 / 18 Budget Estimates and Council Tax 2017 / 18 (Pages 73 - 118)
- b) Council Tax 2017 / 189B (Pages 119 - 128)
- c) Medium Term Financial Strategy 2017 / 18 to 2020 / 21 (Pages 129 - 164)

Local Government Finance Act 1992

Members' attention is drawn to Procedure Rule 13 (5) and the requirement for any vote taken at a budget decision meeting to be recorded in the Minutes.

10. Questions in accordance with Procedure Rule 6 (2) of which notice has been given
11. **Corporate Plan, Key Activities, Indicators and Targets 2017 / 18** (Pages 165 - 202)
To consider the report of the Chief Executive, (copy enclosed).
12. **Support for the Vulnerable Persons Resettlement Programme** (Pages 203 - 210)
To consider the report of the Chief Executive, (copy enclosed).
13. **Schedule of Meetings 2016 / 17 and 2017 / 18**
To consider the following revisions to the 2016 / 17 and 2017 / 18 schedules of meetings:
- To bring forward the date of the April 2017 meeting of the Council from 6 April to 5 April 2017 due to the known unavailability of a number of Members.
 - To remove the meeting of the Audit Committee scheduled for 15 February 2018 as not required.
 - To bring forward the date of the 2018 statutory annual meeting of the Council from 17 May to 10 May 2018. Given that elections are not due to be held in May 2018 this revision will assist the scheduling of meetings for 2018 / 19.
14. **Local Development Plan Site Allocations Development Plan Documents** (Pages 211 - 220)
To consider the report of the Interim Head of Planning Services, (copy enclosed).
15. **Local Development Scheme 2017** (Pages 221 - 242)
To consider the report of the Interim Head of Planning Services, (copy enclosed).
16. **Business by reason of special circumstances considered by the Chairman to be urgent.**
17. **Exclusion of Public and Press**
To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.
18. **Inspectors Post Examination Modifications to the Maldon District Local Development Plan** (Pages 243 - 336)
To receive and note the report of the Interim Head of Planning Services (copy enclosed).

NOTICES

Sound Recording of Meeting

Please note that the Council will be recording any part of this meeting held in open session for subsequent publication on the Council's website. At the start of the meeting an announcement will be made about the sound recording. Members of the public attending the meeting with a view to speaking are deemed to be giving permission to be included in the recording.

Fire

In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

Health and Safety

Please be advised of the different levels of flooring within the Council Chamber. There are steps behind the main horseshoe as well as to the side of the room.

Closed-Circuit Television (CCTV)

This meeting is being monitored and recorded by CCTV.



**MINUTES of
COUNCIL (EXTRAORDINARY)
7 DECEMBER 2016**

PRESENT

Chairman	Councillor P G L Elliott
Vice-Chairman	Councillor H M Bass
Councillors	Mrs B F Acevedo, J P F Archer, E L Bamford, Miss A M Beale, B S Beale MBE, R P F Dewick, I E Dobson, M F L Durham, Mrs H E Elliott, A S Fluker, Mrs B D Harker, B E Harker, M S Heard, M W Helm, J V Keyes, Miss M R Lewis, R Pratt, N R Pudney, S J Savage, A K M St. Joseph, Mrs M E Thompson and Miss S White

788. CHAIRMAN'S NOTICES

The Chairman drew attention to the list of notices published on the back of the agenda.

789. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors R G Boyce MBE CC, Mrs P A Channer CC, M R Pearlman and D M Sismey.

790. DISCLOSURE OF INTERESTS

At this point the Chairman introduced the Council's Deputy Monitoring Officer, Ms Shirley Jarlett. Ms Jarlett reminded Members in relation to disclosable and other pecuniary interests, which included an interest that related to or was likely to affect a beneficial interest in any land in the authority's area it should either have been previously declared or declared at this point. If a Member had such an interest, Ms Jarlett advised that they could not take part in the meeting and should withdraw from the chamber.

The following declarations of interest were made in relation to Agenda Item 4 - OUT/MAL/15/00419 Land at Broad Street Green Road, Maypole Road and Langford Road, Great Totham / Heybridge:

- Councillor Miss S White advised that she had previously declared a non-pecuniary interest in the Local Development Plan (LDP) due to her family having submitted land and provided detail as to why she felt she did not have an interest. She further advised that she did not know the applicants or owners.

- Councillor A S Fluker declared in the interest of openness and transparency he knew some of the objectors.
- Councillor B E Harker declared in the interest of openness and transparency that he knew most of the objectors.
- Councillor I E Dobson declared the same non-pecuniary interest as Councillor B E Harker.
- Councillor Mrs B D Harker declared the same non-pecuniary interest as Councillor B E Harker.
- Councillor Miss M R Lewis declared the same non-pecuniary interest as Councillor B E Harker.
- Councillor Miss A M Beale declared the same non-pecuniary interest as Councillor B E Harker.

791. FUL/MAL/15/00419 - LAND AT BROAD STREET GREEN ROAD, MAYPOLE ROAD AND LANGFORD ROAD, GREAT TOTHAM / HEYBRIDGE

The Council considered the report of the Director of Planning and Regulatory Services and determined the following planning application, having taken into account all representations and consultation replies received.

The Chairman advised the Committee that members of the public had registered their wish to speak and outlined the procedure for public participation.

Application Number	OUT/MAL/15/00419
Location	Land At Broad Street Green Road, Maypole Road And Langford Road Great Totham/Heybridge Essex
Proposal	Part outline/part detailed (hybrid) application for mixed use development including: (i) Residential development (Use Class C3) (Outline) (ii) Residential Care (Use Class C2) (Outline) (iii) "Neighbourhood" uses which may include retail, commercial, and community uses (Use Classes A1 and/or A2 and/or A3 and/or A4 and/or A5 and/or D1a and/or D1b) (Outline) (iv) Primary school and early years childcare facility (Use Class D1c) (Outline) (v) Strategic flood relief infrastructure, including the construction of retaining earthworks, connecting ditches, pipe work and syphons, water flow control measures, and outfall to the Chelmer and Blackwater river systems (Detailed element) (vi) A relief road between Broad Street Green Road and Langford Road (Detailed element) (vii) Formal and informal open space (including any associated sports pavilion/clubhouse) (Use Class D2e) (Outline); (viii) Construction of initial gas and electricity sub-stations (Detailed); and (ix) All associated amenity space, landscaping, parking, servicing, utilities (other than as listed in item (viii) above), footpath and cycle links, on-site drainage, and infrastructure works (Outline).
Applicant	Countryside Properties & EC, MA & DC Watson & KL Watson-Knee
Agent	Mr Kevin Coleman - Phase 2 Planning & Development Ltd
Case Officer	Debi Sherman, TEL: 01621 875862
Parish	GREAT TOTHAM / HEYBRIDGE / LANGFORD
Reason for Referral to the Committee / Council	Environmental Impact Assessment Strategic Site within the submitted Local Development Plan Departure from the Local Plan 2005 Major Application

Members' attention was drawn to the Members' Update which outlined a number of suggested changes to the Heads of Terms. These changes were to avoid any unnecessary duplication with proposed conditions and also provided further clarification. In addition a number of minor amendments to conditions were also detailed.

When presenting the application the Senior Principal Planner – Major Applications (Strategic Sites) drew Members' attention to the table shown at paragraph 3.6.1, advising that the table did not show 22.3 hectares which related to the extent of the Flood Alleviation Scheme. During the presentation, further information was provided by the Local Development Plan (LDP) Project Officer and Environment Agency Officers. Members thanked Officers for their succinct presentation and report.

Councillor R P F Dewick declared in the interest of openness and transparency that in the past he had declared an interest in two small sites within the rural allocations. He

explained that he had never taken any part in LDP discussions because of that, and felt it was not relevant in respect of this application. Should anything change he advised he would amend his declaration accordingly.

Following the Officers' presentation an objector, Mr David Sargood, on behalf of Heybridge Residents Association and the Applicant, Mr Lambert of Countryside Properties addressed the Committee.

Councillor Miss M R Lewis, a Ward Member, proposed that the Officers recommendation of approval be agreed.

Councillor B E Harker proposed an amendment to condition 6 adding in the words "the junction between Maypole and the relief road to be a roundabout". In response an Officer from Essex County Council Highways advised that a roundabout was not part of the proposal, Highway engineers had reviewed the proposal, including its safety and it was of the highest specification that could be achieved in highway terms and the best function for the use. In light of this information, Councillor Harker withdrew his earlier proposition.

Councillor Harker continued highlighting the further amendments he wished to make to the proposed heads of terms and conditions but these were not supported.

In response to one of Councillor Harker's amendments regarding C2 Use (Care facility), the Senior Principal Planner advised that the Strategic Phasing Plan required details of various elements of the scheme and that the most appropriate place to include requirement for C2 Use (Care facility) was within the Strategic Phasing Plan condition and the Officer put to Members that this be included as part of that condition.

Officers also provided Members with the following information in response to questions:

- the area allocated for the allotments would not alter.
- details of the proposed wildlife corridors would come forward as part of the ecology condition proposed.
- Affordable housing figures had been subject to rigorous and detailed financial viability. The minimum level agreed would be 15.5% for the first 450 dwellings to be followed by a full review mechanism with a view to achieving an uplift in affordable housing provision up to a maximum of 20% overall. There would be flexibility in the tenure mix but it was stressed that it was important to achieve an appropriate mix as well as an optimum quantum of affordable housing and this was the therefore what was detailed in the proposed Heads of Terms.

Councillor A S Fluker raised concern regarding the proposed affordable housing figures. He proposed that the Heads of Terms relating to Affordable Housing be amended to read "...up to 30%". This proposal was duly seconded. In response, Officers provided the Council with detailed information as to how the figures of 15.5% and 20% had been arrived at and the impact a figure of a maximum 30% upper limit but could adversely affect the achievable minimum level of affordable housing as well as potentially affecting other financial contributions associated with the scheme. The Strategic Housing Manager assured Members that Officers would work hard to maximise affordable housing.

A debate ensued during which a number of comments and questions were raised. In response Officers provided Members with the following information:

- Indicative housing mix: Officers confirmed that the indicative mix did not meet the needs identified but that the residential element of the scheme was in outline and therefore the mix was not before Members for determination.
- Heads of Terms – The report / Members' Update detailed the proposed Heads of Terms and it was confirmed that no Section 106 agreement had been signed.
- The outlined de-maining process would commence once the Flood Alleviation Scheme (FAS) was in operation.
- Siltation would be dealt with as part of the Environment Agency's management and maintenance of the FAS. Officers from the Environment Agency provided Members with further information regarding siltation and how the proposed FAS would help balance flows. It was noted that the Environment Agency also had permissive powers to carry out maintenance.
- Flood Alleviation Scheme (FAS) – Members were advised that design proposals had been the subject of consideration of Reservoir Panel Engineers acting for both the applicants and the Council but prior to a finalised scheme further investigations were required which would in turn inform the finalised engineered design could be approved and implemented under the requirements of the Reservoir Act 1975.

At this point in the meeting Councillors Mrs B F Acevedo, R P F Dewick, M W Helm and Miss S White left the meeting, each giving their reason for doing so, and did not return.

During the further debate some Members made reference to the LDP and its importance for the District.

In accordance with Procedure Rule No. 13 (3) Councillor B S Beale requested a recorded vote and this was duly seconded.

The Council's Planning Solicitor provided further advice to Members including, the impact refusing this application would have to the Council's Five Year Housing Land Supply and adoption of the Local Plan. He reiterated that affordable housing figures had been reached after considerable negotiation, which was usual in his experience, and if the Council was mindful to increase the upper limit the developer may wish to lower the minimum limit. Members were also advised that the application did not include a roundabout and the Council could not redesign the application at this point in time.

Councillor Miss Lewis referred to a previous FAS proposal by the Environment Agency which had not come to fruition, the continued problem with traffic congestion in the area and how the proposed scheme would alleviate these. She asked Members to support the addition of C2 Use (Care Home) to be looked at as part of the Strategic Phasing Plan condition. Councillor Miss Lewis requested that it be put on record that during the meeting that reference to the rural allocations and the discounting of certain sites was not correct, nothing had been discounted, everything remained under consideration and the rural site allocations had not yet been determined. She asked Officers to contact those Members who had left the meeting to assure them that nothing had been discounted at this point in time. In conclusion, Councillor Miss Lewis made further mention of the Council's five year Housing Land Supply and current housing shortage and urged Members to support the application.

At this point, the Chairman clarified that he would put the Officers' recommendation and then Councillor Fluker's proposal if the first was agreed.

The Chairman then put the Officers' recommendation of approval, subject to a Section 106 Legal Agreement and the voting was as follows:

For the recommendation:

Councillors E L Bamford, B S Beale, H M Bass, M F L Durham, Mrs H E Elliott, Mrs B D Harker, B E Harker, M S Heard, J V Keyes, Miss M R Lewis, R Pratt, N R Pudney, S J Savage, A K M St. Joseph and Mrs M E Thompson.

Against the recommendation:

Councillors J P F Archer, Miss A M Beale and I E Dobson.

Abstention:

Councillors P G L Elliott and A S Fluker.

The recommendation was therefore approved.

The Chairman then referred to Councillor Fluker's proposition and Councillor Fluker clarified his proposition, that the Heads of Terms relating to Affordable Housing be amended to read "15.5% supported and full review mechanism up to 25%". This had been duly seconded.

The Chairman then put Councillor A S Fluker's proposition but upon a vote being taken this was not agreed.

RESOLVED that this application be **APPROVED** subject to the applicant entering into a legal agreement pursuant to Section 106 of the Town and Country Planning Act 1990 (as amended) to secure the following planning obligations:

Appropriate contributions towards the following strategic infrastructure to support the delivery of the North Heybridge Garden Suburb (note that costs are estimates within the Infrastructure Delivery Plan, and are subject to final agreement within the Section 106 (S106) agreement):

Highways:

- Delivery of the North Heybridge Relief Road

Public Transport:

- Delivery of the Public Transport Improvements

Travel Plan:

- Travel Plan monitoring fee£3,000 p.a. from first occupation until one year after final occupation
- North Heybridge Relief Road£11,122,000

Education:

- 56 place EY&C facility (within Primary School)£921,862

- 56 place EY&C facility stand alone (Commercial).....Land provided
- Primary school (210 places)£3,017,004
- Secondary school Plume Lower School£948,406
- Secondary school Plume Upper School£3,133,865

Youth and Children’s Facilities:

- Delivery of Teen shelters, skateboard facilities, access to shared community facilities to serve Heybridge to the value of.....£560,625
- Delivery of NEAPS and LEAPS to the value of£119,232

Health:

- Medical facilities to serve North Heybridge£340,200 plus
Land to be reserved for development of a 1,000 sqm health facility

Green infrastructure:

- Delivery of Allotments to serve North Heybridge to the value of£49,560
- Delivery of Sports pitches and pavilion to the value of£1,266,000
- Open space to be provided in accordance with phasing plan
- Management of all green and blue infrastructure by management company

Affordable Housing:

- 15.5% supported and full review mechanism up to 20%

Other:

- Details of the management of Heybridge Wood
- Provision of lock gates at Beeleigh Weir

AND subject to the following conditions:

OUTLINED AND DETAILED:

Strategic Phasing Plan

1. Prior to the submission of the first of the reserved matters application(s) for the site, a Strategic Phasing Plan, which with the triggers in the S106 accompanying this application for the provision of infrastructure and which covers the entire application site, shall be submitted to and approved in writing by the Local Planning Authority. The Strategic Phasing Plan shall include the proposed sequence of provision of the following elements:
 - a) The strategic flood alleviation scheme
 - b) The Relief Road with associated junctions at Langford, Maypole Road and Broad Street Green Road
 - c) The electricity sub-station and gas governor

- d) Major distributor roads/routes within the site as identified on drawing number 'Design Parameter Plan – Access and Movement', including vehicular access to the local centre, education facilities, and sports playing fields;
- e) All residential development;
- f) The Local Centre;
- g) Education facilities;
- h) Formal recreation area for playing fields and sports playing pitches;
- i) The area for allotments;
- j) The green infrastructure, landscaping, informal open space and open space areas.
- k) Footpath and cycleway provision / crossings both on and off-site;
- l) Strategic foul and surface water features, including SuDS;
- m) Structural landscaping/planting provisions;
- n) Environmental mitigation measures;
- o) The acoustic barrier south of the Relief Road
- p) Residential Care (C2 use)

The development shall be implemented in accordance with the approved Strategic Phasing Plan, unless a revised phasing plan is otherwise agreed in writing by the Local Planning Authority pursuant to this condition.

Construction Environmental Management Plan

2. No development within any phase (as defined on the Strategic Phasing Plan to be approved pursuant to Condition 1) shall commence until a Construction Environmental Management Plan (CEMP) for that phase of the development has been submitted to and approved in writing by the Local Planning Authority. The CEMP shall accord with and give effect to the principles for such a Statement proposed in the Environmental Statement submitted with the application and shall include the consideration of the following aspects of construction:
 - a) Indicative site wide construction and phasing programme.
 - b) Details of the location of the construction compound with boundary / security details, any temporary buildings/offices, storage areas / compounds, plant, equipment, external lighting arrangements, materials storage screening and hoarding details.
 - c) Construction hours and delivery times for construction purposes.
 - d) Waste Management Plan detailing the anticipated nature and volumes of waste, measures to ensure the maximisation of the reuse of waste, measures to ensure effective segregation of waste at source including waste sorting, storage, recovery and recycling facilities to ensure the maximisation of waste materials both for use within and outside the site, any other steps to ensure the minimisation of waste during construction, the location and timing of provision of facilities, proposed monitoring and timing of submission of monitoring reports.
 - e) Pollution Management Plan to include details of measures to be taken during the construction period to protect wildlife, habitats and hydrology; an ecological survey; an investigation and monitoring scheme to oversee and direct construction works; and details of soil handling, storage and restoration, dust management and wheel washing measures.

- f) Noise and Vibration Plan detailing methods for monitoring and mitigating noise and vibrations from plant, construction equipment and vehicles.
- g) Water Management Plan detailing drainage control measures, use of settling tanks, oil interceptors and bunds to prevent pollution into ground water supplies and to prevent flooding.
- h) Traffic Management Plan to detail vehicle access arrangements, permanent and temporary realignment of highway alignment, diversions and road closures, temporary signage, delivery areas and parking spaces for visitors and on site workers, and the safe guarding of the Public Rights of Way during construction.
- i) Emergency Response Plan to ensure safe evacuation from the site.

The details of the CEMP as agreed shall be implemented prior to any development commencing within that phase of the development and shall remain in force for the duration of the construction period of that phase of the development. All construction infrastructure shall be removed from the site within three months of completion of the development.

DETAILED:

- 3. The development of the strategic flood alleviation scheme, relief road and substations as specified in the approved plans listed in Condition 4 shall be begun before the expiration of three years from the date of this permission.
- 4. The development hereby permitted shall be carried out in complete accordance with the following approved drawings:
 - CPMALDON.1/01J (Relief Road Overview)
 - CPMALDON.1/02G (Langford Road Roundabout)
 - CPMALDON.1/03F (Staggered Priority Junction Arrangement)
 - CPMALDON.1/04E (Central Priority Junction and Broad Street Green Rd Roundabout)
 - CPMALDON.1/05D (Langford Road Rd/bt Northern Arm and Vertical Profile)
 - CPMALDON.108C (Relief Road Long Section – Langford Road end)
 - MBSK150720-1 (Maldon Road Centreline and Visibility)

 - 44006-C-003C (Typical spillway Detail)
 - 44006-C-004B (Proposed Blackwater Outfall)
 - 44006-C-005E (Typical Indicative Sections Through Watercourse and Bunds)
 - 44006-C-008D (Flood Alleviation Scheme Cross Sections)
 - 44006-C-009B (Flood Alleviation Scheme)
 - 44006-P-137 (Flood Alleviation Long Section 1 of 3)
 - 44006-P-138 (Flood Alleviation Long Section 2 of 3)
 - 44006-P-139 (Flood Alleviation Long Section 3 of 3)
 - 44006-P-307D (Surface Water Outfall)
 - 44006-C-13 (Bund Levels)

 - 44006-C-010A - Substation Location Plan
 - TC-STD-G-PRI gas governor
 - TC-STD-SS-01 brick built electricity substation

Highways

- 5 Prior to the occupation of the 100th dwelling the Relief Road shall be fully implemented and opened to the public from Langford Road to Maypole Road in accordance with the approved plans.
- 6 Prior to the occupation of the 350th dwelling the Relief Road shall be fully implemented and opened to the public between Langford Road and Broad Street Green Road including all associated access, junctions and crossing points in accordance with the approved plans.
- 7 Prior to the completion of the Relief Road details shall be submitted to and approved in writing by the Local Planning Authority for (a) a scheme of monitoring of the traffic conditions on Maypole Road between Holloway Road and the junction of Maypole Road with the Relief Road together with (b) details of a scheme to provide priority for buses along Maypole Road south of the Relief Road, to be delivered within the highway boundary.
- 8 The agreed monitoring scheme pursuant to Condition 7 shall commence within 6 months of the Relief Road being completed and open to the public. The monitoring data shall be submitted to the Local Planning Authority in consultation with Essex County Council as Highway Authority within 3 months of the completion of the monitoring period.
- 9 The Local Planning Authority in consultation with Essex County Council as Highway Authority shall, following consideration of the monitoring data provided pursuant to Condition 8, advise the developer in writing before the occupation of the 500th residential occupation whether the scheme approved pursuant to Condition 7 being implemented, then no more than 600 residential units shall be occupied until the scheme approved pursuant to Condition 8 has been implemented in full.

Flood Alleviation Scheme

- 10 No development shall commence until a fully detailed design of the Strategic Flood Alleviation Scheme has been submitted to and approved in writing by the Local Planning Authority in conjunction with the Environment Agency. The development shall be implemented in full accordance with the approved scheme and in accordance with the agreed phasing set out in Condition 1 of this planning permission. The Strategic Flood Alleviation Scheme shall subsequently be retained and maintained in accordance with the approved details thereafter.
- 11 No development shall commence until details for the proposed telemetry infrastructure for the future remote monitoring of catchment rainfall and of water levels in the washlands and bypassing channel of the Strategic Flood Alleviation Scheme have been submitted to and approved in writing by the local Planning Authority in conjunction with the Environment Agency. The development shall be implemented in full accordance with the approved details shall subsequently be retained and maintained in accordance with the approved details thereafter.
- 12 No development shall commence until a plan for the future maintenance and aftercare of the watercourse that links the outfall from the westernmost washland to the scheme outfall to the River Blackwater has been submitted to and approved in writing by the local Planning Authority in conjunction with the Environment Agency. The development shall be implemented in full accordance with the approved plan and shall subsequently be retained and maintained in accordance with the approved details thereafter.

OUTLINE

Time Limits

- 13 Details of the access, layout, scale, appearance and landscaping of the site (hereinafter referred to as the reserved matters) shall be submitted to the Local Planning Authority. No development (other than preliminary ground works, or any works connected to the construction of the utility infrastructure, flood alleviation or highway works specified in the approved plans listed at Condition 4 within any part of the application site shall commence until approval of the details of the reserved matters for that part of the application site have been approved in writing by the Local Planning Authority. The development shall be carried out as approved.
- 14 The first application for approval of reserved matters shall be made to the Local Planning Authority no later than three years from the date of this permission.
- 15 Application for approval of the last of the reserved matters shall be made to the Local Planning Authority before the expiration of ten years from the date of this permission.
- 16 The development hereby permitted shall be begun before the expiration of two years from the date of approval of the last of the reserved matters to be approved.

In accordance with the plans

- 17 The development hereby approved shall be carried out in accordance with the following approved drawings:
 - 'Design Parameter Plan - Land Use' (Ref PRM-01 Rev L)
 - 'Design Parameter Plan - Building Heights' (Ref PRM-04 Rev M)
 - 'Design Parameter Plan - Residential Density' (Ref PRM-05 Rev L)
 - 'Design Parameter Plan – Green and Blue Infrastructure' (Ref PRM-02 Rev L)
 - 'Design Parameter Plan – Access and Movement' (Ref PRM-03 Rev M)

Design Codes

- 18 The submission of any reserved matters application shall accord with the Strategic Design Codes approved by the Local Planning Authority and will take full account of the principles of the approved North Heybridge Garden Suburb Strategic Masterplan Framework.

Highway conditions

Public Transport Service Provision

- 19 Prior to the first occupation of the development details of the phased provision of a new passenger transport service linking the proposed development to the town centre through the extension of the existing bus network and the provision of new routes, including the location of any new bus stops within the application site, shall be submitted to and approved by the Local Planning Authority.

The new passenger transport service arrangements shall be implemented in accordance with the phasing arrangements as approved in writing by the Local Planning Authority and shall remain as operational services unless otherwise agreed in writing by the Local Planning Authority.

Public Transport Infrastructure

20 Prior to the completion of any internal road identified in the details to be submitted pursuant to Condition 19 as including the provision of a bus stop the bus stop infrastructure shall be implemented in accordance with the layout details as approved through the reserved matters. The provision of the bus stop infrastructure within the application site shall include but is not limited to the following:

- High quality bus stop facilities to include raised height kerbs and shelters;
- Real time passenger information signs;
- Bus routes to have a minimum carriageway width of 6.75 metres.

The bus stop locations shall be clearly shown on site during construction of the internal roads to ensure visibility for prospective purchasers.

Footpath and Cycle Routes

21 Any reserved matters application detailing the layout of the development shall include a scheme to show the provision of a network of pedestrian and cycle routes linking all areas within that part of the development, in accordance with drawing number PRM-03 Rev M 'Design Parameter Plan – Access and Movement.

The cycle routes shall be appropriately hard surfaced and, where provided as a separate dedicated 'off carriageway' route, shall have a minimum width of 3m or 3.5m minimum if there is a shared use provision with a footway. The pedestrian and cycle routes shall be implemented in accordance with the approved scheme.

Residential Travel Plan

22 Prior to first occupation of the proposed development, the Developer shall submit a residential travel plan to the Local Planning Authority for approval in consultation with Essex County Council. The approved travel plans shall be implemented for a minimum period commencing from first occupation of the development and ending 1 year after final occupation.

Travel Packs and Tickets

23 On first occupation of each dwelling, a Residential Travel Information Pack for sustainable transport shall be provided for each dwelling, such Pack to include free travel vouchers for use with the relevant local public transport operator with the details of such Packs to be submitted to and approved by the Local Planning Authority prior to occupation of the first dwelling.

Location of Affordable Housing

24 Any reserved matters application for residential development shall be accompanied by a layout plan showing the distribution of market and affordable dwellings, including a schedule of dwelling size (by number of bedrooms) within the reserved matters site for which approval is sought. The affordable housing units shall be provided in accordance with the approved details.

Local Centre

25 Prior to or concurrently with the submission of any application for reserved matters approval for the Local Centre, as coloured red on the approved 'Design

Parameter Plan - Land Use', the distribution and size of all units for use within Classes A1, A2, A3, A4, A5, and D1 as defined by the Town and Country Planning (Use Classes) Order 1987 (as amended) shall be submitted to and approved in writing by the Local Planning Authority. The Local Centre shall be completed in accordance with the approved size, mix and distribution.

- 26 The hours of use for any units falling within Classes A1, A2, A3, A4, A5 and D1 as defined by the Town and Country Planning (Use Classes) Order 1987 (as amended) within the Local Centre, as coloured red on the approved 'Design Parameter Plan - Land Use', shall take place between:

Monday to Saturday07:00 to 23:00 hours

Sundays and Bank Holidays.....10:00 to 17:00 hours

Unless any variation of condition is agreed in writing by the Local Planning Authority.

- 27 Deliveries to and collections from any units falling within Classes A1, A2, A3, A4, A5 and D1 as defined by the Town and Country Planning (Use Classes) Order 1987 (as amended) within the Local Centre, as coloured orange on drawing number 323 Rev C 'Design Parameter Plan - Land Use', shall take place between:

Monday to Saturday07:30 to 19:00 hours

Sundays and Bank Holidays.....None

Unless any variation of condition is agreed in writing by the Local Planning Authority.

- 28 No development of the commercial units within the Local Centre shall commence until details of the means of commercial refuse/recycling storage, including details of any bin stores to be provided, have been submitted to and approved in writing by the Local Planning Authority for any units falling within Classes A1, A2, A3, A4, A5, and D1 as defined by the Town and Country Planning (Use Classes) Order 1987 (as amended) within the Local Centre, as coloured red on the approved 'Design Parameter Plan - Land Use'. The commercial refuse/recycling storage shall be carried out in accordance with the agreed details and shall be provided prior to the first occupation of the commercial units within the Local Centre and retained for such purposes at all times thereafter.

- 29 No development of a commercial unit within the Local Centre, as coloured red on the approved 'Design Parameter Plan - Land Use', shall commence until details of installation of any extract ventilation system, compressors, generators, refrigeration equipment, and any other fixed plant have been submitted to and approved in writing by the Local Planning Authority. The details shall include the location of equipment, acoustic housing and any vibration isolation measures, together with projected noise levels at the boundary of the property.

Only the details as agreed shall be installed and shall be maintained for the duration of its usage thereafter.

- 30 There shall be no amplified sound used within any units falling within Classes A3, A4, A5 and D1 as defined by the Town and Country Planning (Use Classes) Order 1987 (as amended) within the Local Centre, as coloured red on the approved 'Design Parameter Plan - Land Use', unless any variation of condition is agreed in writing by the Local Planning Authority.

Green Infrastructure Management and Maintenance

- 31 Prior to or concurrently with the submission of the first reserved matters application(s) a Strategic Management and Maintenance Plan for the entire Green Infrastructure, shall be submitted to and approved in writing by the Local Planning Authority. This information shall include:
- a) details of who is responsible for the management and maintenance of the entire Green Infrastructure including long-term design objectives, maintenance schedules/specifications and monitoring processes for all landscape areas, including hard and soft elements in perpetuity
 - b) an explanation of planting design objectives; planting, grass cutting, weeding and pruning schedules; inspection, repair and maintenance details relating to hard landscaping (including tracks, paths, boundary treatment, play equipment, street furniture; litter picking, etc.); a programme of management activities and monitoring and operational restrictions; a maintenance programme for the establishment period of the planting and existing remaining planting for trees and hedgerows (the first five years after planting);
 - c) a maintenance programme of the upkeep of all youth and teen facilities, and playspace equipment associated with the Local Equipped Areas of Play (LEAP), the Neighbourhood Equipped Area of Play (NEAP) and any other area of play, and for the pavilion, and for the sports playing pitches and surrounding field areas;
 - d) details of who will be responsible for the management and maintenance of Heybridge Wood
 - e) details of who will be responsible for the management and maintenance of allotments.

The Strategic Management and Maintenance Plan for the entire Green Infrastructure shall be implemented as approved in accordance with the Strategic Phasing Plan, unless otherwise varied in writing by Local Planning Authority, and shall remain in place in perpetuity.

Landscaping and Trees

- 32 Within any reserved matters application pursuant to this approval landscaping details required by Condition 13 shall include a detailed landscape scheme with designs and specifications for the associated reserved matters site, which shall substantially accord with the details stated within the submitted Design Strategy for the North Heybridge Relief Road. The details shall be accompanied by a Landscaping Statement that demonstrates how the landscaping scheme accords with the approved Design Codes for the North Heybridge Garden Suburb. The landscape designs and specifications for that reserved matters site shall include the following:

Soft Landscaping

- a) Full details of planting plans and written specifications, including cultivation proposals for maintenance and management associated with plant and grass establishment, details of the mix, size, distribution, density and levels of all trees / hedges / shrubs to be planted and the proposed time of planting. The planting plan shall use botanic names to

avoid misinterpretation. The plans should include a full schedule of plants.

- b) Scaled plans to show cross-sections of mounding, ponds, ditches and swales and proposed treatment of the edges and perimeters of the site.
- c) The landscape treatment of roads (primary, secondary, tertiary and green) through the reserved matters site.
- d) A specification for the establishment of trees within hard landscaped areas including details of space standards (distances from buildings etc.) and tree pit details.
- e) The planting and establishment of structural landscaping to be provided in advance of all or specified parts of the reserved matters site as appropriate.
- f) Full details of any proposed alterations to existing watercourses / drainage channels
- g) Details and specification of any proposed earth modelling, mounding, re-grading and/or embankment areas or changes of level across the reserved matters site to be carried out including soil quantities, topsoil storage to BS 3882 : 2007, haul routes, proposed levels and contours to be formed, sections through construction to show make-up, and timing of works.

Hard Landscaping

- h) Full details of all proposed methods of boundary treatment including details of all gates, fences, walls and other means of enclosure both within and around the edge of the reserved matters site.
- i) Full details, including cross-sections, of all bridges and culverts.
- j) Utility routes, type and specification.
- k) The location and specification of minor artefacts and structures, including furniture, refuse or other storage units, signs and lighting columns / brackets.
- l) 1:200 plans (or at a scale otherwise agreed) including cross sections, of roads, paths and cycleways.
- m) Details of all hard surfacing materials (size, type and colour)

The landscaping within the reserved matters site areas shall be implemented in accordance with the approved Strategic Phasing Plan and the landscape designs and specifications approved pursuant to this condition unless an alternative programme for provision is agreed in writing by the Local Planning Authority. The scheme shall be carried out in accordance with the approved details.

33 No trees or hedgerows within the site shall be felled, cut back, damaged or removed, unless otherwise first agreed in writing with the Local Planning Authority. No development shall commence within any reserved matters area until information relating to that reserved matters area has been submitted to and approved in writing by the Local Planning Authority in accordance with the requirements of BS5837:2012 in relation to tree retention and protection as follows:

- Tree / hedgerow survey detailing works required;
- Trees / hedgerow to be retained / removed;
- Tree retention protection plan;

- Tree constraints plan;
- Arboricultural implication assessment;
- Arboricultural method statement (including drainage service runs and construction of hard surfaces);
- Trees offsite.

No development in any reserved matters area shall commence until fencing and ground protection to protect the retained trees within that reserved matters area shall be erected, details to be submitted and approved as per BS5837:2012, and ground protection has been erected details of which shall have been submitted to the Local Planning Authority for written approval. The ground protection shall be laid as per the Arboricultural method statement in accordance with British Standard BS5837:2012 (Trees in relation to construction) unless otherwise agreed in writing. The protective fencing and ground protection shall be erected before the commencement of any clearing, demolition and building operations and shall be retained until all equipment, machinery and surplus materials have been removed from the site. If within five years from the completion of the development an existing tree is removed, destroyed, dies, or becomes, in the opinion of the Local Planning Authority, seriously damaged or defective, a replacement tree shall be planted within the site of such species and size and shall be planted at such time, as specified in writing by the Local Planning Authority.

- 34 Any trees or plants provided as part of any landscaping scheme for a reserved matters site which, within a period of five years of the planting date, die, are removed or become seriously damaged or diseased, shall be replaced in the next planting season with others of similar size and species as those originally planted, unless the Local Planning Authority gives written consent to any variation.
- 35 No development within a site for which reserved matters approval is sought shall take place until such time as full details of the position and proposed depth of excavation trenches for all services (including cables, pipes, surface water drains, foul water drains and public utilities) and their means of installation which pass underneath the canopy of any retained tree within, adjacent to, or which overhangs the development area, have been submitted to and approved in writing by the Local Planning Authority. The development of the reserved matters site shall be carried out in accordance with the approved details.
- 36 Notwithstanding the provisions of Schedule 2, Part 1, Class F of the Town and Country Planning (General Permitted Development) Order 2015 (or any Order revoking and re-enacting that order with or without modification) there shall be no hard surfacing of front gardens unless otherwise approved as part of the reserved matters approvals.

Sports Playing Pitch Provision

- 37 Prior to or concurrently with the submission of the first reserved matters application for a site in Phase Four (as identified on the indicative Strategic Phasing Plans included at Appendix 4.4 of the submitted Environmental Statement) details of the design and layout of the playing fields, the pavilion building, playspace provision and equipment, the means of access and car parking areas(s) shall be submitted to and approved in writing by the Local Planning Authority. The details as agreed shall be implemented in accordance with the Strategic Phasing Plan.

- 38 No development of playing field provision shall commence until the following documents have been submitted to and approved in writing by the Local Planning Authority:
- (i) A detailed assessment of ground conditions (including drainage and topography) of the land proposed for the playing field which identifies constraints which could affect playing field quality; and
 - (ii) Based on the results of the assessment to be carried out pursuant to (i) above, a detailed scheme which ensures that the playing field will be provided to an acceptable quality. The scheme shall include a written specification of soils structure, proposed drainage, cultivation and other operations associated with grass and sports turf establishment and a programme of implementation.

The approved scheme shall be carried out in full and in accordance with the Strategic Phasing Plan. The land shall thereafter be maintained in accordance with the scheme and made available for playing field use in accordance with the scheme.

- 39 The playing field(s) and pitch(es) shall be constructed and laid out in accordance with the details as approved through Condition 37 and with the standards and methodologies set out in the guidance note "Natural Turf for Sport" (Sport England, 2011), and shall be made available for use in accordance with the Strategic Phasing Plan.
- 40 Prior to the occupation of the sports playing pitches, a community use agreement prepared in consultation with Sport England shall be submitted to and approved in writing by the Local Planning Authority. The agreement shall include details of pricing policy, hours of use, access by non-members, management responsibilities and a mechanism for review. The community use agreement shall be implemented as approved.

Youth and Children's Play Facilities

- 41 Prior to or concurrently with the submission of the first of the reserved matters application(s), a Strategy for Youth Facilities and Children's Play provision shall be submitted to the Local Planning Authority for approval. The Strategy for Youth Facilities and Children's Play shall include the following details:
- a) How the Strategy is intended to evolve following the occupation of the site to meet the needs of future local residents, young people and children.
 - b) The size, type, location and provision of access to all youth facilities and play provision, including the Youth and Teen Shelters, a skateboard park, Local Equipped Areas of Play (LEAP), the Neighbourhood Equipped Area of Play (NEAP) and any other area of play.
 - c) A proposed phasing programme for the delivery of youth facilities and play provision
 - d) No development of any youth and children's play facilities shall commence until the submitted Strategy for Youth Facilities and Children's Play has been approved in writing by the Local Planning Authority. The development shall be carried out in accordance with the approved details and implemented in accordance with the Strategic Phasing Plan and retained as such thereafter. The management and maintenance of Youth Facilities and Children's Play equipment shall be undertaken in accordance with the requirements of Condition 31.

Allotments

- 42 No development shall commence on Phase 4 as identified on the indicative Strategic Phasing Plans included at Appendix 4.4 of the submitted Environmental Statement until an Allotments Plan has been submitted to the Local Planning Authority. The Plan shall include the following details:
- a) A plan of the allotments allowing for each plot to accommodate a shed no more than 10 cubic metres.
 - b) Access and parking arrangements to allow easy and safe access to the allotments. This should include vehicular access and a turning area, access for those with disabilities and cycle parking within the site, and associated parking within the adjacent residential area;
 - c) Boundary treatment, including security arrangements for the allotments;
 - d) Location of communal areas;
 - e) Access to water supply.

No development works for creating the allotments apart from enabling works agreed in writing by the Local Planning Authority shall commence until such time as the Allotments Plan has been approved in writing by the Local Planning Authority. The provision of allotments shall be carried out in accordance with the approved details and implemented in accordance with the Strategic Phasing Plan as required by Condition 1.

Materials

- 43 Prior to the commencement of any built development within any reserved matters application area, written details or samples of all materials to be used in the construction of the external surfaces of the development within that reserved matters area, shall be submitted to and approved in writing by the Local Planning Authority. The development shall be carried out using the materials and details as approved.

Levels

- 44 Any reserved matters application(s) pursuant to this approval shall include full details of the existing and proposed levels, including finished floor levels of any building. The approved development shall be constructed in accordance with the approved levels details.

Flooding and Surface Water Management

- 45 No development within any phase of the development shall take place until a surface water drainage scheme for that phase of the site, based on sustainable drainage principles and an assessment of the hydrological and hydro geological context of that part of the site, has been submitted to and approved in writing by the local planning authority. Where relevant, the submitted details shall include but not be limited to:
- Detailed drawings for the relief road drainage showing connections and outfalls
 - Allowances for urban creep and climate change
 - Calculations showing allowable rates from each development parcel and showing how the rates will not exceed the 1 in 1 year rate overall
 - An assessment of flows onto the development site during the 1 in 100 plus climate change event from upstream/the flood alleviation scheme

- Water quality treatment in line with best practice, not including current watercourses as part of the treatment process unless it can be demonstrated that existing ecology will not be affected
- Modelling to show system performance during design event with storage features cascaded

The approved scheme shall be implemented prior to occupation of that part of the development site to which the details relate.

- 46 No development shall commence within any phase of the development until details of who is responsible for the management and maintenance of all watercourses throughout that phase of the development have been submitted to and approved in writing by the Local Planning Authority. The details of the management and maintenance shall be implemented following first use/occupation of any property within that phase of the development and shall be maintained in accordance with the approved details thereafter.
- 47 Pursuant to Condition 44 above, yearly logs of maintenance shall be maintained which should be carried out in accordance with any approved Maintenance Plan. These must be available for inspection upon request by the Local Planning Authority.

Foul Drainage

- 48 Any reserved matters application(s) shall include details of foul water drainage pursuant to the reserved matters site for which approval is sought. No built development shall commence within that reserved matters site until details of the foul water drainage for the reserved matters have been approved in writing by the Local Planning Authority. The drainage works shall be constructed in accordance with the approved details prior to the occupation of any built development within that reserved matters area.

Parking Requirements

- 49 Any reserved matters application(s) shall make provision for all types of vehicle parking including the number, location and design of any enclosed structures within the site. The details shall include and demonstrate that the provision is in accordance with the approach to parking approved as part of the Design Code for the site. Prior to the occupation of any dwelling/building within that reserved matters site the parking areas relating to that dwelling/building shall be constructed, surfaced, laid out and made available for such purposes in accordance with the approved scheme and retained as such thereafter.
- 50 Any reserved matters application(s) shall be accompanied by details of facilities for the covered, secure parking of bicycles for use in connection with that reserved matters site and demonstrate that the provision is in accordance with the approach to cycle parking approved as part of the Design Code for the site. Prior to the occupation of any dwelling/building within that reserved matters site the facilities for that dwelling/building shall be provided in accordance with the approved details and shall thereafter be retained and shall not be used for any other purpose

Archaeology

- 51 No development including any site clearance or groundworks of any kind shall take place within the site until an archaeological assessment has been undertaken by an accredited archaeological consultant to establish the archaeological significance of the site. The archaeological assessment shall be submitted in

writing and approved by the Local Planning Authority. The archaeological assessment shall inform the implementation of a programme of archaeological work, which may include a phased programme of works to enable the phased implementation of the development. The archaeological work shall be carried out in a manner that accommodates such approved programme of archaeological work.

- 52 No development including any site clearance or groundworks of any kind shall take place within the site until there has been secured the implementation of a programme of archaeological work from an accredited archaeological contractor in accordance with a written scheme of investigation which has been submitted to and approved in writing by the Local Planning Authority. The archaeological work shall be carried out in a manner that accommodates the approved scheme including the programme of archaeological work.

Ecology

- 53 Prior to or concurrently with the submission of the first of the reserved matters application(s) within any phase of the development, an Ecological Conservation Management Plan (ECMP) for that phase shall be submitted to the Local Planning Authority for approval. The Plan shall accord with and give effect to the principles for such a Plan proposed in the Environmental Statement submitted with the application. The Plan shall set out the measures proposed for protecting the net biodiversity of the site as a result of development and shall include:
- a) Contractor responsibilities, procedures and requirements.
 - b) Full details of appropriate habitat and species surveys (pre and post-construction), and reviews where necessary, to identify areas of importance to biodiversity.
 - c) Details of measures to ensure protection and suitable mitigation to all legally protected species and those habitats and species identified as being of importance to biodiversity both during construction and post development, including consideration and avoidance of sensitive stages of species life cycles, such as the bird breeding season, protective fencing and phasing of works to ensure the provision of advanced habitat areas and minimise disturbance of existing features.
 - d) Identification of habitats and species worthy of management and enhancement together with the setting of appropriate conservation objectives for the site.
 - e) A summary work schedule table, confirming the relevant dates and/or periods that protection measures shall be implemented or undertaken by.
 - f) A programme for Monitoring to be carried out four times annually during the construction phase.
 - g) Confirmation of suitably qualified personnel responsible for overseeing implementation of the ECMP commitments, such as an Ecological Clerk of Works, including a specification of the role.
 - h) A programme for long-term maintenance, management and monitoring responsibilities.

No development within any phase shall commence until such time as the Ecological Conservation Management Plan has been approved in writing by the Local Planning Authority. All species and habitat protection, enhancement,

restoration and creation measures shall be carried out in accordance with the approved Ecological Conservation Management Plan.

- 54 Any reserved matters application(s) shall include an Ecological Conservation Management Plan Statement that demonstrates how the reserved matters site accords with the aims and objectives of the Ecological Conservation Management Plan for that phase. It shall detail which specific ecological measures are proposed within the reserved matters site and the timing for their delivery. No development shall commence within the reserved matters site for which reserved matters approval is being sought until such time as the Ecological Conservation Management Plan Statement has been approved in writing by the Local Planning Authority. The ecological measures shall be carried out in accordance with the approved details and timing of delivery.

Noise

- 55 Prior to the occupation of the 750th dwelling, a noise validation survey shall be undertaken to verify the amenity noise levels to the rear of Poplar Grove and properties fronting onto Langford Road. The survey results shall be submitted in writing to the local planning authority. In the event that the result show noise levels exceed WHO 55bD the developer shall write to the owners of the properties to offer to construct a standard solid wooden boundary fence up to 1.8m high, and if requested to do so by the owners of the property, shall install the said fence(s) prior to the occupation of the 751st dwelling
- 56 No playing pitches shall be laid out within the site until a noise impact assessment for relating to the use of the said playing pitches detailing any future mitigation measures has been submitted to and approved in writing by the Local Planning Authority. The mitigation measures as approved shall be implemented and retained as such thereafter.
- 57 Prior to the first residential occupation in any phase of the development, full details shall be submitted to and approved in writing by the Local Planning Authority of the proposed acoustic barrier to the south of the Relief Road to be provided in conjunction with that phase of the development, as determined by the Strategic Phasing Plan. The approved acoustic barrier shall be implemented in accordance with the details set out in the Strategic Phasing Plan.

Contamination

- 58 No development shall commence (except works required to facilitate further investigation and remediation) within the areas identified at risk of potential land contamination until a Phase 2 intrusive investigation and report into potential land contamination has been carried out as identified in the Phase 1 contaminated land study Desk Study & Preliminary Geotechnical Assessment, Project No 44006, by Richard Jackson Ltd. The investigation shall inform an updated conceptual model that identifies whether remediation measures are required. If required, the report shall also include a remediation strategy. The Phase 2 report and remediation strategy shall be submitted to the local planning authority and implemented in accordance with the approved details prior to any other development in the areas identified.
- 59 The Local Planning Authority shall be notified in writing at least seven days prior to any removal, encapsulation or other remediation of any contaminants.
- 60 The Local Planning Authority shall be notified in writing of validation that:
- a) all contaminated material removed from the site is removed by an appropriate licensed contractor to a facility approved by the Environment Agency.

- b) all imported material is suitable for its intended use.
- c) all agreed remediation measures identified as necessary in the contaminated land assessment have been undertaken to render the site suitable for the use specified
- d) The development shall only commence(except works required to facilitate further investigation and remediation which may be undertaken in advance) once this validation report has been approved by the Local Planning Authority.

Lighting

- 61 Prior to the installation of any external lighting (other than street lighting to adopted road or domestic security lighting), details of lighting shall include details of a lighting strategy for the development including details of the location and type of fixtures and fittings which shall be submitted to and approved in writing by the Local Planning Authority. The approved arrangements shall be implemented in accordance with the Strategic Phasing Plan and once implemented shall be retained in accordance with the approved scheme.
- 62 There shall be no floodlighting installed within the sports playing pitches or within the sports pitches at the primary school unless otherwise agreed in writing by the Local Planning Authority.

Renewable energy

- 63 Any reserved matters application shall be accompanied by a renewable energy statement which demonstrates that the reserved matters site's total predicted carbon emissions will be reduced through the implementation of on-site renewable energy sources. The statement shall include the total predicted carbon emissions in the form of an Energy Statement of the reserved matters site's development and shall set out a schedule of proposed on-site renewable energy technologies, their respective carbon reduction contributions, size specification, location, design and a maintenance programme for the reserved matters site. The appropriate renewable energy technologies shall be approved in writing by the Local Planning Authority and shall be fully installed prior to the occupation of any approved buildings and shall thereafter be maintained and remain fully operational in accordance with the approved maintenance programme.

Refuse and Recycling

- 64 Any reserved matters application shall be accompanied by details relating to the location, design, specification, management / maintenance and phasing of provision of the temporary and permanent recycling facilities. These facilities shall be substantially in accordance with the approved Design Codes and shall identify the specific positions of where wheeled bins, recycling boxes or any other means of storage will be stationed and the arrangements for the disposal of waste. The temporary and permanent recycling facilities shall be provided for the dwelling / building to which they relate prior to the occupation of that dwelling/building.

Broadband

- 65 No construction of residential buildings shall commence until a strategy to facilitate superfast broadband for future occupants of the residential buildings has been submitted to and approved in writing by the Local Planning Authority.

The strategy may include commercial arrangements for providers and shall seek to ensure that upon occupation of a dwelling, either a landline or ducting to facilitate the provision of a broadband service to that dwelling from a site-wide network, is in place and provided as part of the initial highway works and in the construction of frontage thresholds to dwellings that abut the highway, unless evidence is put forward and agreed in writing by the Local Planning Authority that technological advances for the provision of a broadband service for the majority of potential customers will no longer necessitate below ground infrastructure. The development of the site shall be carried out in accordance with the approved strategy.

There being no further items of business the Chairman closed the meeting at 9.52 pm

P G L ELLIOTT
CHAIRMAN

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**MINUTES of
COUNCIL
15 DECEMBER 2016**

PRESENT

Chairman	Councillor P G L Elliott
Vice-Chairman	Councillor H M Bass
Councillors	Mrs B F Acevedo, E L Bamford, Miss A M Beale, B S Beale MBE, R G Boyce MBE, CC, A T Cain, Mrs P A Channer, CC, R P F Dewick, I E Dobson, M F L Durham, Mrs H E Elliott, A S Fluker, Mrs B D Harker, B E Harker, M S Heard, M W Helm, Miss M R Lewis, R Pratt, N R Pudney, S J Savage, Rev. A E J Shrimpton, A K M St. Joseph, Mrs M E Thompson, Miss S White and Mrs N G F Shaughnessy

817. CHAIRMAN'S NOTICES

Prior to the start of the meeting the Chairman welcomed newly elected Councillor Mrs N G F Shaughnessy to the meeting.

The Chairman drew attention to the list of notices published on the agenda.

818. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J P F Archer, J B Keyes, M R Pearlman and D M Sismey.

819. MINUTES OF LAST MEETING

RESOLVED that the Minutes of the meeting of the Council held on 8 September 2016 be approved and confirmed.

820. DECLARATIONS OF INTEREST

Councillor R P F Dewick referred to Urgent Item of Business 15c - Maldon District Gypsy and Traveller Accommodation Assessment 2016, advising that this was part of the Local Development Plan (LDP) process and as usual with the LDP process he would declare an interest and leave the room.

Councillor S J Savage reaffirmed his non-pecuniary interest in Agenda Item 9 - FULMAL1600872 - Topsail Charters Limited, Cooks Boatyard, The Hythe, Maldon as he knew various people involved with the application.

Councillor M W Helm advised that he had the same interest as Councillor Dewick.

Councillor M S Heard advised that he had an interest in Agenda Item 9 - FULMAL1600872 - Topsail Charters Limited, Cooks Boatyard, The Hythe, Maldon as he knew the applicant and several of the objectors and supporters.

Councillor Miss S White advised that she would leave the chamber when Urgent Item of Business 15c - Maldon District Gypsy and Traveller Accommodation Assessment 2016 was discussed. When asked by the Chairman if this was a pecuniary interest she advised that it was not in the process and she was choosing to leave the room.

Councillor Mrs P A Channer declared a non-pecuniary interest as an Essex County Councillor, specifically in relation to Agenda Item 9 - FULMAL1600872 - Topsail Charters Limited, Cooks Boatyard, The Hythe, Maldon and Urgent Item of Business 15c - Maldon District Gypsy and Traveller Accommodation Assessment 2016. In the interest of openness and transparency, she advised that she knew the applicant, some of the objectors and supporters in relation to Agenda Item 9.

Councillor A S Fluker advised that in the interest of openness and transparency in relation to Agenda Item 9 - FULMAL1600872 - Topsail Charters Limited, Cooks Boatyard, The Hythe, Maldon he knew some of the objectors and he was a Harbour Commissioner.

Councillor Rev. A E J Shrimpton declared a non-pecuniary interest in Agenda Item 9 - FULMAL1600872 - Topsail Charters Limited, Cooks Boatyard, The Hythe, Maldon as he knew the applicant, some of the objectors and supporters.

821. PUBLIC QUESTIONS

There were none.

822. CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that he had attended a number of events, detailed below, and thanked the Vice-Chairman for also attending some events on his behalf.

Date	Function
31/10/2016	Maldon District Council (MDC) Sports Awards
01/11/2016	Conservation and Design Awards
04/11/2016	Chelmer Housing Partnership (CHP) 100 th Home in Maldon Celebration
08/11/2016	Community Initiative Fund Meeting
09/11/2016	Young People's Celebration Evening

11/11/2016	Two Minute Silence, Maldon
11/11/2016	Two Minute Silence, Burnham-on-Crouch (<i>Vice-Chairman</i>)
13/11/2016	Remembrance Sunday, Burnham-on-Crouch
13/11/2016	Remembrance Sunday, Maldon (<i>Vice-Chairman</i>)
13/11/2016	Remembrance Sunday, Stow Maries
18/11/2016	Basildon Civic Dinner
01/11/2016	Conservation and Design Awards
18/11/2016	Mayor of Basildon Civic Dinner
22/11/2016	Children's Takeover Day
24/11/2016	Opening of Lidl Store, Maldon
26/11/2016	Licensing of Reverend Penny Sayer, by Archdeacon of Chelmsford
03/12/2016	Day of Dedication, Maldon Cemetery
08/12/2016	Mayor of Waltham Forest Civic Carol Concert
09/12/2016	Mayor of Thurrock Charity Lunch
11/12/2016	Rochford Civic Carol Service
12/12/2016	Mayor of Waltham Forest Christmas Dinner
12/12/2016	Light up a Life Service, All Saints Church, Maldon (<i>Vice-Chairman</i>)
13/12/2016	Uttlesford Civic Carol Service
14/12/2016	Presentation of Christmas Food Donations to the Food Pantry, Maldon (<i>Vice-Chairman</i>)

The Chairman reported that the Planning Department had won some prestigious awards recently and he congratulated the Team for its hard work.

823. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6 (3) OF WHICH NOTICE HAS BEEN GIVEN

There were none.

824. RECOMMENDATIONS OF COMMITTEES FOR DECISION BY THE COUNCIL

The Chairman agreed to consider item (b) Minutes of Meetings of the Committees first.

(b) MINUTES OF MEETINGS OF COMMITTEES

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 7 December 2016.

It was noted that Minutes of the Central Area Planning Committee on 19 October 2016 would be presented to the January meeting of this Committee for approval.

Planning and Licensing Committee – 17 November 2016 (Minute 705 – 2017 / 18 Revenue Budget and Fees and Charges)

A question was raised regarding the proposed removal of £5,000 relating to Historic Building Grants from the budget and whether the Finance and Corporate Services Committee had considered obtaining sponsorship to replace it as this had been raised during discussions at the recent Planning and Licensing Committee meeting. In response, the Chief Executive advised that the Finance and Corporate Services

Committee (F&CS) had agreed to remove the £5,000 from the 2017 / 18 budget. The revised budget was due to be considered by the F&CS in January (and then the Council) and currently excluded the £5,000. If Members were mindful to overturn the decision to remove the grant the matter of sponsorship could be discussed at this point. Councillor I E Dobson, Vice-Chairman of the Finance and Corporate Services Committee advised that he was not aware of any discussion around sponsorship when this matter came before the F&CS but would check the Minutes and respond to the relevant Member direct.

Community Services Committee – 11 October 2016 (Minute 631 – Leisure Contract Refurbishment Final Account)

In response to a question regarding concerns raised regarding the Leisure Contract and the actions considered by the Community Services Committee to ensure that such matters did not reoccur, Councillor R Pratt, Chairman of the Community Services Committee advised that he would ask for this to be added to the agenda for a future meeting.

(a) REPORT OF THE DIRECTOR OF RESOURCES

The Council considered the report of the Chief Executive presenting recommendations of Committees to the Council which were agreed.

Planning and Licensing Committee (17 November 2016):

Minute 706 – Neighbourhood Plan Updates for Great Totham, Wickham Bishops and Burnham-on-Crouch and Proposed Updates to the Council’s Scheme of Delegation for Designating Neighbourhood Areas

RESOLVED

- (i) that the Planning and Licensing Committee Terms of Reference, Section (c) Scheme of Delegation – To the Director of Planning and Regulatory Services, paragraph 28 be updated as set out below, taking into account the change in legislation:

28 To determine neighbourhood area applications where no representations objecting to the proposal have been received to a public consultation, or where public consultation is not required by regulation, and where the area to be designated is coterminous with or wholly within the area of a civil parish. Any such decisions made are to be reported to the Members of the Planning and Licensing Committee.

Finance and Corporate Services Committee (29 November 2016):

Minute 758 – Human Resources Policies and Procedures

RESOLVED

- (ii) that That the new Stress Management Policy (attached as Appendix 1 to the report) be approved.

Minute 760 – Local Council Tax Support Scheme 2017 / 18

- (iii) that a cost of living increase in line with the Department for Work and Pensions schemes be included in the Local Council Tax Support Scheme for 2016 / 17 for Pensioners only;
- (iv) that legislative changes being introduced to the Housing Benefit Scheme for 2017 / 18 are mirrored in the Council's Local Council Tax Support Scheme to ensure consistency;
- (v) that in all other respects the Local Council Tax Support Scheme and Hardship Scheme remain unchanged and that this decision has been made following Members' careful reading of, and regard to, the Equality Impact Assessment (attached as Appendix 2 to the report).

Minute 767 – Capital Project Bids 2017 / 18

- (vi) that the capital projects as set out below and detailed in Appendix 3 to the report, be identified for inclusion for consideration in the 2017 / 18 capital programme:

Essential:

- Park Road Repairs
- New Car Parking Signage in Town Centre and Promenade Park

Service Failure / Service Improvement:

- PC and Printer replacement Programme
- IT Project Officer
- Email replacement – upgrade of Exchange and Enterprise Vault
- Parks Vehicle – Rolling Replacement Programme
- Amphitheatre Fencing
- All Weather Car Parking Improvements
- New Accessible Play site
- Improved screen of existing depot space within Riverside Park
- New roof for Heybridge Cemetery Chapel
- Mobile welfare facility for Volunteer and Community Payback schemes
- Replacement vehicle for Maintenance Officer(s)

Minute 769 – Council Tax Base 2017 / 18

- (vii) that in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012 the amount calculated by the Maldon District Council as its Council Tax Base for the year 2017 / 18 shall be set at 23,868.7.

825. FUL/MAL/16/00872 - TOPSAIL CHARTERS LIMITED, COOKS BOATYARD, THE HYTHE, MALDON

A Members' Update / Addendum to the report was circulated at the meeting.

The Chairman advised that this item had been withdrawn by the applicant.

In response to a question regarding determination of the application, the Senior Solicitor / Deputy Monitoring Officer advised that on the basis that the applicant had withdrawn the application it was therefore not before the Council for consideration.

826. SCHEDULE OF MEETINGS 2017 / 18

The Council considered the report of the Director of Resources presenting for approval the Schedule of Meetings for 2017 / 18 (attached as Appendix 1 to the report).

The report set out a minor change to the Joint Standards Committee's Terms of Reference to remove the requirement for it to meet at least three times a year.

RESOLVED

- (i) that the paragraph headed "Proceedings" be deleted from the Terms of Reference of the Joint Standards Committee and that meetings of that Committee be arranged as and when required;
- (ii) that subject to (i) above, the schedule of meetings for 2017 / 18 attached as Appendix 1 to the report be approved.

827. APPOINTMENT OF INDEPENDENT PERSON(S)

The Council considered the report of the Monitoring Officer reporting the outcome of the recent advertisement / recruitment process and seeking appointment of Independent Persons under the Localism Act 2011.

Members were advised that the report had been considered by the Joint Standards Committee at its meeting on 9 December 2016 who had recommended that the Council agree the recommendation as set out in the report.

It was noted that the current terms of office of the Independent Person(s) were due to expire on 8 February 2017.

RESOLVED that the following persons be reappointed for a further period of four years (to 8 February 2021):

- Mr Norman HodsonIndependent Person
- Mr Steven AnthonyReserve Independent Person

828. VENUE OF MEETINGS OF THE SOUTH EASTERN AREA PLANNING COMMITTEE

The Council considered the report of the Interim Director of Resources reviewing the arrangements and venue for meetings of the South Eastern Area Planning Committee.

Meetings of the South Eastern Area Planning Committee currently took place at the Burnham-on-Crouch Town Council Offices and the report outlined a number of reasons why it was felt that the venue was no longer efficient or in line with current requirements.

It was noted that the South Eastern Area Planning Committee had considered this report at its meeting on 5 December 2016. Following discussion the Committee recommended that the Council defer the matter until February 2017 to enable the Town Council to look at improving the facilitation of meetings at that venue. It was generally felt by the Committee that use of the venue was beneficial to customers in that part of the District.

RESOLVED that the report concerning the venue of meetings for the South Eastern Area Planning Committee be deferred until February 2017 to enable Burnham-on-Crouch Town Council to look at improving the facilitation of meetings at that venue.

829. PROCEEDS OF CRIME ACT 2002

The Council considered the report of the Chief Executive providing an update on the Proceeds of Crime Act 2002 (POCA).

The report provided background information following the introduction in 2002 of POCA. POCA was a legislative scheme which makes provision for the recovery of criminal assets, with criminal confiscation being the most commonly used power. Members were advised that the Council had a number of services and areas which had the potential to take advantage of POCA. The advantages to the Council of seeking to make use of the POCA provisions were set out in the report.

The Chief Executive explained that in consultation with applicable Members and Officers she would consider the appropriateness and expediency of authorising the use of POCA powers in appropriate cases in which a defendant had benefited from their criminal conduct or a criminal lifestyle.

Councillor R G Boyce advised he was unhappy with the report and felt that further information and explanation was required. He proposed that the application be deferred to allow for further detailed information to come forward. This proposal was duly seconded.

A debate ensued, during which further information was provided by the Chief Executive. Councillor M F L Durham proposed that the recommendations as set out on the report be agreed. This was duly seconded.

Following further discussion the Chairman put the proposal from Councillor Boyce of deferral.

In accordance with Procedure Rule No. 13 (3) Councillor Miss M R Lewis requested a recorded vote. This was duly seconded

For the recommendation:

Councillors R G Boyce, A T Cain, R P F Dewick, M W Helm, S J Savage and A K M St. Joseph

Against the recommendation:

Councillors Mrs B F Acevedo, E L Bamford, H M Bass, Miss A M Beale, B S Beale, Mrs P A Channer, M F L Durham, I E Dobson, Mrs H E Elliott, A S Fluker, Mrs B D Harker, B E Harker, M S Heard, Miss M R Lewis, R Pratt, N R Pudney, Mrs N G F Shaughnessy, Rev. A E J Shrimpton, and Mrs M E Thompson.

Abstention:

Councillors P G L Elliott and Miss S White.

The motion was therefore declared lost.

The Chairman then put Councillor Durham's proposal to accept the recommendations as set out on the report. Upon a vote being taken this was duly agreed. Councillor Boyce requested that his vote against this proposal be recorded.

RESOLVED

- (i) that application of the Proceeds of Crime Act (POCA), including but not limited to the instigation of confiscation proceedings in appropriate cases in which a defendant has benefited from their criminal conduct or lifestyle be endorsed;
- (ii) that the following minor amendment to the current delegation to the Chief Executive contained at paragraph 6 of Section 9 (Terms of Reference – General and Procedural at page 7) as set below, be agreed.

“The Chief Executive, in consultation with the appropriate Director, Legal Advisor, Chairman of the relevant Committee (or Vice-Chairman in his or her absence) and Leader of the Council, be authorised to institute or defend legal proceedings on any criminal offence or civil proceedings not otherwise provided for in Officer delegation arrangements elsewhere in this document, subject to subsequent report to the next meeting of the relevant Committee. The exercise of this authorisation shall, for the avoidance of any doubt, include responding to legal representations on behalf of the other party, any directions of the Court, and the pursuance and settlement of disputes by means other than litigation.”

830. QUESTIONS TO THE LEADER OF THE COUNCIL IN ACCORDANCE WITH PROCEDURE RULE 1 (3) (M)

Councillor M S Heard asked the Leader of the Council if she could explain the decision for Maldon Police to be sited in the Council Offices and why the decision had not been made open by the Council. In response, the Leader of the Council advised that the Finance and Corporate Services Committee had responsibility for the management of assets where this matter had been discussed for a period of time. She also outlined the timeline from between when the Council was notified to when the Police publically reported the move and advised the Council of the benefits from the impending move.

Councillor Heard raised a further question regarding the proposed income to the Council and at this time declared a non-pecuniary interest as Essex Police employed him. The Leader of the Council advised that the amount of rent was commercially sensitive but had been included as proposed income when discussed at recent Member budget seminars.

Councillor A S Fluker raised a question regarding commercial rent agreed by the Valuation Office and the rent being charged to Essex Police. He proposed that the Leader consider looking into this and consider asking the Finance and Corporate Services Committee to decide whether the Council wished to proceed. The Chairman advised that there would not be any debate on this matter.

Councillor Rev. A E J Shrimpton referred to Minute 675 of 19 December 2014 and asked the Leader of the Council when the Transformation Board was due to meet. The Leader referred to the Chief Executive who reported that a meeting of the Transformation Board would be organised during the latter part of the third week of January 2017, following the Examination in Public.

Councillor R P F Dewick asked a question to the Leader of the Council regarding the recent loss of Directors and whether Council processes could be improved to assist with recruitment into such roles. In response, the Leader of the Council advised following successful recruitment some matters were beyond the Council's control. The Leader also referred to the Peer Review undertaken by the Local Government Association (LGA) in 2013 and advised that the Council was due for a review of this review in February 2017. Members would, in due course, have the opportunity to propose topics to form part of the scope of that re-review prior to February 2017.

Councillor M F L Durham posed a question to the Leader regarding the LGA Review referring to proposals raised in a recent meeting and asking if she supported these proposals. In response, the Leader advised that in respect of the scope of the review she had asked the LGA to consider certain areas relating to governance, financial control and internal communication.

Councillor A T Cain commented that the scope should also include individual interviews between the LGA and Members and asked who had invited the LGA. The Leader provided detail in response to this question.

In response to a question from Councillor Mrs P A Channer regarding Members' input into the areas for the LGA to consider, the Leader explained that once the first outline

scope had been received from the LGA this would be circulated to Members. If a Member had something they wished to discuss they could raise that matter but she hoped that the scope would be sufficiently flexible to allow any such matters to be discussed. The Leader of the Council requested that Committee Services circulate a copy of the 2013 Peer Review to all Members.

831. URGENT ITEMS OF BUSINESS

The Chairman announced that in accordance with Section 100B(4) of the Local Government Act 1972 he had agreed to allow the Chief Executive and Interim Director of Resources to raise four urgent items of business.

832. RESIGNATION OF DIRECTOR OF PLANNING AND REGULATORY SERVICES - CONSEQUENTIAL CHANGES TO SCHEME OF DELEGATION

The Council considered the urgent report of the Chief Executive seeking approval to amend the Scheme of Delegation as a consequence of the recent resignation of the Director of Planning and Regulatory Services to ensure that the Chief Executive was able to exercise the powers delegated to the Director.

Members were advised that this report had been brought forward for urgent consideration to enable changes in delegation to take effect immediately and, if agreed, the Chief Executive would be able to authorise interim staff to act as necessary.

RESOLVED that pending subsequent appointment to and the taking up of the post of the Director of Planning and Regulatory Services, at which point this arrangement shall cease, the Council agrees to the Chief Executive assuming the following designations and delegated powers:

- Proper Officer – Section 191, Local Government Act 1972 – Ordnance Survey functions
- Proper Officer – Section 215, Local Government Act 1972 – Registrar of Local Land Charges
- In all matters under the Schemes of Delegation of the Finance and Corporate Services, Community Services and Planning and Licensing Committees previously given to Director of Planning and Regulatory Services;

In all those respects mentioned in the terms of reference of the Area Planning Committees, and also in the approved Pre-Application Discussions and Planning Appeals Protocols.

833. ELECTION OF DISTRICT COUNCILLOR - POLITICAL BALANCE ARRANGEMENTS AND ALLOCATION OF COMMITTEE PLACES

The Council considered the urgent report of the Chief Executive reporting that Norma Gladys Florence Shaughnessy had been elected as a Councillor for Maldon West Ward at the by-election held on 8 December 2016.

The report also sought review of political balance arrangements of the Council, revision to the membership of Committees and the allocation of seats as a consequence of the recent election. Details of these proposed changes and consideration of Section 15 of the Local Government and Housing Act 1989 (allocation of seats on Committees to Political Groups) was set out in the report.

It was noted that this matter had been brought forward for urgent consideration to avoid putting in place of such revised arrangements being delayed to the February meeting of the Council.

RESOLVED

- (i) that the arrangements for the allocation of seats on Committees as approved on 12 May 2016 be varied for the remainder of the current municipal year, as follows:
 - Planning and Licensing Committee – ten places (eight to Conservative Group, two to Independent Group)
- (ii) that the resulting revised Committee Membership be confirmed for the remainder of the current municipal year:
 - Councillor Mrs N G F Shaughnessy be appointed to the Community Services Committee
 - Councillor M S Heard moves from the Community Services Committee to the Planning and Licensing Committee
 - Councillor Miss M R Lewis reverts to an ex-officio non-voting member of the Planning and Licensing Committee

834. MALDON DISTRICT GYPSY AND TRAVELLER ACCOMMODATION ASSESSMENT 2016

In accordance with their earlier declarations, Councillors R P F Dewick, M W Helm and Miss S White left the meeting at this point.

The Council considered the urgent report of the Chief Executive presenting for endorsement as part of the evidence base for the Local Development Plan (LDP) the 2016 Maldon District Gypsy and Traveller Accommodation Assessment (GTAA) 2016 (appendix 1 to the report).

It was noted that this urgent report had been brought forward for urgent consideration as endorsement of the GTAA as part of the LDP evidence base was required before the submission deadline for the Hearing Statements on 21 December 2016.

The report provided detailed background information including how at the Examination Hearing into the LDP in early 2015 the Inspector had found that the Council's Policy H6 Provision for Travellers to be unsound, in part because it was based on the 2009 GTAA. The Planning Policy Manager advised Members of the work undertaken since

then, including the appointment of an external body to undertake a review of the requirements across the whole of Essex.

In response to a question regarding a recent appeal decision approving an additional two pitches at a site in the District, the Planning Policy Manager outlined how this would affect the Council's requirement in respect of Gypsy and Travellers.

Councillor A S Fluker commended the Planning Policy Manager and his team on their work in getting the report to the Council in such a timely manner. He then proposed that the recommendations set out in the report be agreed. This was duly seconded and upon a vote being taken was agreed.

RESOLVED

- (i) that the Council endorses the 2016 Maldon District Gypsy and Traveller Accommodation Assessment as part of the Local Development Plan evidence base;
- (ii) that the Chief Executive be authorised, in consultation with the Chairman of the Planning and Licensing Committee and the Leader of the Council, to revise the Local Development Plan (LDP) policy H6 Provision for Travellers and to present it to the Inspector for consideration for inclusion as a modification to the LDP at the Examination in Public.

Councillors R P F Dewick, M W Helm and Miss S White rejoined the meeting at this point.

835. SUPPLEMENTARY ESTIMATE - ST. CEDDS HOUSE AND CAR PARK PROJECT

The Council considered the urgent report of the Interim Director of Resources reporting a shortfall in the budget for the St. Cedds House and Car Park Project. The report also sought Members' approval for a supplementary estimate of £39,000 for the capital project, of which £10,000 related to a contingency sum allowed for within the contract.

It was noted that this matter had been brought for urgent consideration as a decision was required on this matter prior to the next meeting of the Finance and Corporate Services Committee on account of the imminent completion of the contract and therefore the final accounts, once agreed, would require settlement.

The report provided detailed information regarding the project, including the current budget shortfall, project costs and contingency provision. Members were advised that the Interim Director of Resources would be submitting a further report on the project to a future meeting of the Finance and Corporate Services Committee.

A number of comments were made regarding management of the Council's contracts with some Members expressing the need for the Council to employ a dedicated contracts manager.

In response to further questions the Chief Executive and Leader of the Council advised when they had been made aware of the overspend relating to this contract.

RESOLVED

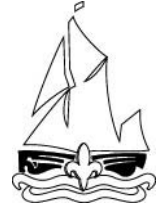
- (i) that the reasons for the requirement to seek a supplementary estimate for this capital project be noted;
- (ii) that in order for the Council to meet its contractual obligation, for the capital project for the relocation of the tenants from the former St. Cedds House to the Council Offices building, demolition of St. Cedds House and the formation of the car park of a supplementary estimate £39,000 which includes a contingency sum of £10,000 be approved. In approving this recommendation the Council will also be approving the use of the Department for Work and Pensions grant monies for meeting the cost of any contingency items;
- (iii) that a report be submitted to the Finance and Corporate Services Committee on 31 January 2017 on the reasons and the analysis leading up to the need to seek this approval.

Prior to closing the meeting, the Chairman invited all present to join him for refreshments after the meeting and wished everyone a very Happy Christmas.

There being no further items of business the Chairman closed the meeting at 9.05 pm.

P G L ELLIOTT
CHAIRMAN

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RESPONSE FROM THE LEADER TO QUESTIONS FROM THE PUBLIC

to
COUNCIL
16 FEBRUARY 2017

PUBLIC QUESTIONS

1. QUESTIONS OF WHICH NOTICE HAS BEEN GIVEN

- 1.1 In accordance with the Council's public speaking protocol the following questions were received from members of the public.

2. QUESTIONS 1 - 6

The following questions (1 – 6) were received from Mr Tom Kelly of Iona 2 Midguard Way, Maldon on Friday 10 February 2017.

“Submissions:

1. Given recent statistics, should Govt be asked to 'review' the Planning Appeals System-in particular the relationship of Planning Inspectorate to Developers.?
2. Should OVERVIEW and SCRUTINY investigate all the background to the MALDON POLICE STATION move, in particular the P&CC statement "no decision has yet been made" but prior to which MDC had already taken steps to accomodate?
3. Why did MDC request payment from Healthcare Funds to permit patients use of St.Cedds site new parking spaces,as it was Public Money which had funded that Project.?
4. Should MDC not ,in view of historical BASIC UNDERFUNDING of the local NHS,make representations to GOVT?
5. Would this COUNCIL consider being part of a 'QUESTION TIME' public on its handling of Local issues?
6. Would members and staff participate in the COMMUNITY SPEEDWATCH activities??"

3. QUESTION 7

The following question (7) was received from Rosalind Murphy of Bower Garden, Maldon for the Community on Tuesday 14 February 2017.

“Bearing in mind the Police and Crime Commissioners’ assertion in the local press ‘M&B Feb 9th 2017’, that the ‘People of Essex’ & also listed in the priorities for Essex in his website, - ‘want a local, visible & accessible Police Force’ –

Is the inaccessible District Council offices, with the narrow & congested exit routes the best positioning for the centre of Policing in this historic & sociable town? Over 700 people have signed a petition to ‘Save Our Police Station’, because it is so well placed & accessible.

There are fears for the Town, the District & beyond the District.

Thank you for considering this far reaching question from a Town & District feeling extremely vulnerable. Normally sign a petition.

There are also fears for our Historic High Street.

There is a very strong feeling that we need this visible Police presence.”

4. RESPONSE TO QUESTIONS 1 - 6

From the Leader of the Council:

Question 1:

Yes, we recognise this concern and are currently seeking to instigate a review on this subject and in particular look to scrutinise some of the recent decisions.

Question 2:

No, the Council recognised the need to retain a police station in the town and was proactive in working with the police to look at options to relocate the service rather than lose it. The solution, which was agreed by the Finance and Corporate Services Committee presents a “win win”, retention of accessible local police services within a local community hub and effective utilisation of the Council’s assets.

Question 3:

Maldon District Council as a guardian of public funds must seek to ensure that best value is achieved in all of its activities, including generating a return on the use of its assets. Services provided from the Blackwater Medical Practice are provided by a commercial provider, it is not therefore felt to be unreasonable to request a contribution from them to contribute for their customers’ use of car parking space financed from public funds.

Question 4:

The Council has already expressed its concerns at national level about the historical underfunding per capita paid into the Mid Essex Clinical Commissioning Group. In doing so we have demonstrated that we are sympathetic to their challenge and continue to work together closely with them in the interest of providing good quality accessible services to our residents.

Question 5:

Yes the Council will consider this, subject to consideration of more detailed proposals.

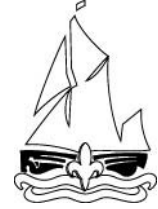
Question 6:

Yes, we believe this Community Speedwatch is a valuable community lead approach to reducing the risks on our roads and we will willingly promote this opportunity to our staff.

Question 7:

The PCC will be attending the Council Offices on the evening of Monday 27 February to provide his response to the community's concerns re the relocation of the police station.

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REPORT of CHIEF EXECUTIVE

to
COUNCIL
16 FEBRUARY 2017

RECOMMENDATIONS OF COMMITTEES FOR DECISION BY THE COUNCIL

1. PURPOSE OF THE REPORT

1.1 To present for the decision of the Council the recommendations of the Committees.

2. RECOMMENDATION

That Members consider the recommendations contained in Sections 4 - 7 of this report, with the exception of Minute No. 940 (section 7.3 of this report).

3. SUMMARY OF KEY ISSUES

3.1 Members are asked to note the following points in respect of recommendations contained within this report:

- Sections 5.1 (Minute No. 893), 6.1 (Minute No. 912) and 7.2 (Minute No. 938) – recommendations from the programme Committees to establish a Strategic Housing Board created from two Members of each of Committee.
- Section 7.3 (Minute 940) – Please note that these recommendations form part of the 2017 / 18 Budget and Medium Term Financial Strategy (Agenda Item 9 on this agenda) and are detailed in this report for information only.

4. JOINT STANDARDS COMMITTEE – 13 JANUARY 2017

4.1 [Web link to agenda, reports and Minutes for the above meeting](https://democracy.maldon.gov.uk/ieListDocuments.aspx?Cid=148&Mid=1184)
<https://democracy.maldon.gov.uk/ieListDocuments.aspx?Cid=148&Mid=1184>

4.2 MINUTE 806 – REVIEW OF CONSTITUTION AFFECTING THE JOINT STANDARDS COMMITTEE

4.2.1 Minute Extract:

The Committee considered the report of the Monitoring Officer on possible revisions to its constitution.

In the light of comments made by Councillor S Nunn at and following the last meeting of the Committee it was considered that there is scope for looking at certain

aspects of the Council's constitutional arrangements so far as they affect the set-up of this Committee.

The constitution of the Committee, details of which were circulated at the meeting, was set out at the head of its terms of reference and general remit. In particular it provided that

- 7) The Chairman of the Committee shall be a Maldon District Councillor appointed at the Annual Meeting of the Council.
- 8) There will be one Vice-Chairman who shall be a Maldon District Councillor and shall be elected by the Committee.

The Committee noted that the above matters had occurred within the confines of the statutory annual meeting of the Council, albeit on adjournment to facilitate the holding of special meetings of the committees for this purpose and that in reality that was the first meeting of the Committee. This conformed to the overall constitutional arrangements of the Council as set out in Procedure Rules.

Councillor S Nunn asked that it be recorded that he believed that the constitution had been breached in that the Chairman of the Committee had not been appointed by the Council at its annual meeting and that the Vice-Chairman had not been elected by the Committee. He added that the implication of the reference to 'Joint' in the name of the Committee was that its members were of equal standing, and recognised the equal importance of Parish and Town Councils in the District.

Discussion ensued with particular reference to the potential involvement of the two Parish/Town Council Members in the chairmanship/vice-chairmanship decisions.

It was proposed by Councillor R G Boyce that in the interests of equality and fairness the two Parish representatives be invited to attend the first meeting of the Joint Standards Committee held at the statutory annual meeting of the Council. There was no seconder to this proposition.

It was then proposed by Councillor S Nunn and seconded by Councillor Rev A E J Shrimpton that every member of the Committee has equal rights to the election of Chairman and Vice-Chairman and that this is done at the first meeting of the Committee following the statutory annual meeting of the Council.

After some further and brief debate and clarification of the mechanism currently operated Councillor Shrimpton withdrew his seconding the above proposition.

Councillor Nunn then amended his proposition to refer to the same day as the statutory annual meeting of the Council and this was seconded by Councillor Mrs B F Acevedo. Upon being put to the meeting and a vote taken the proposition was agreed.

4.2.2 Committee recommendation:

That the Council agrees that the constitution of the Committee be revised to enable all its members to be party to the election of Chairman and Vice-Chairman of the

Committee and that this takes place on the same day as the statutory annual meeting of the Council.

4.3 **MINUTE 865 – ALLEGATION OF MISCONDUCT**

4.3.1 Minute Extract:

“The Committee then looked briefly at whether arising from this complaint any recommendation should be made regarding training. It was noted that although the complaint had not been viewed as either an equality or diversity issue all Members had been provided with training on this subject. Upon the proposition of Councillor R G Boyce the Committee agreed that it is...”

4.3.2 **Committee recommendation:**

That the Council endorses the proposal that all Members receive training on the Member/Officer Relations Protocol and the Councillor Code of Conduct and for any outcomes from the training be communicated to Parish and Town Councils.

5. **PLANNING AND LICENSING COMMITTEE – 19 JANUARY 2017**

[Web link to agenda, reports and Minutes for the above meeting](#)

5.1 **MINUTE 893 – PROPOSAL TO ESTABLISH STRATEGIC HOUSING BOARD**

5.1.1 Minute Extract:

The Committee considered the report of the Director of Customers and Community seeking Members’ agreement to establish a Strategic Housing Board. It was noted that the report was also being considered by the Community Services and Finance & Corporate Services Committees.

It was noted that the range of Housing issues for the Council had evolved and was not now principally concerned with Affordable Housing but were about meeting and managing all housing needs, and helping to turn Planning approvals into actual delivery. The proposal to set up of a Strategic Housing Board would assist in providing strategic direction to meet these objectives.

Councillor H M Bass proposed that Councillors E L Bamford and R G Boyce be the appointed Members from this Committee on the Strategic Housing Board. This proposal was duly seconded and upon a vote being taken agreed.

5.1.2 **Committee recommendation:**

- (i) that a Strategic Housing Board be created with Councillors E L Bamford and R G Boyce from this Committee along with two Members appointed from each of the other programme Committees with the intention that the Board would meet quarterly;
- (ii) that the Terms of Reference for the Board be agreed once established by its Members which will also include senior officers of the Council;

- (iii) that the fundamental purpose of the Strategic Housing Board would be to consider and advise relevant committees on the Council's strategic priorities and actions for meeting the need for affordable housing and the housing need of other groups in the District.

6. COMMUNITY SERVICES COMMITTEE – 24 JANUARY 2017

[Web link to agenda, reports and Minutes for the above meeting](https://democracy.maldon.gov.uk/ieListDocuments.aspx?Cid=132&Mid=1005)

<https://democracy.maldon.gov.uk/ieListDocuments.aspx?Cid=132&Mid=1005>

6.1 MINUTE 912 – PROPOSAL TO ESTABLISH STRATEGIC HOUSING BOARD

6.1.1 Minute Extract:

The Committee considered the report of the Director of Customers and Community on a proposal to establish a Strategic Housing Board. The report was also being considered by the other two programme Committees.

It was noted that the range of Housing issues for the Council had moved on and was not principally concerned with Affordable Housing. It was about meeting and managing all housing needs, and helping to turn Planning approvals into actual delivery. The setting up of a Strategic Housing Board would assist in providing strategic direction to meet these objectives.

6.1.2 Committee recommendation:

- (i) that a Strategic Housing Board be created with two Members appointed from each of the programme Committees with the intention that the Board will meet quarterly, that this Committee nominates Councillors Mrs B D Harker and B S Beale;
- (ii) that the Terms of Reference for the Board be agreed once established by its Members which will also include senior officers of the Council;
- (iii) that the fundamental purpose of the Strategic Housing Board will be to consider and advise relevant committees on the Council's strategic priorities and actions for meeting the need for affordable housing and the housing need of other groups in the District.

7. FINANCE AND CORPORATE SERVICES COMMITTEE – 31 JANUARY 2017

[Web link to agenda, reports and Minutes for the above meeting](https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=131&MIId=1028)

<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=131&MIId=1028>

7.1 MINUTE 938 – PROPOSAL TO ESTABLISH STRATEGIC HOUSING BOARD

7.1.1 Minute Extract:

The Committee considered the report of the Director of Customers and Community seeking Members' agreement to establish a Strategic Housing Board. It was noted that the report had been considered by the Community Services and Planning & Licensing Committees.

It was noted that the range of Housing issues for the Council had evolved and was not now principally concerned with Affordable Housing but was about meeting and managing all housing needs, and helping to turn Planning approvals into actual delivery. The proposal to set up of a Strategic Housing Board would assist in providing strategic direction to meet these objectives.

Councillor B E Harker proposed that Councillor A S Fluker be one of the appointed Members from this Committee on the Strategic Housing Board. Councillor Fluker then proposed that Councillor Rev. A E J Shrimpton be the other appointed Member. These proposals were duly seconded and upon a vote being taken agreed.

7.1.2 Committee recommendation:

- (i) that a Strategic Housing Board be created with two Members appointed from each of the programme Committees with the intention that the Board will meet quarterly, that this Committee nominates Councillors A S Fluker and Rev. A E J Shrimpton;
- (ii) that the Terms of Reference for the Board be agreed once established by its Members which will also include senior officers of the Council;
- (iii) that the fundamental purpose of the Strategic Housing Board will be to consider and advise relevant committees on the Council's strategic priorities and actions for meeting the need for affordable housing and the housing need of other groups in the District.

7.2 MINUTE 939 – DRAFT TREASURY MANAGEMENT AND ANNUAL INVESTMENT STRATEGY

7.2.1 Minute Extract:

The Committee considered the report of the Interim Director of Resources seeking Members' consideration and approval of the Council's draft Treasury Management and Annual Investment Strategy for 2017 / 18 (attached as Appendix 1 to the report). Supporting Treasury Management Practices were attached as Appendix 2 to the report.

The Treasury Management and Annual Investment Strategy had been updated in line with the statutory requirements and good practice, having regard to the Council's financial position, links to its wider strategies, plans and aims and the advice of the Council's Treasury Advisor.

7.2.2 Committee recommendation:

That the Treasury Management and Annual Investment Strategy together with the embedded Prudential Indicators for 2017 / 18, as set out in **APPENDIX 1** to this report, be approved.

7.3 MINUTE 940 – REVISED 2016 / 17 AND ORIGINAL 2017 / 18 BUDGET ESTIMATES AND COUNCIL TAX 2017 / 18

7.3.1 Members are advised that this matter is the subject of a separate report to the Council (Agenda Item 8) and therefore the information provided below is for information only.

7.3.2 Minute Extract:

The Committee considered the report of the Interim Director of Resources presenting the revised 2016 / 17 and original 2017 / 18 and future years General Fund Revenue Budget estimate and the Capital Programme for consideration and recommendation to the Council. The report also detailed the provisional Local Government Finance Settlement 2017 / 18 to 2019 / 20 announced by the Government in December 2016. Members' consideration was also sought on the proposed council tax increase for 2017 / 18 and the policy for the use of Reserves.

The report and associated appendices to the report outlined the following:

- the latest information on the provisional Local Government finance settlement 2017 / 18;
- revised General Fund revenue budget estimates 2016 / 17;
- budget growth, savings and income generation in 2017 / 18;
- Essex Region business rates pool to which no changes to the Pool membership had been notified;
- an update on the Pension funding following its revaluation in March 2016 and the deficit options considered;
- discretionary fees and charges, in accordance with policy agreed by the Council. A further update in respect of Land Charges fees was also detailed;
- the tax-base position;
- the Collection Fund surpluses / deficit position;
- the potential Council Tax referendum arrangements for 2017 / 18;
- the Council Tax requirement for 2017 / 18;
- General Fund balance and revenue reserves;
- proposed capital programme 2017 / 18 to 2020 / 21;

- an update on the Medium Term Financial Strategy (MTFS) to reflect the latest revenue budget position and indicated levels of Council Tax;
- risks to the Council's financial position.

The Interim Director of Resources presented the report and referred to the significant amount of work from both Officers and Members. Members were advised that the figures could still change as the final settlement (from the Government) had not yet been received. In particular, Members' attention was drawn to the proposed changes by the Government to the way it distributed New Homes Bonus (NHB) payments. The Interim Director of Resources reported that the Council had responded to a consultation on this matter as the change would mean that the Council would lose a significant amount of income.

Members noted the formal report of the Interim Director of Resources, in accordance with Section 15 of the 2003 Local Government Act, on the robustness of the budget and adequacy of reserves attached at Appendix 10 to the report.

The Chairman commended Officers for their hard work on the budget over the last few months. He then commended the budget and associated appendices to the Committee for recommendation to the Council.

In response to a question, it was clarified that there was not a separate report advising Members of the Supplementary Estimates and Virements approved during 2016 / 17 and detailed at paragraph 3.4.5 of the report. Members were advised that they had been agreed in accordance with the Council's procedures and included in the budgets detailed within the report. The Chairman requested that in the future all supplementary estimates and virements be reported by way of a separate report to this Committee. An additional recommendation was agreed to note the supplementary estimates set out within the report.

It was noted that the Planning Services fees and charges were set by the Government and there had been some indication of a further increase by the Government, which would be reported to the Council.

RESOLVED

- (i) that the Committee notes the main details of the Provisional Local Government Finance Settlement 2017 / 18 described in section 3.3 of the report;
- (ii) that the two Revenue Supplementary Estimates granted during 2016 / 17 as detailed in paragraph 3.4.5 of the report, be noted;

7.3.3 Committee recommendation:

- (iii) that the Council notes that Maldon District Council will continue to be a member of the Essex Business Rates Pool in 2017 / 18 on account of the financial benefit as described in section 3.6 of the report;

- (iv) that the decision to fund the Pension deficit in 2017 / 18 as described in section 3.8 of the report is noted;
- (v) that the following be approved:
 - (a) the Summary Revised 2016 / 17 and Original 2017 / 18 General Fund Revenue Budget Estimates (APPENDICES 2, 3 and 4 to the Minutes)
 - (b) an average Band D council tax of £187.37 (excluding parish precepts) (2.47% increase) for 2017 / 18 (APPENDIX 2 to the Minutes);
 - (c) the detailed Fees and charges for 2017 / 18 as set out in APPENDIX 5 to the Minutes;
 - (d) delegated authority be given to the Chief Executive and Interim Director of Resources in consultation with the Chairman of the Planning and Licensing Committee and the Chairman of the Finance and Corporate Services Committee to agree the land Charges fees and Charges for 2017 / 18;
 - (e) policies on the designated use of financial reserves (APPENDIX 6 to the Minutes);
 - (f) an increase in the minimum general fund working balance from £2,300,000 to £2,500,000 for 2017 / 18;
 - (g) an injection of £200,000 from General Reserves into the Repairs and Renewals Reserve at 31 March 2017;
 - (h) the Capital Programme for 2017 / 18 to 2020 / 21 (APPENDIX 7 to the Minutes);
- (vi) the prudential indicators set out in section 3.13.2 and 3.13.3 of the report on the Capital Programme and Prudential Code Indicators; and
- (vii) that the Council gives due regard to the Interim Director of Resources statement on the robustness of budgets and adequacy of reserves in APPENDIX 8 to the Minutes.

7.4 **MINUTE 943 – DISPOSAL OF PROPERTY**

7.4.1 Minute Extract:

The Committee considered the report of the Interim Director of Resources seeking consideration of options for retaining or disposing of a property at 99 Wood Road, Heybridge. A plan and photos of the property were detailed in Appendix 1 to the report.

Councillor A S Fluker proposed that that premises not be sold and the Council seeks a commercial letting agent. This proposal was not seconded.

Appendix 2 to the report set out indicative refurbishment costs to ensure the property met legislative requirements and was suitable to rent. The Chairman put to the Committee that if it was mindful to retain the property the setting up of a capital budget of £40,000 for refurbishments costs should also be approved. This was duly agreed. In response the Interim Director of Resources advised that the £40,000 would be included as part of the Council's Capital Budget for 2017 / 18, due to be considered by the Council at its next meeting. He also advised that a detailed budget programme for this would be brought forward to a future meeting of this Committee.

The Strategic Housing Manager clarified the advantage of letting the premises through a local Housing Association. This was noted.

Following further discussion, the Committee agreed that the premises be retained, refurbished and a rental income achieved.

RESOLVED

- (i) that the contents of the report be noted;
- (ii) that the premises at 99 Wood Road, Heybridge be retained, refurbished and a rental income continued to be received.
- (iii) that subject to (ii) above, the Interim Director of Resources in consultation with the Chairman of the Finance and Corporate Services Committee, and on the advice of a legal advisor and independent Valuer, be authorised to negotiate and enter into a legal agreement for an initial period of ten years to rent the premises at 99 Wood Road, Heybridge;

7.4.2 Committee recommendation:

That a budget of £40,000 for refurbishment of the premises at 99 Wood Road, Heybridge be included within the 2017 / 18 capital programme.

Background Papers: Previous related reports and Minutes to the above meetings.

Enquiries to: Fiona Marshall, Chief Executive, (Tel: 01621 875710).

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Treasury Management Strategy Statement and Annual Investment Strategy 2017 / 18

1. INTRODUCTION

- 1.1 The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.
- 1.2 In addition, the Department for Communities and Local Government (DCLG) issued revised *Guidance on Local Authority Investments* in March 2010 that requires local authorities to approve an investment strategy before the start of each financial year.
- 1.3 This Treasury Management Strategy Statement (TMSS) fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to both the CIPFA Code and the DCLG Guidance.
- 1.4 The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

2. EXTERNAL CONTEXT

2.1 Economic background

- 2.1.1 The major external influence on the Authority's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.
- 2.1.2 The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.
- 2.1.3 Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.
- 2.1.4 Looking overseas, with the US economy and its labour market showing steady improvement, the market has priced in a high probability of the Federal Reserve increasing interest rates in December 2016. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.

2.1.5 The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of Italy's referendum on its constitution (December 2016), the French presidential and general elections (April - June 2017) and the German federal elections (August - October 2017) have the potential for upsets.

2.2 Credit outlook

2.2.1 Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.

2.2.2 Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however continue to fall.

2.3 Interest rate forecast

2.3.1 The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.

2.3.2 Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low.

2.3.3 A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix A**.

2.3.4 For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.25%.

3. LOCAL CONTEXT

3.1 As at 9 December 2016 the Council has no borrowing and £20.8m of investments. This is set out in further detail at Appendix B.

3.2 The Council is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to fall to £16m as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget.

3.3 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three

years. Table 1 shows that the Council expects to comply with this recommendation during 2017/18.

4. BORROWING STRATEGY

4.1 The Council is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. The Council may however borrow to pre-fund future years' requirements or unexpected capital expenditure that occurs in the year, providing this does not exceed the authorised limit for borrowing of £10 million.

4.2 Objectives

4.2.1 Should the Council's long-term plans change and it does borrow, the chief objective will be to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans will be a secondary objective.

4.3 Strategy

4.3.1 Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy will address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term loans instead. The Council's advisor Arlingclose will assist the Council with its borrowing options.

4.3.2 In addition, the Council may borrow short-term loans (normally for up to one month) to cover unexpected cash flow shortages.

4.4 Sources

4.4.1 The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body;
- Any institution approved for investments (see below);
- Any other bank or building society authorised to operate in the UK;
- UK public and private sector pension funds (except the Essex Pension Fund);
- Capital market bond investors;
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues.

4.4.2 In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Operating and finance leases;
- Hire purchase;
- Private Finance Initiative
- Sale and leaseback

4.4.3 The Council may consider sourcing its long-term borrowing from the PWLB but it will also investigate other sources of finance, such as local authority loans and bank loans, which may be available at more favourable rates.

4.5 Municipal Bond Agency

- 4.5.1 UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

4.6 Short-term and Variable Rate loans

- 4.6.1 These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators below.

5. INVESTMENT STRATEGY

- 5.1 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the current financial year, the Council's investment balance has ranged between £12m and £20 million. Levels in 2017/18 are expected to be in the range of £10m to £18 million depending on whether the Pension Fund deficit is repaid as a lump sum in April 2017.

5.2 Objectives

- 5.2.1 Both the CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk receiving unsuitably low investment income.

5.3 Strategy

- 5.3.1 Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council will look to diversify into more secure and/or higher yielding asset classes during 2017/18. The majority of the Council's surplus cash is currently invested in short-term unsecured bank deposits, certificates of deposit and money market funds. The Council also has £3 million invested in the Local Authorities Property Fund.

5.4 Approved Counterparties

- 5.4.1 The Council may invest its surplus funds with any of the counterparty types in table 2 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 2: Approved Investment Counterparties and Limits

Credit Rating	Banks Unsecured	Banks secured	Government	Corporates	Registered Providers
UK Govt	n/a	n/a	£ Unlimited 50 years	n/a	n/a
AAA	£2m 5 years	£2m 20 years	£2m 50 years	£1m 20 years	£1m 20 years
AA+	£2m 5 years	£2m 10 years	£2m 25 years	£1m 10 years	£1m 10 years

Credit Rating	Banks Unsecured	Banks secured	Government	Corporates	Registered Providers
AA	£2m 4 years	£2m 5 years	£2m 15 years	£1m 5 years	£1m 10 years
AA-	£2m 3 years	£2m 4 years	£2m 10 years	£1m 4 years	£1m 10 years
A+	£2m 2 years	£2m 3 years	£1m 5 years	£1m 3 years	£1m 5 years
A	£2m 13 months	£2m 2 years	£1m 5 years	£1m 2 years	£1m 5 years
A-	£2m 6 months	£2m 13 months	£1m 5 years	£1m 13 months	£1m 5 years
BBB+	£1m 100 days	£1m 6 months	£1m 2 years	£1m 6 months	£1m 2 years
None	£1m 6 months	n/a	£1m 25 years	£50,000 5 years	£1m 5 years
Money Market & other Pooled funds	£5m per fund				

This table must be read in conjunction with the notes below

- 5.4.2 **Credit Rating:** Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 5.4.3 **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB or BBB- are restricted to overnight deposits at the Council's current account bank Nat West.
- 5.4.4 **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 5.4.5 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 5.4.6 **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.
- 5.4.7 **Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services they retain a high likelihood of receiving government support if needed.

- 5.4.8 **Pooled Funds:** Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 5.4.9 Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.
- 5.5 **Risk Assessment and Credit Ratings**
- 5.5.1 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- No new investments will be made,
 - Any existing investments that can be recalled or sold at no cost will be, and
 - Full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.
- 5.5.2 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.
- 5.6 **Other Information on the Security of Investments**
- 5.6.1 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 5.6.2 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

5.7 Specified Investments

- 5.7.1 The CLG Guidance defines specified investments as those:
- Denominated in pound sterling,
 - Due to be repaid within 12 months of arrangement,
 - Not defined as capital expenditure by legislation, and
 - Invested with one of:
 - The UK Government
 - A UK local council, parish council or community council, or
 - A body or investment scheme of “high credit quality”.
- 5.7.2 The Council defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

5.8 Non-specified Investments

- 5.8.1 Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in table 3 below.

Table 3: Non-Specified Investment Limits

	Cash limit
Total long-term investments (i.e over 364 days)	£7.5m
Total investments without credit ratings or rated below A-	£7.5m *
Total investments with institutions domiciled in foreign countries rated below AA+	£0m
Total non-specified investments	£12.5m

* To accommodate pooled funds which are not credit rated (e.g. strategic bond funds, equity income funds and property funds) but in which the underlying investments are very highly diversified.

5.9 Investment Limits

- 5.9.1 The Council’s usable reserves available to cover investment losses are forecast to be £4.5 million on 31st March 2017. In order that no more than 50% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £2million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as below:

Table 4: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£2m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£2m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Registered Providers	£2m in total
Unsecured investments with Building Societies	£5m in total
Loans to unrated corporates	£1m in total
Money Market Funds	£12m in total

5.10 Liquidity Management

5.10.1 The Council uses in house cash flow forecasting methods to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium term financial plan and cash flow forecast.

6. TREASURY MANAGEMENT INDICATORS

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

6.2 **Security:** The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

	Target
Portfolio average credit score	6

6.3 **Liquidity:** The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	Target
Total cash available within 3 months	£5m

6.4 **Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. While the council has no debt this indicator is not applicable:

	2016/17	2017/18	2018/19
Upper limit on fixed interest rate exposure	100%	100%	100%
Upper limit on variable interest rate exposure	100%	100%	100%

6.4.1 Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year or for a 12 month period if the transaction date is later than the commencement of the financial year. All other instruments are classed as variable rate.

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

	Upper	Lower
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

6.5.1 As the Council does not have any fixed rate long-dated loans, the upper limit has been set at 100% to accommodate a loan in the maturity bracket deemed most appropriate.

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

6.6 Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the total principal sum invested to final maturities beyond the period end will be:

	2017/18	2018/19	2019/20
Limit on principal invested beyond year end	£9m	£8m	£7.5m

7. OTHER ITEMS

7.1 There are a number of additional items that the Council is obliged by CIPFA or CLG to include in its Treasury Management Strategy.

7.2 Policy on Use of Financial Derivatives: The Council will not use standalone financial derivatives (such as swaps, forwards, futures and options).

7.3 Investment Training: The needs of the Council's treasury management staff for training in investment management as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change. Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

7.4 Investment Advisers: The Council has appointed Arlingclose Limited as treasury management advisers and receives specific advice on investment, debt and capital finance issues.

7.5 Investment of Money Borrowed in Advance of Need: The Council may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Council's overall management of its treasury risks.

7.6 The total amount borrowed will not exceed the authorised borrowing limit of £10 million. The maximum period between borrowing and expenditure is expected to be two years, although the Council is not required to link particular loans with particular items of expenditure.

8. FINANCIAL IMPLICATIONS

8.1 The budget for debt interest paid in 2017/18 is currently nil as the Council does not have external loans. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different.

9. OTHER OPTIONS CONSIDERED

9.1 The CLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses will be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses will be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs will be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

Appendix A - Arlingclose Economic & Interest Rate Forecast November 2016

Underlying assumptions

- The medium term outlook for the UK economy is dominated by the negotiations to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU and other countries.
- The global environment is also riddled with uncertainty, with repercussions for financial market volatility and long-term interest rates. Donald Trump's victory in the US general election and Brexit are symptomatic of the popular disaffection with globalisation trends. The potential rise in protectionism could dampen global growth prospects and therefore inflation. Financial market volatility will remain the norm for some time.
- However, following significant global fiscal and monetary stimulus, the short term outlook for the global economy is somewhat brighter than earlier in the year. US fiscal stimulus is also a possibility following Trump's victory.
- Recent data present a more positive picture for the post-Referendum UK economy than predicted due to continued strong household spending.
- Over the medium term, economic and political uncertainty will likely dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment.
- The currency-led rise in CPI inflation (currently 1.0% year/year) will continue, breaching the target in 2017, which will act to slow real growth in household spending due to a sharp decline in real wage growth.
- The depreciation in sterling will, however, assist the economy to rebalance away from spending. The negative contribution from net trade to GDP growth is likely to diminish, largely due to weaker domestic demand. Export volumes will increase marginally.
- Given the pressure on household spending and business investment, the rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes to the negative effects of Brexit on economic activity and, ultimately, inflation.
- Bank of England policymakers have, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further monetary loosening looks less likely..

Forecast

- Globally, the outlook is uncertain and risks remain weighted to the downside. The UK domestic outlook is uncertain, but likely to be weaker in the short term than previously expected.
- The likely path for Bank Rate is weighted to the downside. The Arlingclose central case is for Bank Rate to remain at 0.25%, but there is a 25% possibility of a drop to close to zero, with a very small chance of a reduction below zero.

APPENDIX 1

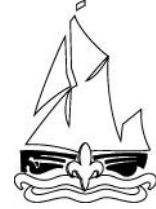
- Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50.

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Average
Official Bank Rate														
Upside risk	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.12
Arlingclose Central Case	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Downside risk	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.40
3-month LIBID rate														
Upside risk	0.05	0.05	0.10	0.10	0.10	0.15	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.18
Arlingclose Central Case	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.29
Downside risk	0.20	0.25	0.25	0.25	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.34
1-yr LIBID rate														
Upside risk	0.10	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.23
Arlingclose Central Case	0.60	0.50	0.50	0.50	0.50	0.50	0.50	0.60	0.70	0.85	0.90	0.90	0.90	0.65
Downside risk	0.10	0.15	0.15	0.15	0.20	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.24
5-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	0.50	0.40	0.35	0.35	0.35	0.40	0.40	0.40	0.45	0.50	0.55	0.60	0.65	0.45
Downside risk	0.30	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.47
10-yr gilt yield														
Upside risk	0.30	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.15	0.95	0.85	0.85	0.85	0.85	0.85	0.90	0.95	1.00	1.05	1.10	1.15	0.96
Downside risk	0.30	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.47
20-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.70	1.50	1.40	1.40	1.40	1.40	1.40	1.45	1.50	1.55	1.60	1.65	1.70	1.75
Downside risk	0.40	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57
50-yr gilt yield														
Upside risk	0.25	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.39
Arlingclose Central Case	1.60	1.40	1.30	1.30	1.30	1.30	1.30	1.35	1.40	1.45	1.50	1.55	1.60	1.41
Downside risk	0.40	0.55	0.55	0.55	0.55	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.57

Appendix B - Existing Investment & Debt Portfolio Position

	10 Dec 2016	
	Actual Portfolio	Average Rate
	£m	%
Total External Borrowing	0	0
Other Long Term Liabilities:		
Finance Leases	0.0	
Total Gross External Debt		
Investments:		
<i>Managed in-house</i>		
<u>Long Term Investments</u>		
LAMIT Property Fund	3	4.5
<u>Short-term investments</u>		
Term Deposits	4	0.65
Certificates of Deposit	3	0.56
Money Market Funds	8.8	0.27
Notice Reserve Accounts	2	0.4
Total Investments	(20.80)	
Net Debt	(20.80)	

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REPORT of INTERIM DIRECTOR OF RESOURCES

**to
COUNCIL
16 FEBRUARY 2017**

REVISED 2016 / 17 AND ORIGINAL 2017 / 18 BUDGET ESTIMATES AND COUNCIL TAX 2017 / 18

1. PURPOSE OF THE REPORT

- 1.1 The Council is required under the Local Government Finance Act 1992 to set the Council Tax for its area by no later than 11 March. The Council has always aimed to approve the budget by early March in order to ensure prompt despatch of bills and hence quicker collection of sums due.
- 1.2 The revised 2016 / 17 and proposed 2017 / 18 budgets estimates contained in this report were considered by the Finance and Corporate Services Committee (F&CS) on 31 January 2017 and its recommendations are contained in this report for consideration and approval (please also see section 3.5 of this report).
- 1.3 Members should note that at the time of writing this report, the Final Local Government Finance Settlement had not been announced and therefore the 2017 / 18 core grant for the authority could potentially change. The final settlement is expected to be announced in early February.
- 1.4 Going forward, the Council will have suffered a cumulative loss of about 52% (£1.262m) of core grant over the life of the Spending Review period (i.e. 2016 / 17 – 2019 / 20). This is worse than the England average reduction of 32% and Shire District average reduction of 44%. This is a significant challenge to the Council and that savings of £1.04m will need to be found to close the budget gap. Whilst the Council's focus remains on safeguarding services it will be increasingly difficult to find recurring efficiencies of this magnitude and guarantee no impact upon frontline services. This will also happen against a backdrop of wider central government policy changes such as the rollout of Universal Credits, further localisation of business rates and transfers of responsibilities from the government to local government and within local government.

2. RECOMMENDATIONS

- (i) That Maldon District Council will continue to be a member of the Essex Business Rates Pool in 2017 / 18 on account of the financial benefit as described in section 3.5 of the report, be noted;

- (ii) that the decision to fund the Pension deficit in 2017 / 18 as described in section 3.7 of the report is noted;
- (iii) **that the following be approved:**
 - (a) the Summary Revised 2016 / 17 and Original 2017 / 18 General Fund Revenue Budget Estimates (**APPENDICES 1, 2 and 3**)
 - (b) an average Band D council tax of £187.37 (excluding parish precepts) (2.74% increase) for 2017 / 18 (**APPENDIX 1**);
 - (c) the detailed Fees and charges for 2017 / 18 as set out in **APPENDIX 6**;
 - (d) delegated authority be given to the Chief Executive and Interim Director of Resources in consultation with the Chairman of the Planning and Licensing Committee and the Chairman of the Finance and Corporate Services Committee to agree the land Charges fees and Charges for 2017 / 18;
 - (e) the policies on the designated use of financial reserves (**APPENDIX 7**);
 - (f) an increase in the minimum general fund working balance from £2,300,000 to £2,500,000 for 2017 / 18;
 - (g) an injection of £200,000 from General Reserves into the Repairs and Renewals Reserve at 31 March 2017;
 - (h) the Capital Programme for 2017 / 18 to 2020 / 21 (**APPENDIX 9**);
 - (g) the prudential indicators set out in section 3.12.2 and 3.12.3 of the report on the Capital Programme and Prudential Code Indicators; and
- (iv) that the Council gives due regard to the Interim Director of Resources statement on the robustness of budgets and adequacy of reserves in **APPENDIX 10**.

3. SUMMARY OF KEY ISSUES

3.1 The requirement to set a balanced budget has required stringent processes to deliver efficiencies, preserve as far as possible front line services, retain the ability to generate income and to recognise the increasing demand for services in these difficult times.

3.2 Provisional Local Government Finance Settlement 2017 / 18

3.2.1 The provisional 2017 / 18 local government finance settlement was announced on 15 December 2016. The Government altered the distribution of funding between tiers of local government in 2016 / 17, which has shifted resources from lower tier to upper tier authorities. In fact, Shire Districts will see their funding reduced by 44% over the Spending Review period compared to the national average reduction of 32%. The

level of reduction for Maldon is much more severe at 51% (£1.25m) and this is mainly caused by a new methodology used for determining authorities' Revenue Support Grant (RSG) allocations. Rather than applying the same percentage cut to all authorities, the new approach takes into account individual authorities' council tax raising ability and the type of services they provide. The change in methodology has led to a fundamental shift of resources from authorities such as Maldon.

	2015 / 16 Adjusted	2016 / 17	2017 / 18	2018 / 19	2019 / 20
	£m	£m	£m	£m	£m
Settlement Funding Assessment – Maldon	2.447	1.964	1.601	1.477	1.196
Annual % Change		-19.7%	-18.5%	-7.8%	-19.0%
Cumulative % Change		-19.7%	-34.6%	-39.6%	-51.1%

3.2.2 The 2016 / 17 Settlement announced the opportunity for councils to accept a multi-year settlement offer, which would give greater certainty of funding until the end of the Parliament. The offer included:

- Revenue Support Grant;
- Business rates tariff and top up payments, which will not change for reasons relating to the relative needs of local authorities;
- Rural Services Delivery Grant; and
- Transition Grant.

3.2.3 The Council agreed to take up the offer. Essentially, the Council can expect to receive the allocations published as part of the 2016 / 17 local government finance settlement in 2017 / 18, 2018 / 19 and 2019 / 20 subject to future events such as the transfer of functions to local government, transfers of responsibility for functions between local authorities, mergers between authorities and any other unforeseen events.

3.2.4 The New Homes Bonus (NHB) Scheme was introduced in 2011 / 12 as a way to encourage local authorities to facilitate housing growth. In essence, for every additional property built or brought back into use, the government match funds the additional council tax, with an additional amount for affordable homes. At present the NHB rewards all net additions in an area for six years. Following a consultation titled 'New Homes Bonus: Sharpening the Incentive' in 2016 the Government has decided to reform the NHB. These reforms are:

- The length of New Homes Bonus payments will be reduced from six years to five years in 2017 / 18 and four years from 2018 / 19. From 2017 / 18 the government will also introduce a national baseline for housing growth of 0.4% below which NHB will not be paid reflecting a percentage of housing that would have been built anyway. The Government will retain the option of making adjustments to the baseline in future years to reflect significant and unexpected housing growth. This will result in £1.16 billion being held back.
- In 2017 / 18 the government proposes to provide £240 million from the New Homes Bonus reforms to authorities with adult social care responsibilities.

- From 2018 / 19 the government has stated that it will consider withholding NHB payments from local authorities that are not planning effectively, by making positive decisions on planning applications and delivering housing growth. To encourage more effective local planning the government will also consider withholding payments for homes that are built following an appeal.
- As the Government is implementing wider planning reforms including measures announced at Autumn Statement and through the Neighbourhood Planning Bill and forthcoming Housing White Paper, it has decided not to introduce the proposals to withhold payments for areas without a local plan in 2017 / 18. However, the Government will revisit the case for withholding New Homes Bonus from areas not delivering on housing growth from 2018 / 19.

3.2.5 The Council will see a reduction in funding as a consequence of the reduction to legacy payments in 2017 / 18 of £57,000 and significantly more in future years compared to the amounts it has received previously. It is anticipated that this will be offset in some years by new housing growth that is currently in the pipeline, assumptions have been based on the same rate of growth as built into the Council Tax base and other property based budgets in the interests of consistency. The Council's Medium Term Financial Strategy (MTFS) has been prepared on this basis.

3.3 **Revised General Fund Revenue Budget Estimates 2016/17**

- 3.3.1 Overall the predicted outturn shows an improvement from the £184,000 being taken from balances shown when the budget was set in February 2016, to £46,000 predicted to be taken now (£138,000 improvement). However, this disguises a number of large variations, some favourable and some adverse (**APPENDICES 1 and 2**).
- 3.3.2 The proposal in this report to inject a further £200,000 into the Repairs and Renewals Reserve is one key factor, without this transaction which is just an internal movement the improvement is £338,000.
- 3.3.3 The additional income generated by the Councils decision to change Car Parking Policy in April 2016 has generated significant additional income. This together with additional Government grant received after the budget was set improved the income position, which was further supplemented by additional income from good weather in the summer (Splash Park). Unfortunately, this was offset to a large degree by a significant shortfall in Planning income which has been previously reported.
- 3.3.4 Additional income is being generated from growth in Local Business Rates, pooling arrangements within the Essex Region Business Rates Pool and as a result of the performance linked Council Tax collection sharing agreement with Essex County Council.

3.3.5 Revenue Supplementary Estimates agreed during the year total £50,100 and are as follows:

Description	£
Agency cover for Director of Resources	19,600
Recruitment of Replacements for Directors of Resources & Planning	30,500
Total	50,100

3.4 General Fund Revenue Budget Estimates 2017 / 18

3.4.1 The proposed 2017 / 18 net operating budget after adjusting for statutory adjustments and the forward funding of the Pension Deficit (before contribution to/from reserves and adjustments) totals £7.764m and is therefore £0.374m (4.6%) lower than 2016 / 17 (£8.138m). This reduction in net expenditure is being achieved through savings and income generation despite inflation included and running at 1.3%¹ (Consumer Price Index (CPI)) and some limited growth built into the new budget. The overall projected use of un-ringfenced General Fund balances in 2017 / 18 is £695,000, which indicates that after excluding the large Pension deficit forward funding element (£1.019m) the Council has achieved a balanced budget in 2017 / 18 (**APPENDICES 1 and 3**).

3.4.2 The budget estimates have been built up as follows:

- Current approved budgets;
- Increases for inflation (1% for pay), contractual inflation on goods and services based upon CPI or other indexes built into contracts;
- Modifications to fee and grant income;
- Implications of statutory and contractual changes;
- Budget Scrutiny, Growth and Savings/Income Generation proposals as discussed later in this report.

3.5 Budget Scrutiny, Growth, Savings and Income Generation in 2017 / 18

3.5.1 Following the budget scrutiny exercise in summer 2016 and Members budget seminar on 18 October 2016, the programme committees considered reports on the budget growth, savings and fees and charges policy areas including income generation proposals for 2017 / 18 in the previous cycle of meetings. F&CS considered and agreed to include all the proposals into the 2017 / 18 budget at its meeting on 29 November 2016. All the proposals together with other savings areas that have emerged during the budget process are at **APPENDICES 4 and 5**.

3.5.2 Furthermore, the Committee also agreed non-recurring growth in 2017 / 18 in relation to repairs and renewals of Council assets which would not form part of the capital programme; this totals £37,700 and is funded from a draw down from the Repairs and Renewals reserve. The balance remaining on the Repairs and Renewals Reserve will

¹ CPI November 2016

be nearly exhausted to fund the full proposed programme in 2017 / 18. It is therefore suggested by the Interim Director of Resources that the Reserve be replenished by £200,000 in this financial year (2016 / 17) at year end in order to provide funding at the same level over the current MTFS outlook period.

3.6 Essex Region Business Rates Pool

3.6.1 As agreed by the Council in October 2015, the Council joined the Essex Region Business Rates Pool from April 2016. The government has confirmed to Essex County Council (the Lead Authority in the Pool) that the Pool can continue to operate in 2017 / 18 and at the time of writing this report no changes to the Pool membership had been notified. The Council will continue to benefit by being in the Pool in 2017 / 18. It is estimated that £214,000 will be saved from the levy payable to the government in 2016/17 (a saving of £50,000 was prudently put into the budget as it was not clear if the level of saving outlined in the report to the F&CS on 29 October 2015 could be fully realised due to the risks involved in the Business Rates Retention system). Again for 2017 / 18 a prudent anticipated gain of £50,000 has been included in the budget as it is not possible to know how the 2017 Business Rates Revaluation and the anticipated business rates growth of the individual members in the Pool might impact it as a whole.

3.7 Pension Funding

3.7.1 A revaluation of the Pension Fund took place on 31 March 2016 and the results were discussed in a report to the Finance and Corporate Services Committee on 29 November 2016. The Council has been given different deficit options for the funding of the Pension Deficit over the next three years and the Council agreed to delegate this decision to the Interim Director of Resources in consultation with the Chairman of the Finance and Corporate Services Committee. Financial analysis of the options has concluded that there would be significant financial benefit to the Council of using the option to forward fund the deficit for the next three years in 2017 / 18 (1 April 2017). The Council is in a position to use this option given the level of the reserves. It is proposed that the amount taken from reserves to achieve this in the 2017 / 18 budget is repaid to general reserves in 2018 / 19 and 2019 / 20 and this assumption has been built into the MTFS.

Appraisal of Pension Fund Deficit Recovery Options					
	2016 / 17	2017 / 18	2018 / 19	2019/20	Total
	£	£	£	£	£
Base Budget	702,255				
Option D No Stepping		603,440	603,440	603,440	1,810,320
Option E No Stepping		1,721,710	-	-	1,721,710
Cost / (Saving)		1,118,270	(603,440)	(603,440)	(88,610)
Additional Cost above 2016/17 budget and Payback		1,019,455	416,015	(187,425)	1.69 years
Option D Net Present Value		603,440	603,138	602,837	1,809,415
Option E Net Present Value		1,721,710			1,721,710
Cost / (Saving)		1,118,270	(603,138)	(602,837)	(87,705)

3.8 Discretionary Fees and Charges

- 3.8.1 Discretionary fees and charges have been set in accordance with policy agreed by Programme Committees in November 2016. The changes proposed, together with the detailed fees and charges and the levels of anticipated income are at **APPENDIX 6**.
- 3.8.2 Income budgets have been adjusted to take account of the proposals agreed at the time of writing this report.
- 3.8.3 In 2016 / 17, delegated authority was given to the Director of Planning and Regulatory Services and Director of Resources in conjunction with the Chairman of the Planning and Licensing Committee and the Chairman of the Finance and Corporate Services Committee to agree the Land Charges fees and charges for 2016 / 17. This was due to the fact there were legal challenges on the information the Council could legally charge for and what it could not. This related to the information that should be made available without a charge under the Environmental Information Regulations (EIR).
- 3.8.4 A further development on the Land Charges fees and charges during 2016 / 17 is that it has been established nationally that VAT should apply to Land Charges CON29 searches. The Council is currently working to introduce this requirement as HM Revenue and Customs (HMRC) is aware that software systems will require to be updated for this. Like the Building Control service the Land Charges service operates in a competitive environment and the fees and charges need to be set in that context to ensure that at the very least the service breaks even taking into account the VAT. It is therefore suggested that for 2017 / 18 that delegated authority is given to the Chief Executive and Interim Director of Resource in consultation with the Chairman of Planning and Licensing Committee and the Chairman of Finance and Corporate Services Committee to agree the Land Charges fees and charges.

3.9 Interest on Investments

- 3.9.1 Interest from investment income is an integral part of the budget considerations. The current economic climate has seen the Bank of England base rate remain at the lowest level since March 2009. In addition, the Treasury Management and Investment Strategy operates within a tight framework to minimise the risk on investments. Consequently, officers last year sought to diversify the Council's investment portfolio as far as possible. The Council's investment income now includes returns from the Local Authority Property Fund (LAMIT) as well as short term money market deposits.

3.10 Council Tax

- 3.10.1 The Council's net expenditure budget (excluding parish precepts but after contribution from reserves) for 2017 / 18 is £6,541,000. The Budget Summary set out in **APPENDIX 1** has been reprofiled in the 2017 / 18 column to clearly show the generation of income from the Local Business Rates Retention scheme.
- 3.10.2 The tax base to be used for setting the 2017 / 18 Council Tax was agreed by the Council at its meeting on 15 December 2016. The tax base consists of 23,868.7

“Band D equivalent” properties, after allowing for a non-collection rate of 1.7%. This tax base is now fixed for the purposes of setting the 2017 / 18 Council Tax.

3.10.3 In terms of the Collection Fund projection, Maldon District Council's share of the net surplus, which is used to reduce our Council Tax, is £118,130 comprised of a surplus distribution on Council Tax of £230,645 and a deficit distribution on Business Rates of £112,515.

3.10.4 The income to be raised from Council Tax (excluding parish precepts) in 2017 / 18 is summarised below:

	£
Maldon District Council Net budget to be Funded	6,541,000
Government Grant	
Revenue Support Grant	-169,424
Baseline Business Rates	-1,431,139
Business Rates Retention Scheme	-350,000
Collection Fund Net Surplus	-118,130
Maldon District Council Council Tax Requirement	4,472,307

3.10.5 In accordance with the legislation under the Local Government Finance Act 1992, all parish precepts must be charged to the Council's General Fund, however they are excluded in calculating the Council's own council tax requirement.

3.10.6 The Council Tax referendum threshold set by the Secretary of State for 2017 / 18 was announced as part of the Provisional Settlement and for Maldon, the threshold has been set at 2% increase over 2016 / 17 basic amount of council tax or £5 whichever is the greater. Any Council proposing increases in excess of the threshold faces the substantial cost of conducting a local referendum and if it results in a ‘No’ vote, the rebilling cost as well. The Budget estimates have been constructed on the basis of the proposed increase of £5 (2.74%) as presented at the members Budget Seminar on 18 October 2016, which is at the referendum threshold. This represents a prudent approach having regard to the balance of the risks and opportunities facing the Council in future years with subsequent increases to be reviewed each year in the light of emerging risks. Whilst the budget for 2017 / 18 is balanced with use of un-ringfenced general fund and earmarked reserves, there remain risks looking ahead to the medium term.

3.11 **General Fund Balance and Revenue Reserves**

3.11.1 Detailed policy information for each earmarked revenue reserve is set out in **APPENDIX 7** and appropriations to and from them is detailed in **APPENDIX 1**.

3.11.2 Based on the latest risk assessment and in the light of the proposed consolidation of an earmarked reserve into the un-ringfenced General Fund Reserves it is considered that the Council increases the approved minimum working balance level from £2.3m to £2.5m, this will be regularly reviewed in the light of changing circumstances. At **APPENDIX 8** the latest Medium Term Financial Strategy (MTFS) shows an estimated savings requirement of £448,000 in 2018 / 19, £527,000 in 2019 / 20 and £69,000 in 2020 / 21 and an overall cumulative savings requirement of £1,044,000 to

balance the budget in these years. This is a significant improvement on the £1,254,000 shown in the last MTFS in April 2016, attributable mainly to savings and the use of the reserve discussed in paragraph 2.12.4 below together with updated budget position assessments.

- 3.11.3 It is not considered necessary any longer to hold a separate earmarked reserve to cover against additional costs arising from the Local Council Tax Support (LCTS) and Local Business Rates schemes. Several years' experience of the LCTS has shown that costs are being fully contained. Both of these risks have now been built into the increased minimum working balance calculation (one of the reasons for the increase referred to in paragraph 2.12.2 above. It is proposed to utilise the reserve in 2018 / 19 to make the savings target for that year more manageable and this assumption has been factored into the MTFS.
- 3.11.4 A summary of the proposed use of reserves is summarised in the table below and is based on a budget projection that includes aspects such as inflation, pension fund contributions and a number of priority and statutory growth pressures offset by savings identified. The overall aim is to ensure that reserves do not fall below £2.5m and the current projections keep well within this target.

Balances Movement (taking into account known movements in 16/17 budget)	2016 / 17	2017 / 18
	£000	£000
Balance b/f		
General Fund Reserves	3,961	3,915
Earmarked Reserves	2,435	1,909
Total	6,396	5,824
Projected Movement		
General Fund Reserves	(46)	(695)
Earmarked Reserves	(526)	(38)
Total	(572)	(733)
Balance c/f		
General Fund Reserves	3,915	3,220
Earmarked Reserves	1,909	1,871
Total	5,824	5,091

3.12 Proposed Capital Programme 2017 / 18 to 2020/21

- 3.12.1 The proposed Council resourced capital projects were considered by all the Programme Committees in November, the total capital programme as proposed for 2017 / 18 is £949,000. The proposed indicative 2017 / 18 – 2020 / 21 capital programme is set out in **APPENDIX 9**.
- 3.12.2 The Council is required to have regard to the Prudential Code set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) when setting its budget. The code prescribes that certain indicators are to be calculated relating to maximum exposure to borrowing and impact of financing decisions on taxpayers (i.e. the affordability of these decisions by reference to the level of council tax that results).

The borrowing related indicators have limited relevance to this Council at present and will be dealt with in the annual Treasury Management Strategy.

3.12.3 It is necessary to formally resolve a figure for the Council’s capital financing requirement, which is currently zero. The current capital spending plans for the next three years will not cause a requirement to borrow; therefore the capital financing requirement in accordance with the Prudential Code for 2017 / 18 to 2020 / 21 inclusive will be zero.

3.12.4 The Council’s capital expenditure plans and intended funding methods for the current and following four years are summarised in the table below with the revenue impact of the full programme.

Capital Programme 2016 / 17 – 2020 / 21	Revised	Original	Original	Original	Original
	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21
	£000	£000	£000	£000	£000
Total Programme	2,419	949	563	477	477
<u>Financing</u>					
- Capital Receipts	1,999	529	143	57	57
- Government Grant	420	420	420	420	420
Impact on Council Tax					
Full year Band D impact of Financing	£0.84	£0.22	£0.06	£0.02	£0.02

3.12.5 The impact of the capital programme on future years’ revenue budgets is factored into the Medium Term Financial Strategy, whereby investment income returns are shown to gradually diminish as the usable capital receipts reserve is utilised to support capital spending.

3.12.6 The financing of the indicative five year capital programme as shown would leave a projected £2.077m of capital resources remaining at 31 March 2021.

3.13 View on Risks

3.13.1 Risks to the Council’s financial position could derive potentially from budget overspend, loss of investment income, contractual/legislative failure, shortfall in forecast business rates growth or challenge and emergency events. Historically, the Council has a very good record of the outturn financial position being within budget and of predicting investment income well; therefore, this is not seen as a high risk to the Council and it is not necessary to make additional significant provision. However, robust budget management, monitoring and reporting will be a key discipline for all budget managers and ensuring that income levels included in the budget are achieved will be a key focus.

3.13.2 The level of risk posed by contractual or legislative failure and emergency events is difficult to predict, but it would be a low probability with a potentially high impact.

However, it is not appropriate to set aside large amounts of reserve against the possibility of this happening and that appropriate bond / Parent Company Guarantee have been built into large contracts.

- 3.13.3 It is important to recognise that with the introduction of the Business Rates Retention, there is a considerable degree of uncertainty in the forecast for business rates growth as much of it depends on external factors including the impact of the 2017 / 18 revaluation and the number of appeals that are successful. The Council's own economic development policies can have an impact on business rates growth and therefore it is important that the planning services, economic development services and the business rates service have a co-ordinated approach to inward investment policies.
- 3.13.4 In setting budgets and projections for individual years, it is important that the Council is not reliant on the use of reserves to support revenue expenditure thus creating an unsustainable future. To achieve this, it is important to note the requirement to meet the budget gap savings identified in the Medium Term Financial Strategy.
- 3.13.5 Section 25 of the 2003 Local Government Act requires the Interim Director of Resources to make a formal report to the Council on the robustness of the budget and adequacy of reserves (**APPENDIX 10**).

4. CONCLUSION

- 4.1 After including all items within the financial projections, general fund reserves at the start of 2017 / 18 are expected to be £5.824m with all known movements taken into account. Due to the loss of £0.363m of Government Support in 2017 / 18 coupled with budget pressures arising from the legislation changes and contractual obligations, it was previously recognised and acknowledged by members at the Budget Seminar on 18 October 2016 that the Council should take the opportunity to increase its financial base by increasing the average band D council tax by the maximum allowed by the government without triggering a referendum. The government has recognised the pressures being experienced by local authorities in being able to deliver services effectively in an environment of austerity and radical changes to the system of local government finance. The government has therefore set the referendum threshold for the increase in the average band D council tax in 2017 / 18 for district councils at 2% or £5 whichever is the greater. This means that the proposed average band D council tax (excluding parish precepts) will increase by £5 (2.74%) to build up the financial base of the council for future years.
- 4.2 The difficult financial environment for the Council will continue in future years with the added uncertainty in the move to the 100% Business Rates Retention system from 2020 as proposed by the government. The Council's overall resource envelope, its financial base, needs to keep pace with the increasing demands for services, inflationary pressures and new responsibilities. The projected population growth in the District will continue to put pressure on services. Changes to the local government finance system as well as further Welfare Reforms will probably continue to have an impact on the council's overall resource envelope and therefore on council tax in future years. The Council has a good record of controlling its cost base and therefore its expenditure and has made progress in introducing new streams of income

to achieve balanced budgets without impacting adversely on services to the community. However, it is essential that the Council puts itself on a transformation journey that will secure the wherewithal in the future to continue to provide efficient and effective services.

- 4.3 Council approval is sought on the Council's budget proposals for 2017 / 18 and the Council Tax Requirement of £4,472,307 (excluding parish precepts). The basic amount of council tax would be £187.37 and increase of £5 (2.74%). This is at the government's Referendum Principles threshold for Shire Districts.

5. IMPACT ON CORPORATE GOALS

- 5.1 The budget for 2017 / 18 will underpin and resource the agreed actions plans to deliver the Corporate Plan goals.

6. IMPLICATIONS

- (i) **Impact on Customers** - The impact of any savings, growth and income generation proposals has been considered as part of the discussions during the budget setting process.
- (ii) **Impact on Equalities** - The Council has an obligation under the Equalities Act to consider the implications of financial decisions.
- (iii) **Impact on Risk** - The Council reviews and manages its risks on a regular basis and ensures that mitigation plans are in place. The resource allocation through the budget takes any significant corporate and service risks into account in terms of allocation of additional recurring or non-recurring resources and/or redirecting resources from one area to another either on a permanent or one-off basis.
- (iv) **Impact on Resources (financial)** - This report details the allocation of resources that will be available to the Council to deliver the Corporate Plan goals and objectives including its community leadership role.
- (v) **Impact on Resources (human)** - The budget estimates include staff costs and their deployment in accordance with the establishment.
- (vi) **Impact on the Environment** - None directly arising from this report.

Background Papers: Revised 2016 / 17 and Original 2017 / 18 Budget Estimates and Council Tax 2017 / 18 report to the Finance and Corporate Services Committee (31 January 2017).

Enquiries to: Kamal Mehta, Interim Director of Resources, (Tel: 01621 875762).

REVENUE ESTIMATES SUMMARY 2017/18				
	Actual	Original	Revised	Original
	2015/16	2016/17	2016/17	2017/18
	£000	£000	£000	£000
Service Analysis				
Housing Services	696	789	808	887
Central Services to the Public	991	992	979	1,045
Environmental & Regulatory Services	2,692	2,826	3,473	3,042
Cultural & Related Services	1,540	1,352	1,223	1,125
Planning & Development Services	1,221	1,432	1,881	1,244
Transport Services	(414)	(343)	(507)	(506)
Corporate & Democratic Core	1,904	1,957	2,095	1,995
Non Distributed Costs	26	0	0	0
Net Cost of Services	8,656	9,005	9,952	8,832
Interest on Investments	(189)	(172)	(192)	(158)
Pension Interest Cost/Expected rtn on Assets(net)	828	832	847	847
Net Operating Expenditure	9,295	9,665	10,607	9,522
Appropriations & Adjustments				
Statutory Adjustments	(1,876)	(1,527)	(1,830)	(739)
Govt Direct Grants				
- New Homes Bonus	(637)	(799)	(796)	(797)
- Other Direct Grants	(31)	(63)	(80)	(71)
Business Rates Renewable Energy	(486)	(647)	(505)	(641)
Business Rates Growth Net Gains	(77)	(50)	(482)	see below
To/(From) Earmarked Revenue Reserves	191	(54)	(526)	(38)
To/(From) Balances	400	(184)	(46)	(695)
Expenditure to be Funded	6,779	6,342	6,342	6,541
	2016/2017		2017/2018	
Property Tax Base (Band D equivalent)	23,455.7		23,868.7	
	2016/2017		2017/2018	
Council Tax Charges	Charge @	Total	Charge @	Total
	Band D	Cost	Band D	Cost
	£ : p	£	£ : p	£
Revenue Expenditure to be Funded	270.36	6,341,500	274.04	6,541,000
Revenue Support Grant	(23.94)	(561,443)	(7.10)	(169,424)
Business Rates Retention				
- Base Line Funding	(59.79)	(1,402,505)	(59.96)	(1,431,139)
- Business Growth Retention			(25.14)	(600,000)
- Levy on Business Rates Growth net to ECC Pool			10.47	250,000
- NDR Collection Fund Adjustment (Surplus)/Deficit	(1.28)	(30,000)	4.71	112,515
Council Tax Collection Fund Adj (Surplus)/Deficit	(2.98)	(70,000)	(9.66)	(230,645)
Maldon District Council Charge	182.37	4,277,552	187.37	4,472,307

KEY:

ECC - Essex County Council

NDR - Non-Domestic Rates

REVISED 16/17 budget

Cost Centre	Description	Direct Costs				Recharges			Income		Government Grant £	Net Budget £
		Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £		
Service Management &												
101	Corporate Core	641,700	500	13,400		23,100	141,000	(819,700)				0
		574,400	500	13,900	0	12,100	96,800	(697,700)	0	0	0	0
102	Election Services	61,500	0	1,500		11,600	53,500	(128,100)				0
		60,100	0	1,800	0	10,700	49,800	(122,400)	0	0	0	0
103	Policy & Comms	192,500	100	16,100		10,400	127,300	(346,400)				0
		193,500	0	14,400	0	12,700	70,400	(291,000)	0	0	0	0
104	Training			87,000		18,700	9,800	(113,300)		(2,200)		0
		0	0	65,100	0	17,100	44,000	(126,200)	0	0	0	0
105	Human Resources	177,800	200	63,600		11,100	72,400	(325,100)				0
		195,600	100	25,900	0	10,100	65,000	(296,700)	0	0	0	0
106	Apprentices	0		0				0				0
												0
108	Committee Services	289,100	400	18,700		13,100	77,100	(398,400)				0
		271,400	400	13,700	0	12,000	54,900	(352,400)	0	0	0	0
109	General Office Support	50,800		20,100		12,600	49,500	(133,000)				0
		52,400	0	20,200	0	15,800	44,100	(132,500)	0	0	0	0
110	Customer Services	471,300	500	37,500		42,600	197,100	(749,000)				0
		461,100	0	22,000	0	38,900	191,000	(713,000)	0	0	0	0
111	Internal Audit & Perf. Review			77,500			0	(77,500)				0
		123,200	200	7,100	0	2,700	34,400	(167,600)	0	0	0	0
113	Finance	351,200	300	64,300		25,500	149,200	(590,500)				0
		352,500	300	57,300	0	23,300	144,100	(577,500)	0	0	0	0
114	Revenues & Benefits	699,600	1,000	130,300		65,400	322,600	(912,500)		(273,300)	(33,100)	0
		798,100	1,000	92,100	0	59,700	325,000	(1,185,300)	0	(90,600)	0	0
118	Leisure & Community	314,300	2,300	34,900		19,700	149,400	(511,000)		(9,600)		0
		276,600	3,500	33,900	0	16,400	189,000	(519,400)	0	0	0	0
119	IT Services	411,500	500	299,800	76,100	48,500	105,600	(942,000)				0
		402,900	200	272,300	61,800	44,700	88,000	(869,900)	0	0	0	0
121	Council Offices	179,300		235,800	84,000	(518,200)	59,400			(40,300)		0
		181,400	0	210,200	81,400	(482,500)	41,400	0	0	(31,900)	0	0
124	Princes Rd Depot	19,300			8,500	(27,800)						0
		0	0	15,900	8,500	(24,400)	0	0	0	0	0	0
132	Environmental Health	511,800	8,700	12,900		26,200	175,100	(734,700)				0
		497,800	10,300	12,000	0	25,600	162,000	(707,700)	0	0	0	0
133	Environmental Waste	231,300	500	4,700		6,700	128,900	(372,100)				0
		188,000	200	5,800	0	9,800	127,100	(330,900)	0	0	0	0
134	Housing	542,400	2,700	16,800		27,200	264,900	(854,000)				0
		535,900	2,000	13,500	0	24,800	277,000	(853,200)	0	0	0	0
141,602,523	Parks Operational Services	583,900	51,000	138,700	21,400	14,500	212,500	(912,700)	(48,700)	(78,200)		(17,600)
		563,400	53,000	115,100	24,700	10,400	206,700	(867,000)	(54,500)	(72,300)	0	(20,500)
149	Nursery			0	500		16,100	(16,600)				0
		0	0	0	500	0	15,500	(16,000)	0	0	0	0
153	Parks Rangers	333,000	10,600	15,400	1,500	2,400	143,000	(452,400)		(53,500)		0
		332,600	9,500	13,300	1,500	4,400	126,900	(434,700)	0	(53,500)	0	0
155	Parks Trading Unit Depot			9,800	7,100	(24,000)	9,100			(2,000)		0
		0	0	9,800	7,700	(24,100)	9,800	0	0	(3,200)	0	0
163	Enforcement	185,900	400	2,000		8,900	36,500	(233,700)				0
		180,700	3,100	2,600	0	9,200	34,800	(230,400)	0	0	0	0
164	Economic Development	125,200	1,300	1,900		6,800	12,000	(147,200)				0
		101,500	1,700	1,800	0	3,800	13,300	(122,100)	0	0	0	0
165	Planning Policy Services	415,500	1,600	5,500		13,300	158,300	(594,200)				0

REVISED 16/17 budget

Cost Centre	Description	Direct Costs				Recharges			Income		Government Grant £	Net Budget £
		Staffing	Transport	Goods and Services	Capital Charges	Offices and Depots	Support in	Support out	Fees and Charges	Other Income		
		£	£	£	£	£	£	£	£	£		
		385,900	1,600	6,100	0	16,700	132,000	(542,300)	0	0	0	0
166	Planning Admin Services	279,600	0	34,600	0	29,000	87,100	(428,600)	0	(1,700)	0	0
		318,400	0	29,500	0	20,700	107,000	(475,600)	0	0	0	0
167	Development Control Services	687,300	4,000	15,200	0	30,000	378,800	(1,115,300)	0	0	0	0
		692,700	6,800	13,700	0	33,700	370,200	(1,117,100)	0	0	0	0
168	Building Control Services	207,000	5,800	5,400	0	10,200	63,000	(291,400)	0	0	0	0
		202,200	6,000	5,800	0	9,300	67,300	(290,600)	0	0	0	0
TOTAL Service Management & Support Services		7,962,800	92,400	1,363,400	199,100	(92,500)	3,199,200	(12,199,400)	(48,700)	(460,800)	(33,100)	(17,600)
		7,942,300	100,400	1,094,800	186,100	(86,400)	3,087,500	(12,039,200)	(54,500)	(251,500)	0	(20,500)
Central Services												
Corporate Core &												
256	Corporate Management			163,600			312,400		(4,000)			472,000
		0	0	170,400	0	0	272,300	0	(3,500)	0	0	439,200
260	Democratic Representation & Mgt	219,300	7,600	50,500	1,900	51,300	1,292,300					1,622,900
		216,100	6,900	34,100	0	46,600	1,232,200	0	0	0	0	1,535,900
TOTAL Corporate & Democratic Core		219,300	7,600	214,100	1,900	51,300	1,604,700	0	(4,000)	0	0	2,094,900
		216,100	6,900	204,500	0	46,600	1,504,500	0	(3,500)	0	0	1,975,100
Central Services to the												
202	Business Rates Collection			4,400			156,400		(5,500)		(93,800)	61,500
		0	0	4,400	0	0	182,800	0	(11,600)	0	(93,000)	82,600
209	Council Tax Benefit Admin	0		3,000			293,000				(60,500)	235,500
		0	0	3,000	0	0	342,800	0	0	0	(53,500)	292,300
216	Council Tax Collection			28,300			497,100		(116,800)			408,600
		0	0	28,300	0	0	598,000	0	(116,800)	0	0	509,500
213	Electoral Registration	8,000		62,800		3,000	85,800		(500)		(17,600)	141,500
		400	0	34,400	0	2,800	118,800	0	(500)	0	0	155,900
253	Civil Emergencies			33,500		2,300	18,600					54,400
		0	0	33,400	0	3,800	18,600	0	0	0	0	55,800
254	Election Management			34,000		1,400	128,300			(15,900)		147,800
		0	0	12,700	0	1,200	70,300	0	0	0	0	84,200
255	Land Charges			27,500		2,500	135,500		(154,500)			11,000
		0	0	17,100	0	2,200	113,700	0	(154,500)	0	0	(21,500)
TOTAL Central Services		8,000	0	193,500	0	9,200	1,314,700	0	(277,300)	(15,900)	(171,900)	1,060,300
		400	0	133,300	0	10,000	1,445,000	0	(283,400)	0	(146,500)	1,158,800
Cultural, Environmental												
Cultural Services												
501, 502, 503, 509, 520,	Sport	0	0	191,400	239,200	0	153,400	0	0	(600,100)	0	(16,100)
		0	0	165,700	408,200	0	173,000	0	(100)	(572,600)	0	174,200
122, 506, 508	Community Centres	0	0	40,200	33,900	(10,000)	36,200	0	0	0	0	100,300
		0	0	27,300	33,900	0	32,200	0	0	0	0	93,400
505, 511, 514, 516, 518,	Parks & Open Spaces	64,000	0	338,100	284,300	7,000	927,200	0	(659,800)	(107,000)	0	853,800
		33,200	0	236,800	277,400	6,200	863,500	0	(526,500)	(56,400)	(8,200)	826,000
542, 546	Heritage	0	0	4,800	3,600	0	29,300	0	0	0	0	37,700
		0	0	4,800	3,600	0	25,100	0	0	0	0	33,500
309	Rivers		6,200	51,800	12,700		113,000		(161,900)	(6,700)		15,100
		0	6,300	46,100	15,000	0	108,300	0	(142,200)	(6,000)	0	27,500
320, 325,330	Tourism	142,600	700	68,100	0	0	53,400	0	(10,300)	(5,000)	0	249,500
		120,900	100	70,800	0	0	47,800	0	(10,300)	0	0	229,300

REVISED 16/17 budget		Direct Costs				Recharges			Income		Government Grant	Net Budget
Cost Centre	Description	Staffing	Transport	Goods and Services	Capital Charges	Offices and Depots	Support in	Support out	Fees and Charges	Other Income	£	£
		£	£	£	£	£	£	£	£	£	£	£
TOTAL Cultural Services		206,600	6,900	694,400	573,700	(3,000)	1,312,500	0	(832,000)	(718,800)	0	1,240,300
		154,100	6,400	551,500	738,100	6,200	1,249,900	0	(679,100)	(635,000)	(8,200)	1,383,900
Environmental Services												
222	Sewerage Pumping Stations			600			2,300		(300)			2,600
		0	0	800	600	0	2,300	0	(600)		0	3,100
340	Public Entertainment Licences			28,600			27,500		(55,100)			1,000
		0	0	27,500	0	0	65,100	0	(52,300)	0	0	40,300
341	Hackney Carriage			17,200			18,100		(33,200)			2,100
		0	0	17,300	0	0	16,600	0	(33,200)	0	0	700
550	Public Conveniences			104,700	34,000		28,900					167,600
		0	0	104,900	34,000	0	22,800	0	0	0	0	161,700
555	Cemeteries			45,500	9,900		182,700		(114,900)			123,200
		0	0	43,400	9,900	0	189,500	0	(112,900)	0	0	129,900
562, 563	Community Safety	73,500	500	103,400	0	3,300	98,400	0	0	(14,300)	0	264,800
		70,900	500	40,100	0	3,100	116,500	0	0	(53,400)	0	177,700
576, 579, 580, 582	Waste Management	0	2,700	2,879,700	310,200	16,600	404,900	0	(359,800)	(1,075,500)	0	2,178,800
		0	2,800	2,741,000	48,300	16,200	328,600	0	(362,800)	(1,099,200)	0	1,674,900
566, 567, 570, 571, 572, Other Environmental Health		5,000	3,300	103,900	9,500	2,000	687,900	0	(68,400)	(9,900)	0	733,300
		5,000	3,400	66,100	9,500	1,700	634,800	0	(57,400)	0	0	663,100
TOTAL Environmental Services		78,500	6,500	3,283,600	363,600	21,900	1,450,700	0	(631,700)	(1,099,700)	0	3,473,400
		75,900	6,700	3,041,100	102,300	21,000	1,376,200	0	(619,200)	(1,152,600)	0	2,851,400
Planning &												
232	Discretionary Rate Relief											0
		0	0	30,000	0	0	0	0	0	0	0	30,000
301	Planning Policy			194,800			609,600					804,400
		0	0	82,900	0	0	502,800	0	(100)	0	0	585,600
302	Development Control			211,000			1,046,300		(596,500)			660,800
		0	0	193,400	0	0	1,117,300	0	(873,900)	0	0	436,800
303	Building Regs - Fee Related			10,200			223,200		(182,000)			51,400
		0	0	5,200	0	0	221,600	0	(182,000)	0	0	44,800
313	Building Regs - Non Fee Related						101,600		0			101,600
		0	0	0	0	0	95,300	0	0	0	0	95,300
304,315	Building Conservation			14,800			20,000					34,800
		0	0	8,400	0	0	34,500	0	0	0	0	42,900
305	Economic Development			116,900			117,300			(100,000)		134,200
		0	0	15,900	0	0	108,900	0	0	0	0	124,800
307	Gypsy & Traveller			6,500								6,500
		0	0	7,200	0	0	0	0	0	0	0	7,200
565	Community Grants			73,500		10,300	3,800				0	87,600
		0	0	73,500	0	200	3,600	0	0	0	0	77,300
TOTAL Planning & Development Services		0	0	627,700	0	10,300	2,121,800	0	(778,500)	(100,000)	0	1,881,300
		0	0	416,500	0	200	2,084,000	0	(1,056,000)	0	0	1,444,700
Highways, Roads &												
311	Highways						7,200					7,200
		0	0	0	0	0	6,600	0	0	0	0	6,600
312	Street Naming			16,500		2,500	7,000					26,000
		0	0	6,300	0	2,200	16,200	0	0	0	0	24,700
534, 535	Off Street Parking			113,500	20,100	0	70,500		(744,000)	0	0	(539,900)

REVISED 16/17 budget

Cost Centre	Description	Direct Costs				Recharges			Income			Net Budget
		Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	
		0	0	103,100	20,100	0	80,600	0	(581,600)	0	0	(377,800)
TOTAL Highways, Roads & Transport Services		0	0	130,000	20,100	2,500	84,700	0	(744,000)	0	0	(506,700)
		0	0	109,400	20,100	2,200	103,400	0	(581,600)	0	0	(346,500)
Housing Services												
204	Rent Allowances			15,642,700						(535,200)	(15,226,300)	(118,800)
		0	0	15,690,700	0	0	0	0	0	(781,700)	(15,100,400)	(191,400)
203	Housing Benefits Admin			38,300			390,900				(179,600)	249,600
		0	0	11,800	0	0	478,100	0	0	0	(163,200)	326,700
591, 592, 593, 598	Other Housing Services	0	0	40,300	0	300	672,500	0	(32,100)	(4,000)	0	677,000
		0	0	26,100	0	200	686,700	0	(30,900)	(21,100)	0	661,000
TOTAL Housing Services		0	0	15,721,300	0	300	1,063,400	0	(32,100)	(539,200)	(15,405,900)	807,800
		0	0	15,728,600	0	200	1,164,800	0	(30,900)	(802,800)	(15,263,600)	796,300
Non Distributed Costs												
257	Non Distributed Costs	0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
TOTAL Non Distributed Costs		0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
Other Services												
224	Misc Land & Property			12,900	0		35,300		(25,500)			22,700
		0	0	1,100	0	0	12,700	0	(60,800)	0	0	(47,000)
225	Industrial Sites			3,600			12,400		(120,500)			(104,500)
		0	0	2,100	0	0	10,300	0	(122,800)	0	0	(110,400)
TOTAL Other Services		0	0	16,500	0	0	47,700	0	(146,000)	0	0	(81,800)
		0	0	3,200	0	0	23,000	0	(183,600)	0	0	(157,400)
SUB TOTAL		8,475,200	113,400	22,244,500	1,158,400	0	12,199,400	(12,199,400)	(3,494,300)	(2,934,400)	(15,610,900)	9,951,900
		8,388,800	120,400	21,282,900	1,046,600	0	12,038,300	(12,039,200)	(3,491,800)	(2,841,900)	(15,418,300)	9,085,800
Less Vacancy/Savings Allowance 1%		(81,000)										(81,000)
TOTAL AGREED		8,475,200	113,400	22,244,500	1,158,400	0	12,199,400	(12,199,400)	(3,494,300)	(2,934,400)	(15,610,900)	9,951,900
		8,307,800	120,400	21,282,900	1,046,600	0	12,038,300	(12,039,200)	(3,491,800)	(2,841,900)	(15,418,300)	9,004,800

ORIGINAL 17/18 budget

Cost Centre	Description	Direct Costs				Recharges			Income			Net Budget
		Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	
Service Management &												
101	Corporate Core	602,300	500	11,700		22,300	158,300	(795,100)				0
102	Election Services	96,000	0	1,400		11,200	61,400	(170,000)				0
103	Policy & Comms	211,700	0	15,900		10,100	105,400	(343,100)				0
104	Training			78,500		18,000	20,400	(116,900)				0
105	Human Resources	182,900	200	24,700		10,700	86,500	(305,000)				0
106	Apprentices	28,900		18,000				(46,900)				0
108	Committee Services	291,500	400	17,600		12,700	71,300	(393,500)				0
109	General Office Support	55,700		17,100		12,200	42,800	(127,800)				0
110	Customer Services	479,300	500	19,600		41,200	173,900	(714,500)				0
111	Internal Audit & Perf. Review			75,700			0	(75,700)				0
113	Finance	382,200	300	58,900		24,700	122,800	(588,900)				0
114	Revenues & Benefits	818,500	1,000	90,800		57,500	336,600	(1,031,100)	(273,300)	0		0
118	Leisure & Community	291,900	1,500	33,100	2,200	18,700	153,200	(491,600)	(9,000)			0
119	IT Services	414,500	500	234,500	67,500	46,800	93,900	(857,700)				0
121	Council Offices	191,400		220,300	65,700	(471,800)	57,200		0	(62,800)		0
124	Princes Rd Depot	18,300			7,300	(25,600)						0
132	Environmental Health	497,600	7,800	11,400		25,200	172,500	(714,500)				0
133	Environmental Waste	177,600	200	4,100		6,400	102,000	(290,300)				0
134	Housing	539,300	2,700	15,500		20,500	250,900	(828,900)				0
141	Parks Operational Services	610,200	48,100	113,700	21,000	14,300	191,500	(891,000)	(49,700)	(74,700)		(16,600)
149	Nursery			0	500		14,700	(15,200)				0
153	Parks Rangers	348,900	10,200	11,200	2,300	2,400	135,500	(455,500)		(55,000)		0
155	Parks Trading Unit Depot			9,800	7,400	(24,300)	9,100			(2,000)		0
163	Enforcement	193,500	400	1,700		6,300	37,000	(238,900)				0
164	Economic Development	108,300	1,300	1,800		4,800	13,200	(129,400)				0
165	Planning Policy Services	408,500	1,600	4,500		18,000	159,600	(592,200)				0

ORIGINAL 17/18 budget		Direct Costs				Recharges			Income		Government Grant	Net Budget
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	£	£
166	Planning Admin Services	284,500	0	27,500		23,300	84,000	(419,300)				0
167	Development Control Services	670,900	4,400	13,800		17,900	359,000	(1,066,000)				0
168	Building Control Services	221,000	6,000	5,100		7,200	54,500	(293,800)				0
TOTAL Service Management & Support Services		8,125,400	87,600	1,137,900	173,900	(89,300)	3,067,200	(11,992,800)	(49,700)	(476,800)	0	(16,600)
Central Services												
Corporate Core &												
256	Corporate Management			164,100			320,100	(4,000)				480,200
260	Democratic Representation & Mgt	222,100	7,600	72,900	1,900	49,800	1,179,300					1,533,600
TOTAL Corporate & Democratic Core		222,100	7,600	237,000	1,900	49,800	1,499,400	0	(4,000)	0	0	2,013,800
Central Services to the												
202	Business Rates Collection			4,300			161,500	(5,500)			(92,700)	67,600
209	Council Tax Benefit Admin	0		2,700			316,500				(58,300)	260,900
216	Council Tax Collection			27,500			535,200	(116,800)				445,900
213	Electoral Registration	0		43,100		2,900	85,400	(500)				130,900
253	Civil Emergencies			33,300		2,200	24,700					60,200
254	Election Management			12,700		1,300	173,100					187,100
255	Land Charges			14,800		2,300	128,600	(154,500)				(8,800)
TOTAL Central Services		0	0	138,400	0	8,700	1,425,000	0	(277,300)	0	(151,000)	1,143,800
Cultural, Environmental												
Cultural Services												
501, 502, 503, 509, 520,	Sport	0	0	162,100	217,400	0	154,200	0	0	(586,200)	0	(52,500)
122, 506, 508	Community Centres	0	0	26,300	32,400	0	23,400	0	0	0	0	82,100
505, 511, 514, 516, 518,	Parks & Open Spaces	25,000	0	260,100	267,700	6,400	943,000	0	(607,200)	(55,600)	0	839,400
542, 546	Heritage	0	0	4,800	3,600	0	34,800	0	0	0	0	43,200
309	Rivers		6,100	45,400	12,400		101,000	(160,700)	(6,000)			(1,800)
320, 325, 330	Tourism	138,600	500	63,200	0	0	55,100	0	(15,300)	0	0	242,100

ORIGINAL 17/18 budget		Direct Costs				Recharges			Income		Government Grant	Net Budget
Cost Centre	Description	Staffing	Transport	Goods and Services	Capital Charges	Offices and Depots	Support in	Support out	Fees and Charges	Other Income	£	£
		£	£	£	£	£	£	£	£	£		£
TOTAL Cultural Services		163,600	6,600	561,900	533,500	6,400	1,311,500	0	(783,200)	(647,800)	0	1,152,500
Environmental Services												
340	Public Entertainment Licences			27,600			27,400		(55,300)			(300)
341	Hackney Carriage			17,200			18,100		(33,200)			2,100
550	Public Conveniences			102,500	36,100		30,100					168,700
555	Cemeteries			58,100	15,600		184,500		(129,900)			128,300
562, 563	Community Safety	74,300	500	36,600	0	3,200	95,600	0	0	(14,300)	0	195,900
576, 579, 581	Waste Management	0	2,600	3,076,500	368,700	16,500	300,600	0	(1,874,500)	(1,800)	0	1,888,600
566, 567, 570, 571, 572,	Other Environmental Health	5,000	3,200	61,400	9,500	1,800	668,200	0	(61,100)	0	0	688,000
TOTAL Environmental Services		79,300	6,300	3,379,900	429,900	21,500	1,324,500	0	(2,154,000)	(16,100)	0	3,071,300
Planning & Development Services												
232	Discretionary Rate Relief											0
301	Planning Policy			36,800			448,600					485,400
302	Development Control			129,100			1,152,100		(905,800)			375,400
303	Building Regs - Fee Related			5,200			228,700		(182,000)			51,900
313	Building Regs - Non Fee Related						107,100		0			107,100
304	Building Conservation			2,800			29,500					32,300
305	Economic Development			13,300			105,800					119,100
307	Gypsy & Traveller	0		7,100								7,100
565	Community Grants			73,500	0	300	3,600			0		77,400
TOTAL Planning & Development Services		0	0	267,800	0	300	2,075,400	0	(1,087,800)	0	0	1,255,700
Highways, Roads & Transport Services												
311	Highways						7,000					7,000
312	Street Naming			11,400		2,300	5,700					19,400
534, 535	Off Street Parking	0	0	94,600	15,900	0	74,300	0	(722,000)	0	0	(537,200)

ORIGINAL 17/18 budget		Direct Costs				Recharges			Income		Government Grant	Net Budget
Cost Centre	Description	Staffing	Transport	Goods and Services	Capital Charges	Offices and Depots	Support in	Support out	Fees and Charges	Other Income	Government Grant	Net Budget
		£	£	£	£	£	£	£	£	£	£	£
TOTAL Highways, Roads & Transport Services		0	0	106,000	15,900	2,300	87,000	0	(722,000)	0	0	(510,800)
Housing Services												
204	Rent Allowances			15,642,700						(535,200)	(15,226,300)	(118,800)
203	Housing Benefits Admin			11,200			431,200				(151,300)	291,100
591, 592, 593, 598	Other Housing Services	0	0	29,300	0	300	724,800	0	(27,500)	(4,000)	0	722,900
TOTAL Housing Services		0	0	15,683,200	0	300	1,156,000	0	(27,500)	(539,200)	(15,377,600)	895,200
Non Distributed Costs												
257	Non Distributed Costs	0	0	0	0	0	0	0	0	0	0	0
TOTAL Non Distributed Costs		0	0	0	0	0	0	0	0	0	0	0
Other Services												
224	Misc Land & Property			1,200	0		34,200		(21,700)			13,700
225	Industrial Sites			2,100			12,500		(117,100)			(102,500)
TOTAL Other Services		0	0	3,300	0	0	46,700	0	(138,800)	0	0	(88,800)
SUB TOTAL		8,590,400	108,100	21,515,400	1,155,100	0	11,992,700	(11,992,800)	(5,244,300)	(1,679,900)	(15,528,600)	8,916,100
Less Vacancy/Savings		(83,683)										(83,683)
TOTAL AGREED		8,506,717	108,100	21,515,400	1,155,100	0	11,992,700	(11,992,800)	(5,244,300)	(1,679,900)	(15,528,600)	8,832,417

Directorate	Service Team	Title of the proposal	Full Description of the proposal	2017/18 £	2018/19 £	2019/20 £	2020/21 £
Customers and Community	Leisure, Countryside and Tourism	Countryside and Coast Major Applications Post	Countryside and Coast Major Applications Post - The Council currently employees a specific officer to engage with the Major Developments team at maximise the benefits of new developments across the district	22,700	22,700	0	0
Planning and Regulatory Services	Environment & Licensing	Retain temporary post previously funded until February 2017 from Planning income	Retain temporary post previously funded until February 2017 from Planning income - Retention of a part time temporary Environmental Health Officer (EHO) post for a further two years to maintain the necessary resource to effectively support the development management during a time of exceptional demand.	21,700	22,700	0	0
Planning and Regulatory Services	Strategic Housing	Retain temporary post previously funded until January 2017 from Planning income	Retention of the temporary Housing Policy and Projects Officer post for a further six months to maintain necessary resource to enable the development of affordable, supported and other strategic housing requirements at a time of unprecedented increase in pre-application work, changing national housing policy and temporary opportunities to secure additional investment.	22,700	0	0	0
Resources	Legal and Democratic Services	Increased team size in elections.	Increase the officer resource within the elections team by a new member of staff. The new officer will support the electoral management officer.	31,000	31,000	31,000	31,000
Customers and Community	Community And Living	Administrative Officer . Community Protection	To provide 20 hours administrative support to the Community Protection Team	14,500	14,500	14,500	14,500
Customers and Community	Leisure, Countryside and Tourism	Cemetery Expansion	Intial project work associated with the expansion of Maldon Cemetery	12,000	0	0	0
Customers and Community	Leisure, Countryside and Tourism	Cemetery Ashes Scheme	New Invest to Save scheme. £8000 expenditure would be offset by additional income of at least £8000	0	0	0	0
Customers and Community	Leisure, Countryside and Tourism	Leisure Centre Management Fees	Variation to Contract due to alteration in Business Rate Relief situation	34,000	34,000	34,000	34,000
Corporate	All	Business Rates Revaluation 2017	Net impact of changes to Business rates as a result of the new valuation and change in multiplier	10,000	10,000	10,000	10,000
Corporate	Corporate	\	Whole Essex Information Framework	2,000	2,000	2,000	2,000
Resources	People, Performance & Policy	Appretice Levy Scheme	Net impact of new compulsory Govt scheme	18,000	18,000	18,000	18,000
Customers and Community	Leisure, Countryside and Tourism	Parks Team Post Regrading	Increase in spinal column points for existing staff & vacant posts. Unable to fill vacancies due to lower salaries compared to other Authorities/Companies	12,000	12,000	12,000	12,000
Growth included in the Budget - total				200,600	166,900	121,500	121,500

Directorate	Service Team	Title of the proposal	Full Description of the proposal	2017/18 £
Customers and Community	Leisure, Countryside and Tourism	Beach huts, tennis and deck chair hire	Beach huts, tennis and deck chair hire (additional income over and above the 16/17 budget setting)	(3,000)
Customers and Community	Customers	Additional Council Tax admin income	Additional Council Tax income - Y3 of current agreement with Essex County Council (ECC) to increase Council Tax yield	(122,000)
Customers and Community	Community and Living	Increase charge for green waste service by £3 per annum (pa), Introduce bin delivery charge of £20	Increase charge for green waste service by £3. There are 11,200 subscribers currently, £3 increase would bring £33,600. Introducing a new customer charge would generate further income. A bin delivery charge would generate further income.	(33,600)
Customers and Community	Leisure, Countryside and Tourism	Promenade Park Kiosk	Increased income from Kiosk Leases	(5,000)
Customers and Community	Leisure, Countryside and Tourism	Tin Shed' Lease	Review income received from current leaseholder for Tin Parliament shed / gallery, regularisation of current activities	(1,500)
Customers and Community	Leisure, Countryside and Tourism	Burnham-on-Crouch Market	Formal contract of the operation of the Burnham-on-Crouch Tuesday Market	(5,200)
Customers and Community	Leisure, Countryside and Tourism	Splash Park Income	Splash park income has exceeded target for the last two seasons. Income is weather dependant but it is thought that budget can be increased	(7,500)
Customers and Community	Leisure, Countryside and Tourism	Pedal boat concession	The Council has allowed a private operator to run pedal boats on the boating lake with the Promenade Park	(2,000)
Customers and Community	Leisure, Countryside and Tourism	Table Tennis Club Lease	Maldon Table Tennis Club as leased a small building within the Drapers Farm Complex from the Council on annual basis. This has been extended for 7 years and a small rent is now paid.	(1,000)
Customers and Community	Leisure, Countryside and Tourism	Hire of pop up trading units	The Council owns two pop up trading units	(3,000)
Customers and Community	Leisure, Countryside and Tourism	Bereavement Services (Cemeteries and memorialisation)	Implementation of a new memorialisation policy to improve services available to families. Increase burial / internment charges.	(15,000)

Planning and Regulatory Services	Planning Services	Charge for Street Naming and Numbering	Charge for Street Naming and Numbering - New income generation if policy change is agreed	(5,000)
Planning and Regulatory Services	Environment & Licensing	Pest Control fee increase	Increase pest control fees to generate more income	(3,700)
Resources	Finance	New insurance contract	Insurance premium savings following a tender exercise	(37,000)
Corporate	Corporate	Council Tax base	Increase in Council Tax base higher than assumed in the last Medium Term Financial Strategy (MTFS)	(58,000)
Customers and Community	Community and Living	Refuse Contract	MTFS assumed saving after inflation, the actual saving is higher	(54,000)
Corporate	Corporate	Pension Fund Deficit Rectification	Paying the whole deficit payment early in April 2017 - Saving spread over three years	(44,700)
Corporate	Corporate	Business Rates Retention	Discretionary Rates budget has not been required since 2013 as it was rolled into the new rates system	(30,000)
Corporate	Corporate	Business Rates Retention	Cummulative Business Rate growth which the Council keeps 50% of has not previously been budgeted for	(300,000)
			Savings/Income Included as part of 17/18 budget setting	(731,200)

	VAT	Charge	VAT	2017/18	2016/17
		£	£	£	£
ENVIRONMENTAL SERVICES					
ENVIRONMENTAL HEALTH					
ENVIRONMENTAL PROTECTION					
Anti Social Behaviour Act 2003					
Fixed Penalty for Graffiti and Fly Posting S43	No	80.00	-	80.00	80.00
Clean Neighbourhoods and Environment Act 2005					
Fixed Penalty for failure to nominate key holder (within an alarm notification area) or failure to notify local authority in writing of nominated key holders details	No	80.00	-	80.00	80.00
Fixed Penalty for offences under dog control orders S59(2)	No	80.00	-	80.00	80.00
Environmental Protection Act 1990					
Copy of contaminated land register entry per A4 sheet	Yes	0.08	0.02	0.10	0.10
Copy of the contaminated land strategy: bound paper copy	No	42.00	-	42.00	42.00
emailed copy			Free		
Copy of radioactive substances notification per A4 sheet	Yes	0.08	0.02	0.10	0.10
Copy of radioactive substances register : bound paper copy	No	42.00	-	42.00	42.00
emailed copy			Free		
per A4 sheet	Yes	0.08	0.02	0.10	0.10
Copy of other EPA statutory register entries (per A4 sheet)	Yes	0.08	0.02	0.10	0.10
downloaded from website			Free		
Environmental searches / professional reports (per enquiry)	Yes	92.50	18.50	111.00	111.00
Charge for Housing Act Enforcement (per hour)	No	47.00	-	47.00	47.00
Licensing of houses in multiple occupation: standard fee for 5 room house	No	662.00	-	662.00	658.00
charge per each additional room	No	35.00	-	35.00	35.00
Request for housing inspection for immigration purposes	No	150.00	-	150.00	164.00
Fixed Penalty for Litter S88 (1)	No	80.00	-	80.00	80.00
Fixed Penalty for offences in relation to waste receptacles S47ZA(2)	No	60.00	-	60.00	60.00
Fixed Penalty for breach of street litter control notices and clearing notices S94A(2)	No	110.00	-	110.00	110.00
Fixed Penalty for unauthorised distribution of literature on designated land S3A para.7(2)	No	80.00	-	80.00	80.00
Noise Act 1996					
Fixed Penalty for noise from dwellings S8	No	100.00	-	100.00	100.00
FOOD SAFETY, & HYGIENE					
Export certificate: one off	No	47.00	-	47.00	46.00
Private Water Supplies					
Risk assessment (per hour of officer time maximum £500)	No	47.00	-	47.00	47.00
Private water supply sampling			Recovery of costs		
Skin Piercing Activities					
Ear piercing, electrolysis, tattooing, acupuncture: per practitioner	No	59.00	-	59.00	56.00
per premises	No	264.00	-	264.00	258.00
GAMBLING ACT 2005					
Annual Fee					
Adult Gaming Centre	No	650.00	-	650.00	650.00
Betting premises (other)	No	390.00	-	390.00	390.00
Betting Premises (track)	No	650.00	-	650.00	650.00
Bingo premises	No	650.00	-	650.00	650.00
Casino premises (converted)	No	1,950.00	-	1,950.00	1,950.00
Casino premises (large)	No	6,500.00	-	6,500.00	6,500.00
Casino premises (regional)	No	9,750.00	-	9,750.00	9,750.00
Casino premises (small)	No	3,250.00	-	3,250.00	3,250.00
Family entertainment centre	No	490.00	-	490.00	490.00

	VAT	Charge	VAT	2017/18	2016/17
		£	£	£	£
Application Fees for Premises and Application for Provisional Statements					
Adult gaming centre	No	1,300.00	-	1,300.00	1,300.00
Betting premises (other)	No	1,950.00	-	1,950.00	1,950.00
Betting premises (track)	No	1,625.00	-	1,625.00	1,625.00
Bingo premises	No	2,275.00	-	2,275.00	2,275.00
Casino premises (large)	No	6,500.00	-	6,500.00	6,500.00
Casino premises (regional)	No	9,750.00	-	9,750.00	9,750.00
Casino premises (small)	No	5,200.00	-	5,200.00	5,200.00
Family entertainment centre	No	1,300.00	-	1,300.00	1,300.00
Application Fee for Premises with Provisional Statement					
Adult gaming centre	No	780.00	-	780.00	780.00
Betting premises (other)	No	780.00	-	780.00	780.00
Betting premises (track)	No	620.00	-	620.00	620.00
Bingo premises	No	780.00	-	780.00	780.00
Casino premises (large)	No	3,250.00	-	3,250.00	3,250.00
Casino premises (regional)	No	5,200.00	-	5,200.00	5,200.00
Casino premises (small)	No	1,950.00	-	1,950.00	1,950.00
Family entertainment centre	No	620.00	-	620.00	620.00
Transfer / Reinstatement of Licence					
Adult gaming centre	No	780.00	-	780.00	780.00
Betting premises (other)	No	780.00	-	780.00	780.00
Betting premises (track)	No	620.00	-	620.00	620.00
Bingo premises	No	780.00	-	780.00	780.00
Casino premises (converted)	No	878.00	-	878.00	878.00
Casino premises (large)	No	1,400.00	-	1,400.00	1,400.00
Casino premises (regional)	No	4,225.00	-	4,225.00	4,225.00
Casino premises (small)	No	1,170.00	-	1,170.00	1,170.00
Family entertainment centre	No	620.00	-	620.00	620.00
Variation Fee					
Adult gaming centre	No	650.00	-	650.00	650.00
Betting premises (other)	No	975.00	-	975.00	975.00
Betting premises (track)	No	815.00	-	815.00	815.00
Bingo premises	No	1,138.00	-	1,138.00	1,138.00
Casino premises (converted)	No	1,300.00	-	1,300.00	1,300.00
Casino premises (large)	No	4,875.00	-	4,875.00	4,875.00
Casino premises (regional)	No	4,875.00	-	4,875.00	4,875.00
Casino premises (small)	No	2,600.00	-	2,600.00	2,600.00
Family entertainment centre	No	650.00	-	650.00	650.00
Other Gambling Act Licence Fees					
Change of circumstance	No	41.00	-	41.00	41.00
Copy of licence	No	20.00	-	20.00	20.00
LICENSING					
Animal Licensing					
Animal boarding establishments	No	264.00	-	264.00	258.00
Animal home boarding - new application	No	264.00	-	264.00	258.00
renewal	No	264.00	-	264.00	258.00
Dangerous wild animal	No	360.00	-	360.00	387.00
Dog breeding establishments	No	264.00	-	264.00	258.00
Pet shop	No	264.00	-	264.00	258.00
Riding establishments	No	360.00	-	360.00	387.00
Zoo licence (individually determined fees)	No	Recovery of costs			856.00
Any costs incurred by the Council in licensing premises, e.g. Vet's fees, will be passed on to the licensee					
Hackney Carriage Licences					
Driver licence (Hackney or Dual) - 3 yrs duration	No	207.00	-	207.00	207.00
Vehicle licence (excludes vehicles test) - 1 yr duration	No	224.00	-	224.00	224.00
Licence fee reduced for wheelchair accessible vehicles 25%					

	VAT	Charge	VAT	2017/18	2016/17
		£	£	£	£
Town & Police Clauses Act 1847					
Street closures admin charge	Yes	48.33	9.67	58.00	48.00
+ Street closures press advert recovery of cost	Yes	Recovery of costs			
Local Government Miscellaneous Provisions Act 1982					
Sex establishment licence: application	No	2,500.00	-	2,500.00	2,500.00
renewal	No	500.00	-	500.00	500.00
variation	No	200.00	-	200.00	200.00
Private Hire Licences					
Driver licence (PH or Dual) - 3 yrs duration	No	207.00	-	207.00	207.00
Private hire operators licence (1 car) - 5yrs duration	No	208.00	-	208.00	208.00
Vehicle licence (excludes vehicles test) - 1 yr duration *	No	224.00	-	224.00	224.00
* Licence fee reduced for wheelchair accessible vehicles 25%					
MOBILE HOMES ACT 2013					
Application to transfer a site licence	No	307.00	-	307.00	306.00
Deposit of Site Rules	No	57.00	-	57.00	56.00
Annual Fee					
Band 1 (1-8 Pitches)	No	0.00	-	0.00	-
Band 2 (9-24 Pitches)	No	260.00	-	260.00	259.00
Band 3 (25-99 Pitches)	No	440.00	-	440.00	437.00
Band 4 (100-199 Pitches)	No	690.00	-	690.00	686.00
Band 5 (more than 200 Pitches)	No	888.00	-	888.00	884.00
New Site Licence Application and renewals					
Band 1 (1-8 Pitches)	No	581.00	-	581.00	578.00
Band 2 (9-24 Pitches)	No	666.00	-	666.00	663.00
Band 3 (25-99 Pitches)	No	922.00	-	922.00	917.00
Band 4 (100-199 Pitches)	No	1,111.00	-	1,111.00	1,105.00
Band 5 (more than 200 Pitches)	No	1,342.00	-	1,342.00	1,335.00
Application to amend a site Licence fee					
Band 1 (1-8 Pitches)	No	340.00	-	340.00	338.00
Band 2 (9-24 Pitches)	No	350.00	-	350.00	348.00
Band 3 (25-99 Pitches)	No	364.00	-	364.00	362.00
Band 4 (100-199 Pitches)	No	369.00	-	369.00	367.00
Band 5 (more than 200 Pitches)	No	392.00	-	392.00	390.00
SCRAP METAL DEALERS LICENCES					
Scrap metal dealers collectors licence (3yrs duration)	No	185.00	-	185.00	127.00
Scrap metal dealers collectors licence renewal (3yrs duration)	No	139.00	-	139.00	82.00
Scrap metal dealers site licence (3yrs duration)	No	307.00	-	307.00	303.00
Scrap metal dealers site licence renewal (3yrs duration)	No	251.00	-	251.00	247.00
Scrap metal dealers variation of a licence	No	51.00	-	51.00	50.00

	VAT	Charge	VAT	2017/18	2016/17
		£	£	£	£
ENVIRONMENTAL WASTE					
DOMESTIC REFUSE					
Black sacks - per roll of 26	Yes	2.50	0.50	3.00	2.50
PEST CONTROL - COMMERCIAL					
Insects and rodents per hour (excluding materials)	Yes	98.33	19.67	118.00	94.00
Rodent contract work	By ne	By negotiation - minimum charge £100			
Treatment for squirrels	Yes	98.33	19.67	118.00	94.00
Treatment for moles	Yes	98.33	19.67	118.00	94.00
PEST CONTROL - DOMESTIC					
Call out charge	Yes	56.67	11.33	68.00	52.00
Ants (each property)	Yes	80.00	16.00	96.00	76.00
Bedbug infestation: 1-3 bed property	Yes	83.33	16.67	100.00	76.00
4-5 bed property	Yes	88.33	17.67	106.00	80.00
> 5 bed property		By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge					
Bees	Yes	56.67	11.33	68.00	52.00
Brown-tailed moth		Based on hourly rate			
Fleas infestation: 1-3 bed property	Yes	83.33	16.67	100.00	76.00
4-5 bed property	Yes	88.33	17.67	106.00	80.00
> 5 bed property		By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge					
Lice and cockroaches	Yes	56.67	11.33	68.00	52.00
Mice	Yes	56.67	11.33	68.00	52.00
Rats	Yes	56.67	11.33	68.00	52.00
Wasps nests	Yes	56.67	11.33	68.00	52.00
additional nest (treated at same time as first)	Yes	26.67	5.33	32.00	26.00
RECYCLING					
Green bins: standard annual fee	No	40.00	-	40.00	37.00
direct debit payers and internet payers annual fee	No	35.00	-	35.00	32.00
(standard fee: monthly pro rata for new customers)					
Green Bin Delivery (<i>New Charge</i>)	no	17.00	-	17.00	
Green waste sacks (per sack)	No	0.80	-	0.80	1.00
delivery / postage charge per bag if required (2nd class)	Yes	0.50	0.10	0.60	0.60
REFUSE COLLECTION					
Household Bulky Waste - 1 to 3 items	No	26.00	-	26.00	22.00
Household Bulky Waste - 4 to 6 items	No	52.00	-	52.00	44.00
Household Bulky Waste - 7 to 9 items	No	78.00	-	78.00	66.00
Household Bulky Waste - 10 to 12 items (maximum)	No	104.00	-	104.00	88.00
Residential Homes Roadside Collection					
1100ltr bin or equivalent - annual charge	No	1,048.00	-	1,048.00	1,048.00
STRAY DOGS					
Stray dog destruction fee		Recovery of costs			
With Tag or Chip					
Administration fee	No	30.00	-	30.00	30.00
Collection fee statutory	No	25.00	-	25.00	25.00
Vets fees		Recovery of costs			
Without Tag or Chip					
Administration fee	No	35.00	-	35.00	35.00
Collection fee statutory	No	25.00	-	25.00	25.00
Vets fees		Recovery of costs			
STREET CLEANSING					
Return of abandoned trolleys	No	50.00	-	50.00	50.00

	VAT	Charge	VAT	2017/18	2016/17
Hire of bier	No	21.00	-	21.00	21.00
Search in burial register	Yes	24.17	4.83	29.00	24.00
Use of chapel	No	125.00	-	125.00	117.00
Plot choosing: non-resident	no	100.00	-	100.00	57.00
resident	no	50.00	-	50.00	22.00
Collection of ashes	yes	33.33	6.67	40.00	30.00
Bronze Memorial Plaques					
Bench plaque: 8" x 2.5"	No	165.00	-	165.00	157.00
Plaque on plinth: 6" x 4"	Yes	319.17	63.83	383.00	304.00
Wall plaque: 5" x 3"	No	125.00	-	125.00	119.00
6" x 4"	No	130.00	-	130.00	124.00
7" x 5"	No	159.00	-	159.00	151.00
Charges for Right to Place Monument					
Under 16 years	No	Free			
Additional inscription	No	77.00	-	77.00	73.00
Full kerb set	No	206.00	-	206.00	196.00
Full kerb set & headstone up to 1m	No	301.00	-	301.00	287.00
Headstone up to 1m	No	131.00	-	131.00	125.00
Other memorials	No	102.00	-	102.00	97.00
Exclusive Right of Burial - Non Resident					
All ages: 5 years	No	226.00	-	226.00	202.00
10 years	No	400.00	-	400.00	357.00
15 years	No	561.00	-	561.00	501.00
30 years	No	1,016.00	-	1,016.00	907.00
Ashes: 30 years	No	335.00	-	335.00	310.00
99 years	No	516.00	-	516.00	478.00
Ashes - woodland glades: 30 years	No	368.00	-	368.00	341.00
99 years	No	612.00	-	612.00	567.00
Traditional: 99 years	No	1,562.00	-	1,562.00	1,395.00
Transfer of exclusive rights of burial	No	34.00	-	34.00	30.00
Woodland glades (inc memorial tree): 30 years	No	1,225.00	-	1,225.00	1,094.00
99 years	No	1,820.00	-	1,820.00	1,625.00
Exclusive Right of Burial - Resident					
All ages: 5 years	No	113.00	-	113.00	101.00
10 years	No	198.00	-	198.00	177.00
15 years	No	279.00	-	279.00	249.00
30 years	No	508.00	-	508.00	454.00
Ashes: 30 years	No	167.00	-	167.00	155.00
99 years	No	259.00	-	259.00	240.00
Ashes - woodland glades: 30 years	No	184.00	-	184.00	170.00
99 years	No	306.00	-	306.00	283.00
Traditional: 99 years	No	782.00	-	782.00	698.00
Transfer of exclusive rights of burial	No	34.00	-	34.00	30.00
Woodland glades (inc memorial tree): 30 years	No	612.00	-	612.00	546.00
99 years	No	1,494.00	-	1,494.00	1,334.00
Grave Digging					
Under 16 years	No	Free			
16 years and over - single depth	No	450.00	-	450.00	402.00
16 years and over - single depth Saturday	No	511.00	-	511.00	456.00
16 years and over - double depth	No	479.00	-	479.00	428.00
16 years and over - double depth Saturday	No	540.00	-	540.00	482.00
Ashes - single depth	No	87.00	-	87.00	81.00
Ashes - single depth Saturday	No	93.00	-	93.00	86.00
Ashes - double depth	No	93.00	-	93.00	86.00
Ashes - double depth Saturday	No	98.00	-	98.00	91.00

	VAT	Charge	VAT	2017/18	2016/17
Interment - Non Resident					
Under 16 years	No	Free			
16 years and over	No	949.00	-	949.00	847.00
Ashes	No	291.00	-	291.00	269.00
Ashes - woodland glades	No	354.00	-	354.00	328.00
Burial plot adjacent to path or end of row	No	431.00	-	431.00	385.00
Scattering of ashes: under 16 years	No	Free			
16 years and over	No	150.00	-	150.00	143.00
Saturday 10.00 - noon only	No	573.00	-	573.00	512.00
Interment - Resident					
Under 16 years	No	Free			
16 years and over	No	475.00	-	475.00	424.00
Ashes	No	146.00	-	146.00	135.00
Ashes - woodland glades	No	178.00	-	178.00	165.00
Burial plot adjacent to path or end of row	No	215.00	-	215.00	192.00
Saturday 10.00 - noon only	No	287.00	-	287.00	256.00
Scattering of ashes: under 16 years	No	Free			
16 years and over	No	77.00	-	77.00	71.00
Memorialisation Scheme					
Memorial climber / shrub	No	51.00	-	51.00	49.00
Memorial garden seat: Traditional	No	817.00	-	817.00	778.00
Rustic	No	713.00	-	713.00	679.00
Memorial plaque (plastic): single	Yes	60.00	12.00	72.00	57.00
double	Yes	112.50	22.50	135.00	107.00
Memorial tree	No		-	Deleted	Deleted
Memorial tree including planting	No	107.00	-	107.00	102.00
Vehicles that display up to date disabled persons badge					
		Free			
Maldon District Council offices: Weekends					
Pay & display: Saturday (8am to 5pm) up to 1 hour	Yes	0.83	0.17	1.00	1.00
Saturday (8am to 5pm) 1 to 2 hours	Yes	1.08	0.22	1.30	1.30
Saturday (8am to 5pm) 2 to 3 hours	Yes	1.50	0.30	1.80	1.80
Saturday (8am to 5pm) 3 to 4 hours	Yes	2.00	0.40	2.40	2.40
Saturday (8am to 5pm) over 4 hours	Yes	3.33	0.67	4.00	4.00
Saturday Evening 5pm to 10pm	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00
Butt Lane (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 1 hour	Yes	0.83	0.17	1.00	1.00
1 to 2 hours	Yes	1.08	0.22	1.30	1.30
2 to 3 hours	Yes	1.50	0.30	1.80	1.80
3 to 4 hours	Yes	2.00	0.40	2.40	2.40
over 4 hours	Yes	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00

	VAT	Charge	VAT	2017/18	2016/17
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly	Yes	43.33	8.67	52.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets					
minimum 15 tickets					
minimum 20 tickets					
Friary Fields (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 3 hours	Yes	1.50	0.30	1.80	1.80
3 to 4 hours	Yes	2.00	0.40	2.40	2.40
over 4 hours	Yes	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly	Yes	43.33	8.67	52.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets					
minimum 15 tickets					
minimum 20 tickets					
Public sector partners (Monday - Friday)					
High St. East (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 1 hour	Yes	0.83	0.17	1.00	1.00
1 to 2 hours	Yes	1.08	0.22	1.30	1.30
2 to 3 hours	Yes	1.50	0.30	1.80	1.80
3 to 4 hours	Yes	2.00	0.40	2.40	2.40
over 4 hours	Yes	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly	Yes	43.33	8.67	52.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets					
minimum 15 tickets					
minimum 20 tickets					
Public sector partners (Monday - Friday)					
Maldon Promenade (Monday to Sunday - 8am to 8pm)					
Car: up to 1 hour	Yes	0.92	0.18	1.10	1.10
1 to 2 hours	Yes	1.83	0.37	2.20	2.20
2 to 4 hours	Yes	4.58	0.92	5.50	5.50
all day	Yes	5.83	1.17	7.00	7.00
Coach: up to 2 hours	Yes	5.50	1.10	6.60	6.60
over 2 hours	Yes	10.00	2.00	12.00	12.00
Coach park - coach / bus season tickets	Yes	166.67	33.33	200.00	200.00
Non residents season ticket	Yes	66.67	13.33	80.00	80.00
Residents season ticket	Yes	50.00	10.00	60.00	60.00
Market Site					
Season ticket: annual	Yes	533.33	106.67	640.00	640.00
6 months	Yes	266.67	53.33	320.00	320.00
monthly	Yes	47.50	9.50	57.00	57.00
Silver Street					
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly					
Bulk purchases (Monday - Saturday): minimum 10 tickets					
minimum 15 tickets					
minimum 20 tickets					

	VAT	Charge	VAT	2017/18	2016/17
White Horse Lane (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 1 hour	Yes	0.83	0.17	1.00	1.00
1 to 2 hours	Yes	1.08	0.22	1.30	1.30
2 to 3 hours	Yes	1.50	0.30	1.80	1.80
3 to 4 hours	Yes	2.83	0.57	3.40	3.40
over 4 hours	Yes	6.67	1.33	8.00	8.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00
Town Centre Car Parks					
Residents season ticket (Monday 5pm-10pm All Day Sunday)	Yes	60.00	12.00	72.00	72.00

	VAT	Charge	VAT	2017/18	2016/17
Pop Up Marquee Hire					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Day Hire	Yes	150.00	30.00	180.00	180.00
Week Hire	Yes	750.00	150.00	900.00	900.00
Off Peak					
Day Hire	Yes	100.00	20.00	120.00	120.00
Week Hire	Yes	500.00	100.00	600.00	600.00
Community / Charity					
Day Hire	Yes	70.00	14.00	84.00	84.00
Week Hire	Yes	350.00	70.00	420.00	420.00
Beach Hut Hire - Promenade Park					
Daily Charge					
High Season (July, August & school holidays in April, May & September)		33.33	6.67	40.00	40.00
Mid-Season (April, May, June, September & school holidays in October & December)		20.83	4.17	25.00	25.00
Low-Season (January, February, March, October, November & December)		16.67	3.33	20.00	20.00
<i>A minimum charge of £10 (Inc. VAT) will apply for part days and later bookings</i>					
Circus at Promenade Park					
Daily ground rate (whilst circus is in operation)	No	140.00	-	140.00	135.00
Daily ground rate (whilst circus is not in operation)	No	70.00	-	70.00	64.00
Travelling Funfair at Promenade Park					
Daily ground rate (whilst fair is in operation)	No	448.00	-	448.00	448.00
Daily ground rate (whilst fair is not in operation)	No	180.00	-	180.00	180.00
Advertising and Sponsorship					
Events Banners per week (main gate entrances on railings x2 + free electronic advert)	Yes	25.00	5.00	30.00	30.00
Events Banners per week (community / charity)	Yes	15.00	3.00	18.00	18.00
Electronic Advert (per day minimum 1 week)	Yes	0.83	0.17	1.00	1.00
Internal park adverts (per week)	Yes	15.00	3.00	18.00	18.00
Vehicle advertising (per day)	Yes	100.00	20.00	120.00	120.00
Sponsorship	Yes	By negotiation			
Council owned Land Hire for Concessions					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Small (Single Operator)	No	50.00	-	50.00	50.00
Medium (Team of 2 - 5 Operators)	No	144.00	-	144.00	144.00
Large (Team of 5+ Operators)	No	216.00	-	216.00	216.00
Off Peak Time					
Small (Single Operator)	No	34.00	-	34.00	34.00
Medium (Team of 2 - 5 Operators)	No	80.00	-	80.00	80.00
Large (Team of 5+ Operators)	No	144.00	-	144.00	144.00

	VAT	Charge	VAT	2017/18	2016/17
Pop Up Trading					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Market Stall (Frame with Canopy)	No	51.00	-	51.00	50.00
Wheelie Cart	No	45.00	-	45.00	44.00
Wheelie Cart including Fridge	No	50.00	-	50.00	49.00
Electricity	Yes	10.00	2.00	12.00	12.00
Off Peak Time					
Market Stall (Frame with Canopy)	No	41.00	-	41.00	40.00
Wheelie Cart	No	36.00	-	36.00	35.00
Wheelie Cart including Fridge	No	41.00	-	41.00	40.00
Electricity	Yes	10.00	2.00	12.00	12.00
Adult	Yes	40.83	8.17	49.00	48.00
Junior	Yes	30.83	6.17	37.00	36.00
Changing rooms (only)	Yes	10.83	2.17	13.00	13.00
RIVERS					
Moorings					
Annual charge: up to 7.99 metres	Yes	110.00	22.00	132.00	132.00
8 to 9.99 metres	Yes	183.33	36.67	220.00	220.00
10 to 14.99 metres	Yes	247.50	49.50	297.00	297.00
15 metres and above	Yes	320.83	64.17	385.00	385.00
Mooring registration fee	Yes	104.17	20.83	125.00	125.00
Transfer of mooring		50% of annual mooring fee			
Wharfage - Hythe Quay Maldon and Burnham Pontoon					
Daily fees: vessels and multihulls	Yes	17.50	3.50	21.00	21.00
Quarterly fees: vessels of 8 metres and over or multihulls *	Yes	812.50	162.50	975.00	675.00
240/32 Amp Supply - Daily Charge (Maldon) (New Charge)	yes	3.33	0.67	4.00	
Static Events on vessels using the Hythe Quay / Burnham	Yes	100.00	20.00	120.00	120.00
Exclusive use of visitor pontoons Maldon / Burnham	Yes	100.00	20.00	120.00	120.00
Visitor Pontoon - Weekly Winter charge Oct - April (Maldon) (New Charge)	yes	25.00	5.00	30.00	
SPLASH PARK					
First Aid Cover per hour for Private Bookings	Yes	20.00	4.00	24.00	24.00
Private bookings (per hour)	Yes	150.00	30.00	180.00	180.00
Private bookings (per half hour)	Yes	83.33	16.67	100.00	100.00
Single use ticket	Yes	2.08	0.42	2.50	2.50
Towels (New Charge)	Yes	4.17	0.83	5.00	5.00
T-Shirts (New Charge)	Yes	4.17	0.83	5.00	5.00
Swim Nappies (New Charge)	no	1.00	-	1.00	1.00
Bottled Water (New Charge)	no	0.50	-	0.50	0.50

	Charge	VAT	2017/18	2016/17	
	£	£	£	£	
PLANNING SERVICES					
BUILDING CONTROL					
New dwellings	See attached - table A				
Work to a single dwelling	See attached - table B				
All other non-domestic work	See attached - table C				
DEVELOPMENT CONTROL					
Designs and Patents Act 1989					
Plan copies - per sheet:	A4	0.08	0.02	0.10	0.10
	A3	0.17	0.03	0.20	0.20
	A2	0.67	0.13	0.80	0.80
	die line	1.67	0.33	2.00	2.00
Ordnance Survey Maps					
Handling fee		1.67	0.33	2.00	2.00
Site plans (max 6 copies) - per extract		30.00	6.00	36.00	36.00
Other Development Control					
High Hedge Complaints		416.67	83.33	500.00	500.00
Street Naming and Numbering (New charges)					
Adding / removing a name		0.00	-	0.00	n/a
Renaming / renumbering a property		40.00	-	40.00	n/a
Naming / numbering 1-5 properties (per property) inc flats*		40.00	-	40.00	n/a
Naming / numbering 6-25 properties (per property) inc flats*		30.00	-	30.00	n/a
Naming / numbering 26-75 properties (per property) inc flats*		25.00	-	25.00	n/a
Naming / numbering 76+ properties (per property) inc flats*		20.00	-	20.00	n/a
Naming a street (per street)**		100.00	-	100.00	n/a
Change to development after notification		50.00	-	50.00	n/a
Street renaming at residents request		150.00	-	150.00	n/a
Written confirmation of postal address details		0.00	-	0.00	n/a
* numbers include dwellings within developments with new streets					
** number of new street names only					
LAND CHARGES					
<i>Premises exempt as per legislation: church halls, village halls & non-commercial venues</i>					
<i>CON29 (part 1): (for response by post) standard fee</i>					118.00
<i>CON29 (part 1): (for response by e-mail) standard fee</i>					118.00
<i>additional fee for non-residential searches</i>					21.00
LLC1					22.00
<i>Full search - CON29 (Part 1) and LLC1 ^ (for response by post)</i>					140.00
<i>Full search - CON29 (Part 1) and LLC1 ^ (for response by e-mail)</i>					140.00
<i>additional fee for non-residential searches</i>					21.00
<i>CON290 (part 2) enquiry - per question: Q4-5 only (if purchased with full search)</i>					15.00
<i>Q6-21</i>					15.00
<i>Q22 only</i>					21.00
<i>Additional enquiry</i>					31.00
<i>Additional parcel of land</i>					15.00
<i>Cancelled search</i>					36.00
<i>Copy of duplicate search</i>					10.00
<i>Search confirmation (up to 3mths old)</i>					10.00
Personal Searches					
<i>CON29R standard enquiry (when viewed in person)</i>					Free
<i>Local land charges register (in person): print out</i>					Free
<i>view</i>					Free
<i>Local land charges LLC1 certificated</i>					22.00
PLANNING POLICY					
DOCUMENTS					
Published Planning Policy Documents					Recovery of costs

Planning Services Pre-Application Fees and Charges 2017/18

	Further Details	Cost (£)	VAT (£)	Total (£)
Householder development (Duty Planner)	Only available for non-Complex Householder advice. This would include extensions to single dwellings, porches, garages, outbuildings and walls and fences. (No written advice).	Free		Free
Householder development (Written advice)	Includes proposals to alter and extend individual houses and flats for residential purposes where the development relates to a building which is not listed as being of architectural or historic interest. In cases where the house or flat is listed then the charge will fall within Minor Development.	83.33	16.67	100.00
Householder development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals to alter and extend individual houses and flats for residential purposes where the development relates to a building which is not listed as being of architectural or historic interest. In cases where the house or flat is listed then the charge will fall within Minor Development.	158.33	31.67	190.00
Minor development (Written advice)	Includes proposals for: 1-4 residential units or gross external floorspace of up to 499m2 Change of use up to 499m2 Shopfronts Advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	210.00	42.00	252.00
Minor development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 1-4 residential units or gross external floorspace of up to 499m2 Change of use up to 499m2 Shopfronts Advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	472.50	94.50	567.00
Medium development (Written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	315.00	63.00	378.00
Medium development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	525.00	105.00	630.00
Major development (Written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	525.00 (Plus additional £20 +VAT per dwelling to a maximum of 74 dwellings)	105.00	630.00
Major development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	1,050.83 (Plus additional £20 +VAT per dwelling to a maximum of 74 dwellings)	210.17	1,261.00
Strategic Proposals (Planning Performance Agreements) (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: Any application of 75 dwellings or more dwellings; or any outline residential development proposals whose site is 2 hectares or more. Any residential proposal promoted as an allocated site within the LDP. Any 100% Affordable Housing proposals of six dwellings or 0.3ha or more in outline form. Any non-residential development proposal, whose floor area is 1,500 square metres or more or whose site area is 2 hectares or more. Any non-residential proposals relating to development proposals allocated within the LDP. Any retail development 1,000 square meters or more or which of 250 square metres or more and is proposed to be beyond existing town centres as defined in the local plan or emerging LDP. Any mixed use development proposals whose site area is 2 hectares or more, or is of 75 dwellings or 1,000 square metres commercial floor area or more. Wind Turbines Any wind energy proposals whose output capacity is 1Mw or more or which proposes three or more turbines of 30m or more. Any Solar energy proposals whose output capacity is 1Mw or more or which proposes 4,000 or more solar panels. Energy from Waste Scheme which is 1KW capacity or more.		Individually determined at full cost recovery	
Minor Alterations to Listed Building (Written advice)	Only available for very minor and non-Complex advice. This would include replacement windows. This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	61.67	12.33	74.00
Alterations/Extension to Listed Building	Includes proposals for:	210.00	42.00	252.00

20%

(Written advice)	Alterations to a listed building Extensions and additions to a listed building Demolition of an unlisted building within a conservation area This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.			
Alterations/Extension to Listed Building (meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: Alterations to a listed building Extensions and additions to a listed building Demolition of an unlisted building within a conservation area This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	512.50	102.50	615.00
Development in a Conservation Area (Written Advice)	This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	158.33	31.67	190.00
Development in a Conservation Area (meeting* with Planning Officer of no more than one hour and written advice)	This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	461.67	92.33	554.00
Minor Tree advice (Tree within a conservation area only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees	61.67	12.33	74.00
Minor Tree advice (TPOs only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	83.33	16.67	100.00
Minor Tree advice (TPOs only) (meeting* with appropriate Officer of no more than one hour and written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	210.00	42.00	252.00
Major Tree advice (TPOs only) (meeting* with appropriate Officer of no more than one hour and written advice)	Includes proposals for: Works to 5 or more individually listed trees Replacement of 5 or more individually listed trees Works to trees within an area protected under a Tree Preservation Order Works to trees within a woodland protected under a Tree Preservation Order	420.00	84.00	504.00
Inspection of compliance with Enforcement Notice	Written confirmation that an enforcement notice has been complied with.	210.00	42.00	252.00
Compliance with Condition requests	Includes, but not exclusively: Written confirmation that a condition(s) has been complied with Written confirmation that a condition(s) has been discharged	158.33	31.67	190.00
Compliance with S.106 Agreement requests	Written confirmation that all/some S.106 obligations have been agreed	105.00 per obligation	21.00	126.00
Planning History requests	Includes, but not exclusively: Written confirmation of any restrictions imposed on a site on a site. Confirmation of authorised use of a site Confirmation of an absence of an agricultural occupancy condition	158.33	31.67	190.00

*All pre-application and advice Meeting*s will be held at the Council Offices. However, if it is agreed necessary to convene a Meeting* on site, travel time to and from the site will be charged at the hourly Meeting rate. Officers are unable to hold a site Meeting* without the prior deposit of plans or written proposals.

TABLE A - NEW DWELLINGS

Dwelling-houses and Flats not exceeding 300m2

Please note that the Charges marked with an * have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equivalent to the discount (see D14 below)

Code	Bungalows or Houses less than 4 storeys		Plan Charge	Inspection Charge *	Building Notice Charge*	Regularisation Charge*
H01	1 Plot	Net	192.00	479.00	738.00	939.00
		VAT	38.40	95.80	147.60	-
		Total	230.40	574.80	885.60	939.00
H02	2 Plots	Net	287.00	766.00	1,159.00	1,475.00
		VAT	57.40	153.20	231.80	-
		Total	344.40	919.20	1,390.80	1,475.00
H03	3 Plots	Net	335.00	1,054.00	1,528.00	1,944.00
		VAT	67.00	210.80	305.60	-
		Total	402.00	1,264.80	1,833.60	1,944.00
H04	4 Plots	Net	383.00	1,341.00	1,896.00	2,414.00
		VAT	76.60	268.20	379.20	-
		Total	459.60	1,609.20	2,275.20	2,414.00
H05	5 Plots	Net	431.00	1,628.00	2,265.00	2,883.00
		VAT	86.20	325.60	453.00	-
		Total	517.20	1,953.60	2,718.00	2,883.00
Flats						
F01	1	Net	192.00	479.00	738.00	939.00
		VAT	38.40	95.80	147.60	-
		Total	230.40	574.80	885.60	939.00
F02	2	Net	287.00	623.00	1,001.00	1,274.00
		VAT	57.40	124.60	200.20	-
		Total	344.40	747.60	1,201.20	1,274.00
F03	3	Net	335.00	766.00	1,212.00	1,542.00
		VAT	67.00	153.20	242.40	-
		Total	402.00	919.20	1,454.40	1,542.00
F04	4	Net	383.00	910.00	1,422.00	1,810.00
		VAT	76.60	182.00	284.40	-
		Total	459.60	1,092.00	1,706.40	1,810.00
F05	5	Net	431.00	1,054.00	1,633.00	2,078.00
		VAT	86.20	210.80	326.60	-
		Total	517.20	1,264.80	1,959.60	2,078.00
Conversion to						
V01	Single Dwelling-House	Net	192.00	575.00	843.00	1,073.00
		VAT	38.40	115.00	168.60	-
		Total	230.40	690.00	1,011.60	1,073.00
V02	Single Flat	Net	192.00	479.00	738.00	939.00
		VAT	38.40	95.80	147.60	-
		Total	230.40	574.80	885.60	939.00
Notifiable electrical work			(where applicable, in addition to the above, per dwelling)			
D14	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Net	This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation application a full appraisal and testing will be carried out.		201.00	255.00
		VAT			40.20	-
		Total			241.20	255.00

Where Standard Charges are not applicable please contact Building Control on 01621 876235

TABLE B - WORK TO A SINGLE DWELLING
Limited to work not more than 3 storeys above ground level

Please note that the Charges marked with an * have been reduced to reflect where controlled electrical installations are being carried out, tested and certified by a registered Part P electrician. If these reductions are claimed and a self certifying electrician is not subsequently employed, the applicant will be invoiced for supplementary charges equivalent to the discount (see D14 below)

Code	Extension & New Build		Full Plans		Full Plans - Multiple work reductions only **		Building Notice Charge *	Multiple work reductions only Building Notice Charge * at 50% reduced rate **	Regularisation Charge *
			Plan Charge	Inspection Charge *	Plan Charge at 50% reduced rate**	Inspection Charge * at 50% reduced rate **			
D01a New charge	Separate single storey extension with floor area not exceeding 10m²	Net	96.00	96.00	48.00	48.00	211.00	106.00	268.00
		VAT	19.20	19.20	9.60	9.60	42.20	21.20	-
		Total	115.20	115.20	57.60	57.60	253.20	127.20	268.00
D01	Separate single storey extension with floor area exceeding 10m² but not exceeding 40m²	Net	192.00	383.00	96.00	192.00	632.00	316.00	805.00
		VAT	38.40	76.60	19.20	38.40	126.40	63.20	-
		Total	230.40	459.60	115.20	230.40	758.40	379.20	805.00
D02	Separate single storey extension with floor area exceeding 40m² but not exceeding 100m²	Net	192.00	479.00	96.00	240.00	738.00	369.00	939.00
		VAT	38.40	95.80	19.20	48.00	147.60	73.80	-
		Total	230.40	574.80	115.20	288.00	885.60	442.80	939.00
D03	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m²	Net	192.00	431.00	96.00	216.00	685.00	343.00	872.00
		VAT	38.40	86.20	19.20	43.20	137.00	68.60	-
		Total	230.40	517.20	115.20	259.20	822.00	411.60	872.00
D04	Separate extension with some part 2 or 3 storeys in height and a total floor area exceeding 40m² but not ex 100m²	Net	192.00	575.00	96.00	288.00	843.00	422.00	1,073.00
		VAT	38.40	115.00	19.20	57.60	168.60	84.40	-
		Total	230.40	690.00	115.20	345.60	1,011.60	506.40	1,073.00
D05	A building or extension comprising SOLELY of a garage, carport or store - total floor area not exceeding 100m²	Net	192.00	192.00	96.00	96.00	421.00	211.00	536.00
		VAT	38.40	38.40	19.20	19.20	84.20	42.20	-
		Total	230.40	230.40	115.20	115.20	505.20	253.20	536.00
D06	Detached non-habitable domestic building with total floor area not exceeding 50m²	Net	192.00	287.00	96.00	144.00	527.00	264.00	670.00
		VAT	38.40	57.40	19.20	28.80	105.40	52.80	-
		Total	230.40	344.40	115.20	172.80	632.40	316.80	670.00
Conversions									
D07	First floor & second floor loft conversions	Net	192.00	383.00	96.00	192.00	632.00	316.00	805.00
		VAT	38.40	76.60	19.20	38.40	126.40	63.20	-
		Total	230.40	459.60	115.20	230.40	758.40	379.20	805.00
D08	Other work (e.g. garage conversions)	Net	192.00	192.00	96.00	96.00	421.00	211.00	536.00
		VAT	38.40	38.40	19.20	19.20	84.20	42.20	-
		Total	230.40	230.40	115.20	115.20	505.20	253.20	536.00
Alterations (including underpinning)									
D09	Renovation of a thermal element	Net	96.00	96.00	48.00	48.00	211.00	106.00	268.00
		VAT	19.20	19.20	9.60	9.60	42.20	21.20	-
		Total	115.20	115.20	57.60	57.60	253.20	127.20	268.00
D10	Replacement of windows, roof lights, roof windows or external glazed doors	Net	96.00	96.00	48.00	48.00	211.00	106.00	268.00
		VAT	19.20	19.20	9.60	9.60	42.20	21.20	-
		Total	115.20	115.20	57.60	57.60	253.20	127.20	268.00
D11x New charge	Cost of work not exceeding £1,000	Net	72.00	120.00	36.00	60.00	211.00	106.00	268.00
		VAT	14.40	24.00	7.20	12.00	42.20	21.20	-
		Total	86.40	144.00	43.20	72.00	253.20	127.20	268.00
D11a	Cost of work exceeding £1,001 but not exceeding £2,000 (Incl Renewable Energy systems)	Net	96.00	144.00	48.00	72.00	263.00	132.00	335.00
		VAT	19.20	28.80	9.60	14.40	52.60	26.40	-
		Total	115.20	172.80	57.60	86.40	315.60	158.40	335.00
D11	Cost of work exceeding £2,001 & not exceeding £5,000 (Incl Renewable Energy systems)	Net	144.00	192.00	72.00	96.00	369.00	185.00	469.00
		VAT	28.80	38.40	14.40	19.20	73.80	37.00	-
		Total	172.80	230.40	86.40	115.20	442.80	222.00	469.00
D12	Cost of work exceeding £5,001 & not exceeding £25,000	Net	192.00	239.00	96.00	120.00	474.00	237.00	603.00
		VAT	38.40	47.80	19.20	24.00	94.80	47.40	-
		Total	230.40	286.80	115.20	144.00	568.80	284.40	603.00
D13	Cost of work exceeding £25,001 & not exceeding £100,000	Net	239.00	479.00	120.00	240.00	790.00	395.00	1,006.00
		VAT	47.80	95.80	24.00	48.00	158.00	79.00	-
		Total	286.80	574.80	144.00	288.00	948.00	474.00	1,006.00
Notifiable Electrical work (in addition to the above, where applicable)									
D14	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Net	This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation application a full appraisal and testing will be carried out.				201.00	n/a	255.00
		VAT					40.20	n/a	-
		Total					241.20	n/a	255.00

**Multiple work reductions. Where the proposed works consist of more than one of the above elements then the appropriate charge is calculated by paying the full amount for the most expensive element and only 50% for the other applicable elements with the exception of D14 electrical Works

Where Standard Charges are not applicable please contact Building Control on 01621 876235

TABLE C - ALL OTHER NON-DOMESTIC WORK
Limited to work not more than 3 storeys above ground level

Code	Extensions and New Build		Plan Charge	Plan Charge at 50% reduced rate** (for multiple works only)	Inspection Charge	Inspection Charge * at 50% reduced rate ** (for multiple works only)	Regularisation Charge
N01	Single storey with floor area not exceeding 40m2	Net	192.00	96.00	383.00	192.00	747.00
		VAT	38.40	19.20	76.60	38.40	-
		Total	230.40	115.20	459.60	230.40	747.00
N02	Single storey with floor area not exceeding 40m2 but not exceeding 100m2	Net	192.00	96.00	575.00	288.00	996.00
		VAT	38.40	19.20	115.00	57.60	-
		Total	230.40	115.20	690.00	345.60	996.00
N03	With some part 2 or 3 storey in height and a total floor area not exceeding 40m2	Net	192.00	96.00	479.00	240.00	872.00
		VAT	38.40	19.20	95.80	48.00	-
		Total	230.40	115.20	574.80	288.00	872.00
N04	With some part 2 or 3 storey in height and a total floor area exceeding 40m2 but not exceeding 100m2	Net	192.00	96.00	623.00	312.00	1,058.00
		VAT	38.40	19.20	124.60	62.40	-
		Total	230.40	115.20	747.60	374.40	1,058.00
Alterations							
N05	Cost of work not exceeding £5,000	Net	144.00	72.00	144.00	72.00	374.00
		VAT	28.80	14.40	28.80	14.40	-
		Total	172.80	86.40	172.80	86.40	374.00
	Replacement of windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)	Net	144.00	72.00	144.00	72.00	374.00
		VAT	28.80	14.40	28.80	14.40	-
		Total	172.80	86.40	172.80	86.40	374.00
	Renewable Energy systems (not covered by an appropriate competent persons scheme)	Net	144.00	72.00	144.00	72.00	374.00
		VAT	28.80	14.40	28.80	14.40	-
		Total	172.80	86.40	172.80	86.40	374.00
	Installation of new shop front	Net	144.00	72.00	144.00	72.00	374.00
		VAT	28.80	14.40	28.80	14.40	-
		Total	172.80	86.40	172.80	86.40	374.00
N06	Cost of work exceeding £5,000 & not exceeding £25,000	Net	192.00	96.00	192.00	96.00	498.00
		VAT	38.40	19.20	38.40	19.20	-
		Total	230.40	115.20	230.40	115.20	498.00
	Replacement of windows, roof lights, roof windows or external glazed doors (exceeding 20 units)	Net	192.00	96.00	192.00	96.00	498.00
		VAT	38.40	19.20	38.40	19.20	-
		Total	230.40	115.20	230.40	115.20	498.00
	Renovation of thermal elements	Net	192.00	96.00	192.00	96.00	498.00
		VAT	38.40	19.20	38.40	19.20	-
		Total	230.40	115.20	230.40	115.20	498.00
	Installation of a Raised Storage Platform within an existing building	Net	192.00	96.00	192.00	96.00	498.00
		VAT	38.40	19.20	38.40	19.20	-
		Total	230.40	115.20	230.40	115.20	498.00
N07	Cost of works exceeding £25,000 & not exceeding £100,000	Net	287.00	144.00	335.00	168.00	809.00
		VAT	57.40	28.80	67.00	33.60	-
		Total	344.40	172.80	402.00	201.60	809.00
	Fit out of building up to 100m2	Net	287.00	144.00	383.00	192.00	872.00
		VAT	57.40	28.80	76.60	38.40	-
Total	344.40	172.80	459.60	230.40	872.00		

Multiple work reductions. Where the proposed works consist of more than one of the above elements then the appropriate charge is calculated by paying the full amount for the most expensive element and only 50% for the other applicable elements.

Where Standard Charges are not applicable please contact Building Control on 01621 876235

Earmarked Revenue Reserve	Purpose	Review Mechanism	At 31/3/16 £000	Estimated at 31/3/17 £000	Estimated at 31/3/18 £000	Estimated at 31/3/19 £000	Estimated at 31/3/20 £000
Repairs & Renewals Fund	To provide funds to support additional revenue / capital costs arising from the need to maintain the Council's Asset base	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	64	226	150	90	30
Insurance	The Council maintains external insurance policies to cover major risks. In many cases the policies have excess clauses that require the Council to meet the first part of each claim. The Council has established this reserve to cover its liabilities under policy excesses, finance any claims for small risks not insured externally and cover any future liability that may arise from winding up of Municipal Mutual Insurance.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	60	60	60	60	60
Revenue Commitments	This reserve exists to smooth out the timing differences between monies being earmarked to expenditure from the annual revenue budget and the expenditure actually occurring	Annually by the Finance and Corporate Services Committee at final accounts approval stage	321	0	0	0	0
Efficiency Fund	To provide funds to meet the one off costs of achieving efficiency savings or service reductions in order to realise efficiency savings/service reductions in future years	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	475	475	475	475	475
Heritage Projects	The Council gives grants in support of environmental initiatives and historic buildings. The time limits on these grants exceed the financial year in which budget provision is made, necessitating a reserve to cover outstanding liabilities	Annually by the Finance and Corporate Services Committee at final accounts approval stage	14	7	7	0	0
Community Grants	The Council previously had schemes for awarding grants. The time limits on these grants exceed the financial year in which budget provision is made, necessitating a reserve to cover outstanding liabilities.	Annually by the Finance and Corporate Services Committee at final accounts approval stage	1	0	0	0	0
Local Development Plan (LDP)	Money has been put aside from unspent budgets to support the creation and adoption of the delayed Local Development Plan (LDP).	Annually by the Finance and Corporate Services Committee at final accounts approval stage	464	421	421	0	0
Legal Charges	Government Grant received in 2010 / 11 has been put aside to support the cost of resolving the legal dispute concerning refunds of local search fees	Annually by the Finance and Corporate Services Committee at final accounts approval stage	18	6	6	0	0
Business Continuity	To provide funding for emergency requirements such as salt, sand bags or other business continuity requirements	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	10	10	10	10	10
Preventing Repossessions	A grant was received from the Government in 2011/12. This funding has been set aside to support future work to be undertaken as part of the Council's Strategic Homeless strategy.	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	32	32	32	0	0
Community Sport Network	The Council has schemes for awarding grants. The time limits on these grants exceed the financial year in which budget provision is made, necessitating a reserve to cover outstanding liabilities.	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	9	0	0	0	0
Making Our Future	The Council is looking to change the way in which it works internally and also how it delivers its services to others. This reserve will enable up-front investment in these projects.	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	290	290	290	290	290
Localisation of Council Tax and Business Rates	The new business rate funding and council tax localisation regime provides significant risk to the authority especially in the first few years whilst funding cuts are experienced. This reserve has been set up to mitigate the impact of these changes.	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	336	336	336	0	0
Neighbourhood Plan Applications	To provide funding for preparation of Neighbourhood Plans	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	26	22	22	0	0
Waste Contract Implementation	Money set aside towards the procurement and mobilisation of the new Waste contract	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	197	0	0	0	0
Other Reserves	Other reserves have been set up in relation to the continuation of projects for which external funds have been received but have not been fully utilised within that particular year.	Annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	118	40	40	0	0
TOTAL			2,435	1,925	1,849	925	865

Medium Term Financial Strategy					
	2017/18	2018/19	2019/20	2020/21	Total
	£000	£000	£000	£000	Savings
Baseline net expenditure		7,236	6,368	5,893	Required
Impact of Forward Pension Deficit Funding		-1,019	0	603	
Temporary Posts ending		-35	-46	0	
Other Cost Pressures		3	0	0	
Inflation provision		166	176	174	
Change in level of specific grants		71	0	0	
Projected (net) movement in income from fees and charges		182	88	7	
Projected movement in misc income		73	0	0	
Change in level of investment income		38	-6	-1	
New Homes Bonus Fluctuation in Annual Payment		101	-159	-58	
Contribution to/(Use) of General Fund balances	-695	509	510	0	
Use of earmarked reserves		-336	0	0	
Projected net expenditure to be funded	6,541	6,989	6,930	6,618	
Additional efficiency/income/saving required		-448	-527	-69	-1,044
Revenue Support Grant	-169	0	0	0	
Tariff Adjustment	0	0	330	330	
Business Rates Baseline Funding	-1,431	-1,480	-1,530	-1,530	
Business Rates Growth (net of levy to pool)	-350	-350	-350	-350	
Estimated Ctax collection fund surplus / deficit	-118	-100	-100	-100	
Estimated Yield from Council Tax	-4,472	-4,611	-4,753	-4,899	
Total Funding	-6,540	-6,541	-6,403	-6,549	
Band D council tax charge	187.37	191.02	194.74	198.54	
Taxbase	23,868.7	24,137.1	24,405.5	24,673.9	
Council Tax Target increase	2.74%	1.95%	1.95%	1.95%	

Capital Programme 2016/17 - 2020/21						
Project Title	Original	Revised	Original	Original	Original	Original
	2016/17	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Council Offices site						
St Cedds Shared Accomodation		104				
Vehicle & Plant Replacement						
Parks Vehicle - Rolling replacement programme	20	40	22	22	22	22
New Rangers Vehicle	14	14				
Emergency Planning Vehicle	12	12				
Purchase of Waste Vehicle		12				
Maintenance Team Vehicle			30			
Information & Communication Technology						
PC and Printer Replacement Programme	35	35	35	45	35	35
Telephony Review/ Upgrade		5				
Parks & TIC Network Upgrade		8				
CRM Project - Selection, installation and deployment of a corporate CRM facilitating enhanced customer access, self service and underpinning our IT Strategy and Customer Strategy.	53	53	0			
IT project officer - One Fixed term post to assist with the rollout of a number of key IT capital projects such as Share point, CRM)	50	50	50			
I-Dox Application and Database upgrades	22	22				
SharePoint Phase 2	40	40				
E-Mail replacement - Upgrade of Exchange and Enterprise Vault			60			
Corporate upgrade of Windows from version 7 to version 10				26		
Maldon Promenade						
Parks Drains - purchase of surveying equip		1				
CCTV Upgrade Prom		14				
Adventure Golf		30				
New Service & splash Park kiosk		160				
Prom Park Road Repairs	10	50	55			
Bollard Lighting Promenade Park Footpaths	18	18				
Entrance Refurbishments		10				
All weather Car Parking improvements			60	50		
New accessible play site			48			
Ampitheatre Fencing			10			
Prom Depot Electronic Gates		15				
Leisure & Sports Centres						
Leisure Centres Planned Maintenance Programme		111				
Leisure Contract Capital Contribution		295				
Tip Road Resurfacing (match funding)	80	80				
Prom Park Winter car parking	10	10				

Project Title	Original	Revised	Original	Original	Original	Original
	2016/17	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Parks & open Spaces						
Riverside Park footpaths		9				
Riverside Park Information boards and signage		20				
Riverside Park skate park area final section	12	12				
Sea Wall path resurfacing Riverside Park	11	11				
Playsite Resurfacing - St Georges Field and West Maldon Community Centre	30	30				
Riverside Park depot screening			40			
Mobile Welfare facility trailer			15			
Housing						
Mandatory Disabled Facilities Grants	320	420	420	420	420	420
Cemeteries						
Burnham Cemetery Roadway	57	57				
Heybridge Cemetery Chapel Roof			25			
Rivers						
Coastal & Communities match funding		18				
Replacement Thirslet Buoy	20	20				
River Enforcement Project – Purchase of 2 Personal Water Crafts	15	15				
Car Parks						
Phase 2 CCTV upgrades and new equipment - Maldon High Street & Car Park System Upgrade	30	30				
New Car Park signage (Town & Prom)			14			
Environmental Waste						
Purchase of Bins		588				
Elections						
Replacement of Polling booths			25			
Facilities and Asset Management						
99 Wood Road Refurbishment			40			
Total Capital Programme	859	2419	949	563	477	477
Funding						
Capital Receipts		1999	529	143	57	57
Govt Grant		420	420	420	420	420

Interim Director of Resources statement on robustness of budgets and adequacy of reserves

Introduction

The Section 151 Officer (S151 of the Local Government Act 1972) is required to make a statement on the adequacy of reserves and the robustness of the budget. This is a statutory duty under section 25 of the 2003 Local Government Act which states the following:

(1) Where an authority to which section 32 or 43 of the Local Government Finance Act 1992 (billing or major precepting authority) or section 85 of the Greater London Authority Act 1999 (c.29) (Great London Authority) applies is making calculations in accordance with that section, the chief finance officer of the authority must report to it on the following matters-

(a) The robustness of the estimates made for the purposes of the calculations, and

(b) The adequacy of the proposed financial reserves.

(2) An authority to which a report under this section is made shall have regard to the report when making decisions about the calculations in connection with which it is made.

This includes reporting and taking into account:

- The key assumptions in the proposed budget and to give a view on the robustness of those assumptions.
- The key risk areas in the budget and to assess the adequacy of the Council's reserves when reviewing the potential financial impact of these risk areas on the finances of the Council. This should be accompanied by a Reserves Strategy.

This report has to be considered and approved by Council as part of the budget approval and Council Tax setting process.

This document concentrates on the 2017/18 General Fund Revenue Budget Estimates, the proposed Capital Programme and Treasury Management Strategy, but in addition it also considers key medium term issues faced by the Council.

Assurance Statement of the Council's Section 151 Officer - Director of Resources

The following are the summary assurances and recommendations of the Council's Section 151 Officer, currently the Interim Director of Resources.

In relation to the 2017/18 General Fund Revenue budget I have examined the budget proposals and I believe that, whilst the spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management will to implement them, good management, and the sound monitoring of performance and budgets. I am satisfied that sufficient management processes exist within the Council to deliver this budget and to identify and deal with any problems which may arise unexpectedly during the year.

1. My recommendations are conditional upon:

- The agreement of a Medium Term Financial Strategy for 2017/18 to 2019/20.
- A recognition in the medium term planning approach that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that it may not be possible to match the two at any single point in time. The Council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period. This approach is pragmatic, and shows a clear commitment to prudent financial planning.
- Councillors, Chief Executive, Directors, Service Managers and budget holders managing their services within budget.
- That the Council has arrangements and resources in place to consider value for money in preparation for future years' budgets.

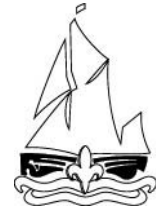
2. In relation to the adequacy of reserves, the overall position is that the authority has healthy balances across the General fund and Capital, but recognises that over the medium term these are reducing. The policy on reserves and use of balances is set out annually and agreed in the medium term financial strategy.

3. In relation to the General Fund Capital Programme 2017/18 (including commitments from previous years and new starts), balances remain healthy, but the position is changing as capital receipts decline.

Assurance

Given all these factors, I, as the Council's Section 151 Officer, consider the estimates for 2017/18 to be sufficiently robust but challenging for approval by the Council. I am also able to advise the Council that the planned level usable General Fund Reserves and the working balance is adequate.

Kamal Mehta
Interim Director of Resources



REPORT of INTERIM DIRECTOR OF RESOURCES

to
COUNCIL
16 FEBRUARY 2017

COUNCIL TAX 2017 / 18

1. PURPOSE OF THE REPORT

- 1.1 The Council is required to set out the total amount that needs to be raised from Council Tax in the forthcoming year. This is known as the Council Tax precept (Council Tax Requirement) for Maldon District Council and forms part of the funding that supports the services provided by the Council. Ultimately, this report sets the amount of Council Tax charged to each household in the District.
- 1.2 The report not only details the average amount of Council Tax charged by Maldon but also includes the total amounts of Council Tax expected to be collected for Essex County Council, the Office of the Police and Crime Commissioner for Essex (OPCC), the Essex Fire Authority and the various Parish Councils within the District.

2. RECOMMENDATIONS

- (i) that Maldon District Council's Council Tax Requirement for 2017 / 18 is set at £4,472,307;
- (ii) that the Maldon District Council's Band D Council Tax (excluding Parish precepts) is set at £187.37, reflecting an increase of £5, all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iii) that the precept demands and level of Band D Council Tax of the Essex County Council, the Office of the Police and Crime Commissioner for Essex (OPCC), the Essex Fire Authority and the various Parish Councils within the District be determined as set out in the report, all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iv) that the Council agrees the resolution set out at **APPENDIX A**.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council is statutorily required to determine its own Council Tax Requirement and, taking into account precepts determined by the other precepting authorities, to determine the Council Tax for the 2017 / 18 financial year (**APPENDIX A**).

3.2 Setting the level of council tax charged and calculating the total amount of council tax to be drawn from the collection fund is the final stage of the budget process. Council tax is one form of funding that pays for the services provided to residents. The amount of funding the council may raise in council tax is limited by:

- the number and size of properties in the district on which a charge for council tax can be applied (referred to as the council tax base); and
- the maximum increase that may be applied to the current council tax level (without a referendum being triggered).

3.3 Maldon's council tax base for 2017 / 18 is 23,868.70, and was set by the Council on 15 December 2016.

3.4 The Government announced on 17 December 2015 draft referendum Principles. For Maldon District Council this means if it wished to raise the relevant basic amount of Council Tax by equal to or more than 2% and more than £5.00, a referendum of the local electorate would be required to approve or veto the increase.

3.5 The table below illustrates the impact of the £5 increase for each of the council tax bands:

A	B	C	D	E	F	G	H
£3.33	£3.89	£4.44	£5.00	£6.11	£7.22	£8.33	£10.00

3.6 Essex County Council is not due to formally set its council tax requirement until 14 February 2017, and Essex Fire Authority are not due to formally set theirs until 15 February but provisional figures are included in this report. The OPCC have already set their budget and council tax and so the details contained in the tables for those preceptors are final.

3.7 Maldon District Council's Council Tax Requirement 2017 / 18

3.7.1 The Council Tax Requirement as calculated and recommended is £4,472,307. The table below illustrates the calculation:

	2016/17	2017/18
	£	£
Maldon District Council Net Budget Requirement	6,341,500	6,541,000
Government Grant		
Revenue Support Grant	(561,443)	(169,424)
Baseline Business Rates	(1,402,505)	(1,431,139)
Business Rates Retention Scheme		(350,000)
Collection Fund Net Surplus	(100,000)	(118,130)
Maldon District Council Council Tax Requirement	4,277,552	4,472,307

3.7.2 The Council Tax Requirement including all preceptors is shown in the table overleaf. The percentage increase is due to both an increase in the Tax Base and the Budget Requirement.

Precepting and Billing Authority	2016/17 £	2017/18 £	Change %
Essex County Council	26,507,990	27,776,006	4.78
Essex Fire Authority	1,587,482	1,647,656	3.79
Office of the Police and Crime Commissioner for Essex	3,567,612	3,748,579	5.07
Maldon District Council	4,277,616	4,472,307	4.55
Parish Council's (Aggregate)	1,260,989	1,383,356	9.70
Total	37,201,689	39,027,904	4.91

3.7.3 The Average Council Tax for each household is calculated by taking the precept requirement and dividing it by the Council Tax Base. The average is always shown as Band D equivalent. All other bands are calculated by applying a ratio to the Band D Council Tax.

3.7.4 The table below shows the resulting Band D Council Tax amount for each of the precepting authorities that make up the Council Tax bill. The Parish element is not shown in this table as it will be different for each Parish area depending on the amount of the Parish precept. The individual Parish Precepts are show in **APPENDIX A section 3 (g)**.

Precepting and Billing Authority	2016/17 £	2017/18 £	Change %
Essex County Council	1,130.13	1,163.70	2.97
Essex Fire Authority	67.68	69.03	1.99
Office of the Police and Crime Commissioner for Essex	152.10	157.05	3.25
Maldon District Council	182.37	187.37	2.74
Total	1,532.28	1,577.15	2.93

3.7.5 The average Parish Band D Council Tax equates to £57.96 and gives an overall Band D average charge of £1,635.11 compared to the current year Band D average charge of £1,586.

3.7.6 In accordance with Section 30-36 of the Local Government and Finance Act, 1992, as amended, I have determined the Council Tax payable for each band of property by Parish taking into account the individual precept requirement for each Parish Council. This information is set out in **APPENDIX A – Table A**.

4. CONCLUSION

4.1 The Council is statutorily required to determine its own Council Tax Requirement and, taking into account precepts determined by the other precepting authorities, to determine the Council Tax for the 2017/18 financial year. This report and the Appendices does that.

5. IMPACT ON CORPORATE GOALS

- 5.1 This report discharges the Council's statutory function as a Council Tax billing authority.

6. IMPLICATIONS

- (i) **Impact on Customers** – The report and the Appendices sets out the Council Tax that will be payable by residents of the District for the financial year commencing 1 April 2017.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – Significant legal and statutory default risk if the Council fails to set the Council Tax for its area for 2017 / 18.
- (iv) **Impact on Resources (financial)** – Significant financial and statutory default risk if the Council fails to set the Council Tax for its area for 2017 / 18.
- (v) **Impact on Resources (human)** – None arising from this report.
- (vi) **Impact on the Environment** – None arising directly from this report.

Background Papers: Revised 2016/17 and Original 2017/18 Budget Estimates and Council Tax 2017 / 18 report to the Finance and Corporate Services Committee (31 January 2017).

Enquiries to: Kamal Mehta, Interim Director of Resources. (Tel. 01621 875762).

COUNCIL TAX 2017 / 18 RESOLUTION

The Council is recommended to resolve as follows:

1. That it be noted that at its meeting on 15 December 2016 the Council calculated its Council Tax Base for the year 2017/18:
 - (a) for the whole district as 23,868.70 [Item T in the formula in Section 31B of the Local Government Finance Act 1992 (the Act), as amended by the Localism Act 2011; and
 - (b) for dwellings in those parts of its district to which a Parish precept relates as listed below:

Althorne	511.6
Asheldham	60.4
Bradwell-on-Sea	343.7
Burnham-on-Crouch	2,997.4
Cold Norton	482.0
Dengie	49.4
Goldhanger	282.9
Great Braxted	154.0
Great Totham	1,239.3
Hazeleigh	55.4
Heybridge	2,858.0
Langford	81.6
Latchingdon	415.3
Little Braxted	84.1
Little Totham	193.7
Maldon	5,088.7
Mayland	1,479.6
Mundon	142.5
North Fambridge	396.7
Purleigh	548.3
Southminster	1,512.8
St. Lawrence	590.2
Steeple	189.1
Stow Maries	83.8
Tillingham	403.4
Tollesbury	989.2
Tolleshunt D'arcy	422.7
Tolleshunt Knights	403.3
Tolleshunt Major	261.0
Ulting	66.0
Wickham Bishops	962.9
Woodham Mortimer	248.1
Woodham Walter	271.6
	23,868.7

2. Calculate that the Council Tax Requirement for the Council's own purposes for 2017/18 (excluding Parish precepts) is £4,472,307
3. That the following amounts be calculated by the Council for the year 2017/18 in accordance with new Sections 31 to 36 of the Act:
 - (a) £33,516,356 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act, taking into account all precepts issued to it by Parish Councils (**i.e. gross expenditure including Parish precepts**)
 - (b) £27,660,693 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (**i.e. gross income including government grants**)
 - (c) £5,855,663 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax Requirement for the year (Item R in the formula in Section 31B of the Act) (**i.e. Council Tax Requirement including Parish precepts**).
 - (d) £245.33 being the amount at 3(c) above (Item R) divided by the amount at 1(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (**i.e. average Band D Council Tax including Parish precepts**)
 - (e) £1,383,356 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (**i.e. Parish Council precepts**)
 - (f) £187.37 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates (**i.e. District Council Band D Council Tax excluding Parish precepts**).

(g) Basic Amount of Council Tax by Parish 2017/18

Town/Parish	Local Precept £	Town/Parish Band D £	District + Town/Parish Band D £
Althorne	17,000.00	33.23	220.60
Asheldham	2,252.62	37.30	224.67
Bradwell-on-Sea	16,000.00	46.55	233.92
Burnham-on-Crouch	188,000.00	62.72	250.09
Cold Norton	25,000.00	51.87	239.24
Dengie	1,842.38	37.30	224.67
Goldhanger	7,800.00	27.57	214.94
Great Braxted	4,500.00	29.22	216.59
Great Totham	19,036.00	15.36	202.73
Hazeleigh	703.13	12.69	200.06
Heybridge	218,200.00	76.35	263.72
Langford	4,433.00	54.33	241.70
Latchingdon	41,750.00	100.53	287.90
Little Braxted	3,125.00	37.16	224.53
Little Totham	5,310.00	27.41	214.78
Maldon	331,467.00	65.14	252.51
Mayland	97,310.00	65.77	253.14
Mundon	4,250.00	29.82	217.19
North Fambridge	14,700.00	37.06	224.43
Purleigh	40,000.00	72.95	260.32
Southminster	121,600.00	80.38	267.75
St. Lawrence	21,870.00	37.06	224.43
Steeple	6,000.00	31.73	219.10
Stow Maries	6,455.00	77.03	264.40
Tillingham	33,900.00	84.04	271.41
Tollesbury	81,523.71	82.41	269.78
Tolleshunt D'arcy	19,129.00	45.25	232.62
Tolleshunt Knights	9,800.00	24.30	211.67
Tolleshunt Major	8,000.00	30.65	218.02
Ulting	3,067.00	46.47	233.84
Wickham Bishops	12,000.00	12.46	199.83
Woodham Mortimer	3,148.87	12.69	200.06
Woodham Walter	14,183.00	52.22	239.59

being the amounts given by adding to the amount at 3(f) above, the amounts of the special item or items relating to dwellings in those parts of the Councils area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate.

(h) Calculation of Basic Amounts of Council Tax by Parish for Different Valuation Bands

PARISH	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Althorne	147.06	171.58	196.09	220.60	269.62	318.65	367.66	441.20
Asheldham	149.78	174.74	199.71	224.67	274.60	324.53	374.45	449.34
Bradwell-on-Sea	155.94	181.94	207.93	233.92	285.90	337.89	389.86	467.84
Burnham-on-Crouch	166.72	194.51	222.30	250.09	305.67	361.25	416.81	500.18
Cold Norton	159.49	186.07	212.66	239.24	292.41	345.57	398.73	478.48
Dengie	149.78	174.74	199.71	224.67	274.60	324.53	374.45	449.34
Goldhanger	143.29	167.17	191.06	214.94	262.71	310.47	358.23	429.88
Great Braxted	144.39	168.46	192.52	216.59	264.72	312.86	360.98	433.18
Great Totham	135.15	157.68	180.20	202.73	247.78	292.84	337.88	405.46
Hazeleigh	133.37	155.60	177.83	200.06	244.52	288.98	333.43	400.12
Heybridge	175.81	205.11	234.42	263.72	322.33	380.93	439.53	527.44
Langford	161.13	187.99	214.84	241.70	295.41	349.13	402.83	483.40
Latchingdon	191.93	223.92	255.91	287.90	351.88	415.86	479.83	575.80
Little Braxted	149.68	174.63	199.58	224.53	274.43	324.33	374.21	449.06
Little Totham	143.18	167.05	190.91	214.78	262.51	310.24	357.96	429.56
Maldon	168.34	196.39	224.45	252.51	308.63	364.74	420.85	505.02
Mayland	168.76	196.88	225.01	253.14	309.40	365.65	421.90	506.28
Mundon	144.79	168.92	193.06	217.19	265.46	313.72	361.98	434.38
North Fambridge	149.62	174.55	199.49	224.43	274.31	324.18	374.05	448.86
Purleigh	173.54	202.47	231.39	260.32	318.17	376.02	433.86	520.64
Southminster	178.50	208.25	238.00	267.75	327.25	386.75	446.25	535.50
St. Lawrence	149.62	174.55	199.49	224.43	274.31	324.18	374.05	448.86
Steeple	146.06	170.41	194.75	219.10	267.79	316.48	365.16	438.20
Stow Maries	176.26	205.64	235.02	264.40	323.16	381.92	440.66	528.80
Tillingham	180.94	211.09	241.25	271.41	331.73	392.04	452.35	542.82
Tollesbury	179.85	209.83	239.80	269.78	329.73	389.69	449.63	539.56
Tolleshunt D'arcy	155.08	180.92	206.77	232.62	284.32	336.01	387.70	465.24
Tolleshunt Knights	141.11	164.63	188.15	211.67	258.71	305.75	352.78	423.34
Tolleshunt Major	145.34	169.57	193.79	218.02	266.47	314.92	363.36	436.04
Ulting	155.89	181.87	207.86	233.84	285.81	337.77	389.73	467.68
Wickham Bishops	133.22	155.42	177.63	199.83	244.24	288.65	333.05	399.66
Woodham Mortimer	133.37	155.60	177.83	200.06	244.52	288.98	333.43	400.12
Woodham Walter	159.72	186.35	212.97	239.59	292.83	346.08	399.31	479.18

being the amounts given by multiplying the amounts at 2(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band, divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year, in respect of categories of dwellings listed in different valuation bands.

4. That it be noted for the year 2017/18 the major precepting authorities have issued precepts to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each category of dwellings in the Council's area as indicated in the table below:

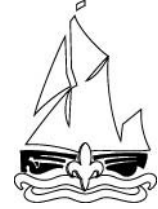
Precepting Authority	Valuation Bands			
Essex County Council	A	£775.80	E	£1,422.30
	B	£905.10	F	£1,680.90
	C	£1,034.40	G	£1,939.50
	D	£1,163.70	H	£2,327.40
Office of Police and Crime Commissioner for Essex	A	£104.70	E	£191.95
	B	£122.15	F	£226.85
	C	£139.60	G	£261.75
	D	£157.05	H	£314.10
Essex Fire Authority	A	£46.02	E	£84.37
	B	£53.69	F	£99.71
	C	£61.36	G	£115.05
	D	£69.03	H	£138.06

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 as amended, hereby sets the following amounts as the amounts of Council Tax for the year 2017/18 for each part of its area and for each of the categories of dwelling shown in Table A attached.
6. Determines that the Council's basic amount of Council Tax for 2017/18 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992, as amended.

As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2016/17 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992, as amended.

TABLE A (DRAFT subject to final confirmation of precepts)

2017/2018 COUNCIL TAX CHARGES BY PRECEPTING AUTHORITY								
Authority	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Essex County	775.80	905.10	1,034.40	1,163.70	1,422.30	1,680.90	1,939.50	2,327.40
Essex Police	104.70	122.15	139.60	157.05	191.95	226.85	261.75	314.10
Essex Fire	46.02	53.69	61.36	69.03	84.37	99.71	115.05	138.06
Maldon District	124.91	145.73	166.55	187.37	229.01	270.65	312.28	374.74
Althorne	1,073.58	1,252.52	1,431.45	1,610.38	1,968.24	2,326.11	2,683.96	3,220.76
Asheldham	1,076.30	1,255.68	1,435.07	1,614.45	1,973.22	2,331.99	2,690.75	3,228.90
Bradwell-on-Sea	1,082.46	1,262.88	1,443.29	1,623.70	1,984.52	2,345.35	2,706.16	3,247.40
Burnham-on-Crouch	1,093.24	1,275.45	1,457.66	1,639.87	2,004.29	2,368.71	2,733.11	3,279.74
Cold Norton	1,086.01	1,267.01	1,448.02	1,629.02	1,991.03	2,353.03	2,715.03	3,258.04
Dengie	1,076.30	1,255.68	1,435.07	1,614.45	1,973.22	2,331.99	2,690.75	3,228.90
Goldhanger	1,069.81	1,248.11	1,426.42	1,604.72	1,961.33	2,317.93	2,674.53	3,209.44
Great Braxted	1,070.91	1,249.40	1,427.88	1,606.37	1,963.34	2,320.32	2,677.28	3,212.74
Great Totham	1,061.67	1,238.62	1,415.56	1,592.51	1,946.40	2,300.30	2,654.18	3,185.02
Hazeleigh	1,059.89	1,236.54	1,413.19	1,589.84	1,943.14	2,296.44	2,649.73	3,179.68
Heybridge	1,102.33	1,286.05	1,469.78	1,653.50	2,020.95	2,388.39	2,755.83	3,307.00
Langford	1,087.65	1,268.93	1,450.20	1,631.48	1,994.03	2,356.59	2,719.13	3,262.96
Latchingdon	1,118.45	1,304.86	1,491.27	1,677.68	2,050.50	2,423.32	2,796.13	3,355.36
Little Braxted	1,076.20	1,255.57	1,434.94	1,614.31	1,973.05	2,331.79	2,690.51	3,228.62
Little Totham	1,069.70	1,247.99	1,426.27	1,604.56	1,961.13	2,317.70	2,674.26	3,209.12
Maldon	1,094.86	1,277.33	1,459.81	1,642.29	2,007.25	2,372.20	2,737.15	3,284.58
Mayland	1,095.28	1,277.82	1,460.37	1,642.92	2,008.02	2,373.11	2,738.20	3,285.84
Mundon	1,071.31	1,249.86	1,428.42	1,606.97	1,964.08	2,321.18	2,678.28	3,213.94
North Fambridge	1,076.14	1,255.49	1,434.85	1,614.21	1,972.93	2,331.64	2,690.35	3,228.42
Purleigh	1,100.06	1,283.41	1,466.75	1,650.10	2,016.79	2,383.48	2,750.16	3,300.20
Southminster	1,105.02	1,289.19	1,473.36	1,657.53	2,025.87	2,394.21	2,762.55	3,315.06
St. Lawrence	1,076.14	1,255.49	1,434.85	1,614.21	1,972.93	2,331.64	2,690.35	3,228.42
Steeple	1,072.58	1,251.35	1,430.11	1,608.88	1,966.41	2,323.94	2,681.46	3,217.76
Stow Maries	1,102.78	1,286.58	1,470.38	1,654.18	2,021.78	2,389.38	2,756.96	3,308.36
Tillingham	1,107.46	1,292.03	1,476.61	1,661.19	2,030.35	2,399.50	2,768.65	3,322.38
Tollesbury	1,106.37	1,290.77	1,475.16	1,659.56	2,028.35	2,397.15	2,765.93	3,319.12
Tolleshunt D'arcy	1,081.60	1,261.86	1,442.13	1,622.40	1,982.94	2,343.47	2,704.00	3,244.80
Tolleshunt Knights	1,067.63	1,245.57	1,423.51	1,601.45	1,957.33	2,313.21	2,669.08	3,202.90
Tolleshunt Major	1,071.86	1,250.51	1,429.15	1,607.80	1,965.09	2,322.38	2,679.66	3,215.60
Ulting	1,082.41	1,262.81	1,443.22	1,623.62	1,984.43	2,345.23	2,706.03	3,247.24
Wickham Bishops	1,059.74	1,236.36	1,412.99	1,589.61	1,942.86	2,296.11	2,649.35	3,179.22
Woodham Mortimer	1,059.89	1,236.54	1,413.19	1,589.84	1,943.14	2,296.44	2,649.73	3,179.68
Woodham Walter	1,086.24	1,267.29	1,448.33	1,629.37	1,991.45	2,353.54	2,715.61	3,258.74



REPORT of INTERIM DIRECTOR OF RESOURCES

**to
COUNCIL
16 FEBRUARY 2017**

MEDIUM TERM FINANCIAL STRATEGY 2017 / 18 TO 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 To present the Medium Term Financial Strategy 2017 / 18 to 2020 / 21 for approval by Council.

2. RECOMMENDATION

That the Medium Term Financial Strategy 2017/18 to 2020/21 at **APPENDIX A** be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 The Medium Term Financial Strategy (MTFS) at **APPENDIX A** sets out how the Council will manage its revenue finances up to 2020/21 and also covers a five-year capital programme. The MTFS supports the delivery of the Council's objectives and priorities as set out in the Council's Corporate Plan.
- 3.2 The medium-term financial planning process has been in place for a number of years and is an established part of the budget setting process. It provides a forecast of the cost of continuing to provide existing levels of service and the resources that are likely to be available to the Council over the period. It identifies any shortfalls and sets out how this will be managed. This document is reviewed at least annually; regular review and update is essential to ensure the MTFS takes full account of any changes in the Council's aspirations, strategic and service delivery priorities, changes in government legislation, financial regulation and funding streams.

4. CONCLUSION

- 4.1 Medium term financial planning is an important component of the Council's strategic planning framework. No more so than in the current economic climate in which we are faced with unprecedented and continuing reductions in public expenditure. Key financial decisions need to be set in the context of a plan that looks beyond the next financial year. Forward planning offers the opportunity to link service and financial planning, as decisions taken on an annual basis are constrained in what they can achieve.

5. IMPACT ON CORPORATE GOALS

- 5.1 The Medium Term Financial Strategy (MTFS) provides the foundation against which the Council will strive to deliver the best possible value for money in the provision of efficient and cost effective services across the District. Through the effective development and delivery of the Council's financial and other resource strategies it seeks to build upon past achievements as well as provide clear direction to the attainment of the Council's longer-term goals.

6. IMPLICATIONS

- (i) **Impact on Customers** – None arising directly from this report.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – The risks to the Council in respect of the available forecast resource envelope over the medium term are discussed in **APPENDIX A**.
- (iv) **Impact on Resources (financial)** – **APPENDIX A** sets out the medium term financial forecast of available resources to forecast expenditure and identifies and discusses the resource gap and the various actions that can be taken to manage that gap year on year for the period 2018 / 19 to 2020 / 21.
- (v) **Impact on Resources (human)** – None arising directly from this report.
- (vi) **Impact on the Environment** – None arising directly from this report.

Background Papers: None.

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MALDON DISTRICT COUNCIL
MEDIUM TERM FINANCIAL STRATEGY

2017/18 TO 2020/21



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1 INTRODUCTION

- 1.1 Medium term financial planning is an important component of the Council's strategic planning framework. No more so than in the current economic climate in which we are faced with unprecedented and continuing reductions in public expenditure. Key financial decisions need to be set in the context of a plan that looks beyond the next financial year. Forward planning offers the opportunity to link service and financial planning, as decisions taken on an annual basis are constrained in what they can achieve.
- 1.2 The Medium Term Financial Strategy (MTFS) provides the foundation against which the Council will strive to deliver the best possible value for money in the provision of efficient and cost effective services across the District. Through the effective development and delivery of the Council's financial and other resource strategies it seeks to build upon past achievements as well as provide clear direction to the attainment of the Council's longer-term goals.
- 1.3 The medium-term financial planning process has been in place for a number of years and is an established part of the budget setting process. It provides a forecast of the cost of continuing to provide existing levels of service and the resources that are likely to be available to the Council over the period. It identifies any shortfalls and sets out how this will be managed. This document is reviewed at least annually; regular review and update is essential to ensure the MTFS takes full account of any changes in the Council's aspirations, strategic and service delivery priorities, changes in government legislation, financial regulation and funding streams.
- 1.4 The Medium Term Financial Strategy (MTFS) sets out how the Council will manage its revenue finances up to 2020/21 and also covers a five-year capital programme. The MTFS supports the delivery of the Council's objectives and priorities as set out in the Council's Corporate Plan.
- 1.5 Underpinning the Corporate Plan are the individual service plans and a number of other key strategies and plans as set out below. In each case, these set out the detail of how the Council will achieve its objectives and the relevant milestones that will measure progress.
 - Information Technology Strategy
 - Workforce Development Strategy
 - Procurement Strategy
 - Risk Management Strategy
 - Treasury Management Strategy
- 1.6 The development of the 2017/18 budget has taken place within the context of a longer term strategic and resource planning process. In particular it takes account of the latest Spending Round and the uncertain economic climate. The review of the MTFS reported to the Finance and Corporate Services Committee throughout the year identified the financial pressures facing the Council in the medium

term and projected the level of resources that would be available to meet them.

- 1.7 These reports concluded that the Council's future financial outlook was likely to be more challenging over the next few years, because of reductions in overall public spending and the continued high expectation of public service delivery from the public. Council was advised that meeting new cost pressures would require an increasingly rigorous approach to identifying efficiencies, enhanced productivity, and re-prioritisation of spending within services.

2 OBJECTIVES

2.1 The objectives of the Medium Term Financial Strategy are:

- To ensure priorities identified as part of the Corporate Planning process inform the MTFS including importance, timing and financial implications
- To provide projections of spending, including spending pressures and income; and set expectations on council tax increases, over the next three years
- To provide projections for our investment in assets, (our capital spend) and its impact on general day to day revenue spending
- To test sensitivity of, and apply risk analysis, to projections.
- To provide a framework for consultation with the public and partners about our service priorities and resources allocated to them.

3 VISION FOR MALDON

- 3.1 The MTFS aims to support the Council's overall vision for the District:
- 3.2 "Working in partnership to make the Maldon District a better place to live, work and enjoy."

4 LOCAL CONTEXT

- 4.1 The Maldon District covers some 138 square miles and has a resident population of some 61,600 (2011 Census). With one of the lowest population densities in Essex, the District offers a wide range of residential properties, from period country cottages to brand new executive homes.
- 4.2 Maldon is an attractive and predominantly rural district. It retains an unspoilt nature and its own special character, forged largely by the principal waterways of the Blackwater and Crouch estuaries. Much of the District's 60 miles of coastline of tidal salt marshes and mudflats is recognised as of international and national environmental significance, and protected as such.

5 MALDON DISTRICT COUNCIL CORPORATE PLAN

- 5.1 The Corporate Plan 2016-19 identifies all local and many national priorities.
- 5.2 Maldon has a list of Corporate Priorities which are
- Helping communities to be safe, active and healthy
 - Protecting and shaping the District
 - Creating opportunities for economic growth and prosperity
 - Delivering good quality, cost effective and valued services
 - Focusing on key projects
- 5.3 These priorities also represent the challenges faced by the council as it seeks to improve local quality of life for everyone who lives, works or visits the district.
- 5.4 The budget setting process takes into account the priority framework and the priorities have a direct implication on the acceptability of the budget.
- 5.5 The Workforce Strategy sets out the key priorities for improving the way in which the Council manages its workforce in order to achieve the corporate targets. Our greatest asset is our employees and we must have committed skilled and empowered employees in order to provide the best possible service standards to the residents of the District.
- 5.6 The medium term financial strategy therefore provides the resources required to deliver the priorities stated within the Business Plan.

6 ECONOMIC OUTLOOK

- 6.1 The Chancellor's economic outlook as announced in Autumn Statement 2016 is shown below:

Year	Economic Growth (GDP)
2016/17	2.1%
2017/18	1.4%
2018/19	1.7%
2019/20	2.1%
2020/21	2.1%

- 6.2 The forecasts for the Consumer Prices Index (CPI¹) are shown below:

Year	CPI (% change)
2016/17	1.3%
2017/18	2.3%
2018/19	2.5%
2019/20	2.1%
2020/21	2.0%

- 6.3 In the medium term, the CPI inflation is forecast to be above the Bank of England's target of 2%. It is important to note that many of the Council's contracts are linked to CPI as an inflationary increase. It is likely that the contractual inflation will see an increase in the council's costs in the medium term based on the forecasts.
- 6.4 The Bank of England base rate remains at a historical low level at 0.25% since August 2016 when it was reduced from 0.50%. It had been at 0.50% since March 2009. The low levels have had a major impact on the Council's investment income.

¹ Chancellor's Autumn 2016 Statement

7 GENERAL FUND REVENUE BUDGET

Financial Context

- 7.1 The development of the 2017/18-2019/20 Medium Term Financial Strategy has taken place at a time which continues to be one of the most challenging periods for Local Government.
- 7.2 While there have been some signs of improvement in the economic outlook the continuing austerity measures have led to unprecedented reductions in local authority funding. The austerity programme is likely to last until the end of the decade although the government has stated that it will not meet its target for debt reduction by the end of the current parliament. The public sector and in particular the local government sector is under increasing and relentless pressures in respect of funding for the adult social care services and a significant shift of resources is taking place from non-social care authorities such as Maldon to social care authorities. Funding pressures for mental health services has also been in the news recently. Additionally, the government is progressing preparations for changing the local government finance system to the 100% Business Rates Retention system.

At the time of the 2016/17 Local Government Finance Settlement the government offered local authorities four year funding settlements which Maldon agreed to accept. The 2017/18 provisional finance settlement therefore confirms the settlement as announced in 2016/17 for 2017/18 in so far as the Business Rates Baseline Funding Level and the Revenue Support Grant (RSG) is concerned. Other funding streams which form part of the finance settlement such as the Transition Grant and the Rural Services Delivery Grant have also been provisionally confirmed. The main change that has come about is in the payments to local authorities for the New Homes Bonus (NHB). The government has introduced a new methodology following a consultation in 2016. The new methodology will result in a reduction in the amount received by Maldon.

Risks and Opportunities

- 7.3 This section highlights the risks and opportunities facing the Council in the medium term.
- Demographic
 - External Income
 - Inflation
 - Service Demand
 - Business Rates Retention
 - Other Developments

Demographic

7.4 Demographic factors affect the Council's planning in a number of ways:

- Changes in the number of households affect the taxbase for Council Tax purposes, and hence the total amount which will be raised from this source
- The characteristics of both population and households can help identify specific implications for the type and nature of many services provided by the Council
- All of the above factors affect the level of demand for, and use of, services provided by the Council

7.5 The total population in Maldon, according to the 2014 based ONS Sub-national population projections, is projected to grow by 12%, 7,000 more people by 2039.

External Income

7.6 The Council relies on a number of external income sources. During the past few years, the economic downturn had an adverse impact on some of our income streams.

A number of income streams to the council are at risk whereby they can be reducing year on year or subject to significant variances between years. The reasons for these are mainly outside the direct control of the Council such as macro-economic and/or seasonal conditions. These income streams are principally, from development control, building control, land charges, leisure and car parking related such as from the Splash Park and Promenade Park.

Historically a key income stream for the council has been the income generated from investment of cash balances. The low interest rate has seen a large reduction in this income in recent years. Every 1% of movement in interest rates is equivalent to approximately £0.1m in income; however the actual interest earned is also be affected by the level of free cash flow balances during the year.

The Council has a policy to maximise income from fees and charges where possible and practicable.

Inflation

7.7 The financial impact of a 1% movement in pay inflation represents around a £0.077m change in the general fund employee budget.

7.8 For the 2017/18 budget setting process, the contract prices have been uplifted by appropriate indices as stated in the conditions of the contracts. A 1% uplift has been built into the pay inflation. The financial impact of a 1% movement in contractual inflation is around

£0.089m. No inflationary increase has been applied to the general services budget, except known specific items such as utilities.

- 7.9 For future years, the projection assumes an overall averaged inflation rate of around 2.1% in each year (1% pay).

Service demand

- 7.10 Under the current economic climate the pressure on the Council to deliver services within a constrained financial base remains high compared to historic levels. There is also an imposed demand by Central Government on local authorities to take a major part to revitalise the local economy and at the same time bear a significant part of the governments overall austerity measures from reduced funding.
- 7.11 While there has been a recent improvement in UK growth it is unknown whether this will be sustained, however the increase in the demand on our services coupled with the loss of external income will restrict our ability to make radical improvements to our discretionary services.

Spending Review 2015

- 7.12 The Spending Review/Autumn Statement was announced by the Chancellor on 25 November 2015. The key points to note are:
- Further reductions in local government funding between 2016/17 and 2019/20. The Government indicated that there would be protections to social care, police and education funding; however there was very little mention of how District authorities would be supported through a whole decade of decline in local government funding.
 - There were no details about how the new 100% business rates retention system would work locally, however it is still believed that this will be implemented by the end of this decade. It is expected that local authorities will need to take on additional responsibilities in exchange for the new local government funding regime; the additional responsibilities could include funding the administration of Housing Benefit for pensioners and Public Health.
 - Local authorities with social care responsibilities will be allowed to raise an additional 3% from Council tax in each of the years 2017/18 and 2018/19 to support the adult social services, this is in addition to the council tax referendum limit, but the additional income raised must be ring-fenced to adult social care.
 - The government consulted in 2016 on additional publication requirements to the Transparency Code 2015, which will make it a requirement for all authorities to record all property assets in a consistent way using the government's electronic Property Management Information System (e-PIMS) and detailed information on the Car Parking account including quantitative and statistical data.

The government is currently analysing the responses to the consultation.

- The Government will work towards further devolution deals with other major city regions, building on previously announced deals already agreed with Greater Manchester, Cornwall, Sheffield City Region, North East, Tees Valley, Liverpool City Region and the West Midlands.

2017/18 Provisional Finance Settlement

7.13 The provisional 2017/18 local government finance settlement was announced on 15 December 2016, along with significant changes to New Homes Bonus grant for future years. The table below shows Maldon's provisional settlement for the next three years.

Provisional Settlement 2017/18 to 2019/20	2015/16 Adjusted Settlement £m	2016/17 Final Settlement £m	2017/18 Provisional Settlement £m	2018/19 Provisional Settlement £m	2019/20 Provisional Settlement £m
Settlement Funding Assessment of which:	2.447	1.964	1.601	1.477	1.196
Revenue Support Grant (RSG)	1.056	0.561	0.170	-	-
Baseline Funding Level (Business Rates)	1.391	1.403	1.431	1.477	1.530
Annual Change (%)		-19.7%	-18.5%	-7.7%	-19.0%
Cumulative Change (%)		-19.7%	-34.6%	-39.6%	-51.1%
New Homes Bonus – DCLG Allocations	0.637	0.798	0.800	0.609	0.585
Rural Services Delivery Grant	0.006	0.031	0.025	0.019	0.025
Transition Grant	-	0.040	0.040	-	-
Council Tax Requirement excluding parish precepts (incl. base growth and levels increasing by CPI)	4.122	4.278	4.411	4.548	4.689
Potential additional Council Tax from £5 referendum principle for all Districts	-	-	0.032	0.063	0.093
Total Core Spending Power	7.212	7.111	6.909	6.716	6.588
Change over the Spending Review Period					-0.624
Change over the Spending Review Period (%)					-8.7%

7.14 The Government has altered the distribution of funding between tiers of local government, which has shifted resources from lower tier to upper tier authorities. In fact, Shire Districts as a whole will see their funding reduced by 44% over the Spending Review period compared to the national average reduction of 32%. The level of reduction for

Maldon is much more severe at 52% (or £1.2m) and this is mainly caused by a new methodology used for determining authorities' RSG allocations. Rather than applying the same percentage cut to all authorities, the new approach takes into account individual authorities' council tax raising ability and the type of services they provide. The change in methodology has led to a fundamental shift of resources from authorities such as Maldon.

New Homes Bonus Scheme

7.15 The New Homes Bonus Scheme (NHB) was introduced in 2011/12 as a way to encourage local authorities to facilitate housing growth. In essence, for every additional property built or brought back into use, the government match funds the additional council tax, with an additional amount for affordable homes, for the following six years. The grant is not ring-fenced and is split 80% to the lower tier and 20% to the upper tier.

7.16 The Government also published a consultation on the future of the New Homes Bonus grant at the time of the 2016/17 Provisional Finance Settlement consultation "New Homes Bonus: Sharpening the Incentive". The government's decision was published at the same time as the 2017/18 Provisional Finance Settlement. The changes implemented by the government will affect the Council significantly. These are:

- The length of New Homes Bonus payments will be reduced in length from 6 years to 5 years in 2017/18 and 4 years from 2018/19. From 2017/18 the government will also introduce a national baseline for housing growth of 0.4% below which NHB will not be paid reflecting a percentage of housing that would have been built anyway. The Government will retain the option of making adjustments to the baseline in future years to reflect significant and unexpected housing growth. This will result in £1.16 billion being held back.
- In 2017/18 the government proposes to provide £240 million from the New Homes Bonus reforms to authorities with adult social care responsibilities.
- From 2018/19 the government has stated that it will consider withholding NHB payments from local authorities that are not planning effectively, by making positive decisions on planning applications and delivering housing growth. To encourage more effective local planning we will also consider withholding payments for homes that are built following an appeal.
- As the Government is implementing wider planning reforms including measures announced at Autumn Statement and through the Neighbourhood Planning Bill and forthcoming Housing White Paper, it has decided not to introduce the proposals to withhold payments for areas without a local plan in 2017-18. However, the Government will revisit the case for withholding New Homes Bonus from areas not delivering on housing growth from 2018-19.

Other Developments

Pension

7.17 Maldon District Council employees are eligible to be members of the Local Government Pension Scheme (LGPS), for which the Government sets the terms and conditions nationally. This is a statutory condition of employment available to all local government employees. Essex County Council is the administering authority of the LGPS in Essex. In accordance with statutory requirements the Essex Pension Fund of which this Council is a member has been actuarially valued as at 31 March 2016.

7.18 The 2016 Valuation shows that there has been a decrease in the Council's deficit position by 21.3% to £8.178m. This means that the funding level of the Council's element of the Fund has increased from 73.6% in 2013 to 81.7% in 2016. Funding levels are taken as the ratio of assets to liabilities. In general for the 2016 valuation, funding levels have increased due to:

- Salary increases being lower than expected
- Investment returns have been better than expected
- Deficit contributions paid by the Council to the Fund

The recovery period for the deficit is also being reduced from 18 years set at the 2013 Valuation to 15 years or less in the 2016 Valuation depending on the individual circumstances of the Council.

7.19 The 2016 Valuation shows an increase in the employer's ongoing contribution rate from 13.5% of pensionable pay to 15.9% of pensionable pay (£90k). Whilst the recovery of deficits covers up to a particular date, an ongoing contribution rate is also needed to obtain the level of contributions required to meet the cost of new pension benefits and this is usually based on the same assumptions as are used for the deficit.

7.20 Automatic Enrolment has been established by the Government as a requirement for employers to provide a pension scheme for employees. The Local Government Pension Scheme (LGPS) is a qualifying scheme for the purposes of Automatic Enrolment within the terms set out by the Pension Regulator.

7.21 The Pensions Act 2008 includes a duty on employers to automatically enrol their eligible jobholders into a workplace pension scheme that meets certain requirements, and provide a minimum employer contribution. From early 2014, the Council must have:

- Enrolled any new employees into the qualifying approved scheme;
- Enrolled any employees who are not a member of the scheme but reach the age of 22; and
- Enrolled any employee who is passing the rate of salary to £9,440 per annum for the first time

7.22 It should be noted the employee can still choose to opt out of the scheme, but the Council must not mention any option of how to opt out of the scheme during enrolment as it could be seen as an inducement not to join the scheme and could expose the council to a fine from the pensions regulator.

7.23 Under Auto Enrolment, the council will also need to enrol all employees (who are on salary of greater than £9,440 or are aged over age 22) who have previously opted out, however under transitional arrangements brought in by the DWP and Defined Benefits scheme (such as the LGPS), the Council has decided to extend the period to when they must bring such members into the scheme until 30 September 2017. The revenue impact has been reviewed as part of the 2017/18 budget setting process for the cost of the eligible staff that are not currently in the pension scheme decided to opt in. It should be noted that the deferral does not stop any employees from joining the scheme at any time.

Universal Credits

7.24 Universal Credits is being rolled out through the Welfare Reform Bill and this is the biggest shake up of the system for 60 years. Universal Credits is an integrated working-age credit that will provide a basic allowance with additional elements for children, disability, housing and caring. It will support people both in and out of work, replacing Working Tax Credit, Child Tax Credit, Housing Benefit, Income Support, income-based Jobseeker's Allowance and income-related Employment and Support Allowance. For local authorities, this means the link between Housing Benefit and Council Tax Benefit will be broken and that universal credits will be administered by the Department of Work and Pensions. There are a number of changes that would affect the Council:

- The digital roll out of Universal Credits is due to start May 2016
- The DWP were aiming for a phased transfer of claims from Jan 2018, with 93% of claims transferred by 2019. The latest information suggests that the timescales for full transfer to UC has now moved to now 2021, but the transition of existing cases is still planned from 2018
- The Council would retain responsibility for Local Council Tax Support, as well as pensioner claims, which equates to around 70-80% of existing workload.

7.25 The transition to universal credit will have significant implications for local Council and it's systems. In particular, there will be reduction in

Administration Grant going forward but this may not be proportional to the reduction in the workload or staffing. The financial impact of Universal Credits will continued to be monitored on an ongoing basis.

Land Charges (transfer of responsibility to Land Registry)

7.26 The Infrastructure Act 2015 provides for the transfer of some of the Land Charges responsibilities from local authorities to the Land Registry. The implications for the Council are:

- Loss of local land charges income
- Incurring on-going costs for the supply of standardised accurate information related to local land charges to Land Registry in order to keep the register updated.
- Legal liability will rest with Local Authorities for any inaccurate information provided
- Transfer requires digital and business transformation
- Local authorities will continue to provide Con 29 searches

7.27 Land Registry is preparing secondary legislation which will regulate the transfer and supply of future local land charges information from local authorities to Land Registry. It is proposed that the new regulation will not come into force before 2017 and will be fully phased in by 2022.

7.28 The financial implication on the land charges transfer will continue to be monitored on an ongoing basis.

2017/18 General Fund Budget

7.29 As part of the budget setting process, Members have examined information provided by officers relating to the level of existing resources. All budget options have been considered in the context of current service performance and priorities and all the growth, savings and capital bids went through a challenge process.

7.30 The details of the 2017/18 general fund revenue budget, including growth and savings can be found in the Revised 2016/17 and Original 2017/18 Budget Estimates and Council Tax 2017/18 reports to the Council on 16 February 2017.

8 RISK MANAGEMENT

- 8.1 Risk Management is a key feature of the Council's financial planning process.
- 8.2 The Council is very aware of the need for effective risk management and considers that the assessment and minimisation of all types of risk to be vital. It has an adopted Risk Management Strategy in place, and the financial risks to the Council are assessed in the context of the Council's overall approach to risk management.
- 8.3 To mitigate risk the Council regularly monitors its budgets, the TEN system is used by the Council to identify, monitor and reports on risks. The quarterly performance clinics provide a platform for the Corporate Leadership Team to scrutinise the financial and non-financial performance (e.g. local and national indicators)
- 8.4 Details of the risks facing the Council are highlighted in section 7 and the table below summarises the financial implications if assumptions made in the MTFs change in the future (the details of which are included in section 7 also). This gives some indications to the kind of risks which need to be allowed for in considering the level of reserves in future years.

Scenario	Estimated Financial Impact		
	2018/19	2019/20	2020/21
	£m	£m	£m
Inflation - Pay award 1% higher than assumed	0.077	0.078	0.079
Inflation on contracts - 1% higher than assumed	0.089	0.098	0.095
Average investment interest rate - 0.5% lower than assumed	0.060	0.063	0.064
Savings (10% of savings not delivered)	0.072	0.072	0.072
Corporate Income (incl. retained Business Rates income, RSG, New Homes Bonus Grant) - 2% lower than assumed	0.068	0.068	0.068
Net Operating Expenditure- 1% overspent	0.070	0.069	0.066

9 COUNCIL TAX

Council Tax

9.1 It is important to note that the Council has limited income generated from council tax, for every 1% increase in the average Band D council tax; an additional £0.045m of income is raised. The MTFS assumes the increase in the Basic Amount of Council Tax will be £5.00 (2.74%) for 2017/18 and then 1.95% for the rest of the MTFS period.

Taxbase for Council tax setting

9.2 The taxbase for council tax setting assumed in the MTFS is shown below:

Year	2017/18	2018/19	2019/20	2020/21
	Actual	Projected	Projected	Projected
Band D Equivalents	23,868.7	24,137.1	24,405.5	24,673.9

9.3 Using past trends together with information on already approved and likely future planning applications, projected housing growth has been used to forecast the council taxbase for the period of the MTFS. The taxbase is forecast to increase by 1.1% per annum after 2017/18.

9.4 A copy of the medium term financial forecast on the general fund is attached in appendix A.

10 VALUE FOR MONEY AND EFFICIENCY

- 10.1 Value for Money (VFM) is an assessment of whether or not we obtain the maximum benefit from the goods and services we both acquire and provide, within the resources available to achieve it. This assessment includes considerations about suitability, quality, whole life costs and the relationship between economy, efficiency and effectiveness.
- 10.2 Value for money remains an integral part of the external audit opinion. The general feedback was that the council had consolidated previous improvements and demonstrates good value for money across our services.

Efficiencies

- 10.3 A key part of the Council's ethos is its focus on achieving efficiencies. This is a main driver during the budget and planning process; ensuring resources are directed in the appropriate areas and is embedded across the whole authority. Services are monitored and reviewed for efficiencies with a view to identify where savings and or productivity gains can be made. The Council is committed to delivering efficiencies to drive costs down and maintain or improve services.

Finding efficiencies year on year to deliver a balanced budget and invest in services is a significant challenge. The Council's approach to identify and implement efficiencies will be via a Transformation Programme which will include but not limited to the following considerations

- Alternative delivery model of our services, where practicable and there is a financial business case to do so
- Effective use of assets – challenging the asset base and the use of assets, looking to manage and plan maintenance in the most effective way
- Working in partnership with both private and public bodies to improve quality and scope of service and reduce costs.
- Improving efficiency where possible but the scale of the financial constraint will almost certainly require considerations on the number and levels of services that the Council provides.
- Exploring new areas of income generation and adopting the 'commercial council' approach
- Smarter procurement processes and ways of working.
- The Council uses a number of service review methods to identify efficiency savings, for example, best value reviews, benchmarking performance with other authorities, testing costs in a range of alternative service delivery options.

11 INCOME GENERATION

Forecasting Income

- 11.1 The assumptions built into the MTFs regarding grants from central government are highlighted in section 7. This section covers the income from fees and charges.

Policy on Fees and Charges

- 11.2 The Council is looking to maximise the potential from fees and charges. A significant proportion of its income is from fees and charges and a balance has to be struck between meeting statutory responsibilities and the subsidy on providing discretionary services. The Council takes the view that raising charges to recover part or all of the costs of providing is preferable to removing the service completely. Charges are set after taking into account local circumstances (including economic conditions) and the user's ability to pay. The Council's fees and charges will normally increase at least in line with inflation or where appropriate statutory defined fees and charges increases. Increased or reduced income due to volume changes or charge proposals above or below inflation are addressed through the budget setting process.
- 11.3 The full list of fees and charges is shown in the Revised 2016/17 and Original 2017/18 Budget Estimates and Council Tax 2017/18 report to the Council in February 2017.
- 11.4 It is recognised that in developing a strategy for specific charges it is important to consider a number of factors on an options appraisal basis i.e. considering affordability, equality impact assessments, comparability and the implications of changing charges on forecasted income levels.
- 11.5 Concessionary charges should be as appropriate to the circumstances of the customer while encouraging increased participation for less advantaged groups. This should not lead to unjustifiable preferential treatment.
- 11.6 The Council's longer term policy has three fundamental principles:
- Services should raise income wherever there is a power or duty to do so.
 - The income raised should cover the full costs of providing the service including all overheads.
 - Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.
- 11.7 When the Council does not raise income in areas where it has the power to do so, it foregoes the opportunity to raise money to improve services and leaves less money available for spending on high priority services. A decision to forego income or to subsidise a service is a

policy decision about resources as significant as any decision made in the budget setting process.

Income and Debt Management

- 11.8 The Council has a good history of debt collection. The Council continues to build on this to maximise income received and minimise income written off. Monitoring information has been enhanced to provide information on evaluating the effectiveness of debt recovery actions, associated costs, and the cost of not recovering debt promptly.

12 USE OF RESERVES

- 12.1 The minimum General Fund Reserve is set at £2.5m. This will be reviewed regularly in the light of changing financial risk assessment.
- 12.2 Risks to the Council's financial position could derive potentially from budget overspend, loss of investment income, contractual/legislative failure or challenge and emergency events. Historically, the Council has a very good record of outturn financial position being within budget and of predicting investment income well; therefore this is not seen as a high risk to the Council and it is not necessary to make additional significant provision.
- 12.3 The level of risk posed by contractual or legislative failure and emergency events is difficult to predict, but it would be a low probability with a potentially high impact and whenever possible and practically able to do so, a performance bond/Parent Company Guarantee has been built into major contracts. Therefore it is not appropriate to set aside large amounts of reserve against the possibility of this happening.
- 12.4 In setting budgets and projections for individual years, it is important that the use of reserves is not increasing and creating an unsustainable future problem. To achieve this it is important to note the requirement to meet the budget gap savings identified in Appendix A.
- 12.5 A summary of the proposed use of reserves is shown in the table below and is based on a budget projection that includes aspects such as inflation, pension fund contributions and a number of priority and statutory growth pressures offset by savings identified. The overall aim is ensure that reserves do not fall below £2.5m and the current projections keep well within this target. A copy of the policy for reserves and balances can be found in appendix C.

Predicted General Fund Balance Movement	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000
Balance b/f					
General Fund Reserves	3,961	3,915	3,220	3,729	4,239
Earmarked Reserves	2,435	1,909	1,871	1,535	1,535
Total	6,396	5,824	5,091	5,264	5,774
Projected Movement					
General Fund Reserves	-46	-695	509	510	0
Earmarked Reserves	-526	-38	-336	0	0
Total	-572	-733	173	510	0
Balance c/f					
General Fund Reserves	3,915	3,220	3,729	4,239	4,239
Earmarked Reserves	1,909	1,871	1,535	1,535	1,535
Total	5,824	5,091	5,264	5,774	5,774

13 CAPITAL

Capital spend and funding

- 13.1 The Council's Capital Programme is agreed on an annual basis and serves the following purposes:
- It sets out how capital projects contribute to the achievement of the Council's corporate objectives.
 - It establishes the criteria for the allocation of capital resources.
 - It provides a framework for the administration of capital projects and monitoring of outcomes.
- 13.2 It is important to note that all capital investment and disposal decisions have been made with reference to the strategic objectives.
- 13.3 The Council's capital programme has in general always been funded by the use of capital receipts, external contributions or from capital grants and the current five year capital programme is underpinned mainly by capital receipts.
- 13.4 The programmes for 2017/18 to 2020/21 have been set in detail, any schemes above this level would need to seek alternate external funds or new capital receipts from the sale of assets. However it should be noted that the diminishing levels of capital receipts in future years would warrant a comprehensive review of the way the capital programme is supported in the long term. The financing of the indicative five year capital programme as shown would leave a projected £2.077m of capital resources remaining at 31 March 2021.
- 13.5 A summary of the programme and funding is given at Appendix B.

Revenue implications of capital programme

- 13.6 The key driver for the Council's approach to capital expenditure is revenue affordability.
- 13.7 Most Capital Projects have financial implications on the annual Revenue Budget. The revenue implications can take a variety of forms and they include:
- Capital financing costs
 - Loss of investment income
 - Annual non-capital financing costs, e.g.
 - Salaries
 - Rent
 - Rates
 - Energy costs
 - On-going maintenance costs
 - Income generated from the scheme or project

- 13.8 The revenue implication of the capital programme has been built into the MTFS.

14 TREASURY MANAGEMENT LINKS WITH FINANCIAL STRATEGY

- 14.1 The Council will continue to invest in accordance with the approved Treasury Management Strategy and will plan any consideration of borrowing closely through the MTFS and five year Capital Budget.
- 14.2 Investment income is used to support the budgets of the authority and movements in interest rates can result in significant changes. This is considered in more detail in the Treasury Management and Annual Investment Strategy which is submitted for Finance and Corporate Services Committee and Council Approval.

15 EQUALITY IMPACT ASSESSMENTS (EIA)

- 15.1 The council is committed to ensuring equality and diversity issues are given proper consideration. Equality Impact Assessments form an important part of our decision making to enable us to assess the impact of decisions on our residents, stakeholders and customers. Where the impact is high mitigation plans can be developed to reduce that impact of decisions. These are completed in accordance with national guidance and best practice.

16 CONCLUSION

6.1 The MTFS should be considered in the context of the following issues:

- The unprecedented reductions to local government funding as announced in the 2015 Spending Review and the four year settlement introduced by the government from 2016/17.
- The Council's current satisfactory financial strength as shown by the General Fund reserves, robust financial management and excellent track record in achieving efficiency savings
- That challenging decisions will still need to be made to safeguard frontline services and maintain a balanced budget together with an adequate level of General Fund reserves.
- That the Usable Capital Receipts Reserve will be utilised over the MTFS period leaving an estimated balance of £2.117m as at 31 March 2021.

6.2 The financial position over the medium term is shown in Appendix A. This also shows that the level of General Fund un-ringfenced reserves is expected to be £4.2m over the medium term at 31 March 2019. This needs to be considered in the context that for 2018/19 and 2019/20 the budget estimates have been constructed with high level assumptions and the detailed work will be undertaken in line with the Council's budget cycle timetable for those years and taking into account the government grants announced at the time.

List of Appendices

Appendix A sets out medium term projections for the General Fund
Appendix B sets out the medium term projections for Capital
Appendix C shows the Policy on reserves and balances

Appendix A - Medium Term Financial Strategy 2017/18 - 2020/21

Medium Term Financial Strategy					
	2017/18	2018/19	2019/20	2020/21	Total
	£000	£000	£000	£000	Savings
Baseline net expenditure		7,236	6,368	5,893	Required
Impact of Forward Pension Deficit Funding		-1,019	0	603	
Temporary Posts ending		-35	-46	0	
Other Cost Pressures		3	0	0	
Inflation provision		166	176	174	
Change in level of specific grants		71	0	0	
Projected (net) movement in income from fees and charges		182	88	7	
Projected movement in misc income		73	0	0	
Change in level of investment income		38	-6	-1	
New Homes Bonus Fluctuation in Annual Payment		101	-159	-58	
Contribution to/(Use) of General Fund balances	-695	509	510	0	
Use of earmarked reserves		-336	0	0	
Projected net expenditure to be funded	6,541	6,989	6,930	6,618	
Additional efficiency/income/saving required		-448	-527	-69	-1,044
Revenue Support Grant	-169	0	0	0	
Tariff Adjustment	0	0	330	330	
Business Rates Baseline Funding	-1,431	-1,480	-1,530	-1,530	
Business Rates Growth (net of levy to pool)	-350	-350	-350	-350	
Estimated Ctax collection fund surplus / deficit	-118	-100	-100	-100	
Estimated Yield from Council Tax	-4,472	-4,611	-4,753	-4,899	
Total Funding	-6,540	-6,541	-6,403	-6,549	
Band D council tax charge	187.37	191.02	194.74	198.54	
Taxbase	23,868.7	24,137.1	24,405.5	24,673.9	
Council Tax Target increase	2.74%	1.95%	1.95%	1.95%	

Appendix B – Capital Programme

Capital Programme 2016/17 - 2020/21						
Project Title	Original	Revised	Original	Original	Original	Original
	2016/17	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Council Offices site						
St Cedds Shared Accomodation		104				
Vehicle & Plant Replacement						
Parks Vehicle - Rolling replacement programme	20	40	22	22	22	22
New Rangers Vehicle	14	14				
Emergency Planning Vehicle	12	12				
Purchase of Waste Vehicle		12				
Maintenance Team Vehicle			30			
Information & Communication Technology						
PC and Printer Replacement Programme	35	35	35	45	35	35
Telephony Review/ Upgrade		5				
Parks & TIC Network Upgrade		8				
CRM Project - Selection, installation and deployment of a corporate CRM facilitating enhanced customer access, self service and underpinning our IT Strategy and Customer Strategy.	53	53	0			
IT project officer - One Fixed term post to assist with the rollout of a number of key IT capital projects such as Share point, CRM)	50	50	50			
I-Dox Application and Database upgrades	22	22				
SharePoint Phase 2	40	40				
E-Mail replacement - Upgrade of Exchange and Enterprise Vault			60			
Corporate upgrade of Windows from version 7 to version 10				26		
Maldon Promenade						
Parks Drains - purchase of surveying equip		1				
CCTV Upgrade Prom		14				
Adventure Golf		30				
New Service & splash Park kiosk		160				
Prom Park Road Repairs	10	50	55			
Bollard Lighting Promenade Park Footpaths	18	18				
Entrance Refurbishments		10				
All weather Car Parking improvements			60	50		
New accessible play site			48			
Ampitheatre Fencing			10			
Prom Depot Electronic Gates		15				
Leisure & Sports Centres						
Leisure Centres Planned Maintenance Programme		111				
Leisure Contract Capital Contribution		295				
Tip Road Resurfacing (match funding)	80	80				
Prom Park Winter car parking	10	10				

Parks & open Spaces						
Riverside Park footpaths		9				
Riverside Park Information boards and signage		20				
Riverside Park skate park area final section	12	12				
Sea Wall path resurfacing Riverside Park	11	11				
Playsite Resurfacing - St Georges Field and West Maldon Community Centre	30	30				
Riverside Park depot screening			40			
Mobile Welfare facility trailer			15			
Housing						
Mandatory Disabled Facilities Grants	320	420	420	420	420	420
Cemeteries						
Burnham Cemetery Roadway	57	57				
Heybridge Cemetery Chapel Roof			25			
Rivers						
Coastal & Communities match funding		18				
Replacement Thirslet Buoy	20	20				
River Enforcement Project – Purchase of 2 Personal Water Crafts	15	15				
Car Parks						
Phase 2 CCTV upgrades and new equipment - Maldon High Street & Car Park System Upgrade	30	30				
New Car Park signage (Town & Prom)			14			
Environmental Waste						
Purchase of Bins		588				
Elections						
Replacement of Polling booths			25			
Facilities and Asset Management						
99 Wood Road Refurbishment			40			
Total Capital Programme	859	2419	949	563	477	477
Funding						
Capital Receipts		1999	529	143	57	57
Govt Grant		420	420	420	420	420

Appendix C – Policy on Reserves and Balances

Purpose

A Policy for Reserve and Balances represents good financial management and should be reviewed annually.

CIPFA guidelines were recently updated and reissued in November 2008 under LAAP Bulletin No. 77. The main issues covered in the guidelines are set out below together with Maldon's approach.

Application

The general principles set out in this Reserves and Balances Policy apply to the General Fund for Maldon District Council. It applies to reserves only and not provisions.

The Existing Legislative/Regulatory Framework

The requirement for financial reserves is acknowledged in statute. Sections 32 and 43 of the Local Government Finance Act 1992 require billing and precepting authorities to have regard to the level of reserves needed for meeting estimated future expenditure when calculating the budget requirement.

The Local Government Finance Act 1992 and Local Government Act 2003 set out that a range of safeguards to mitigate against local authorities over-committing themselves financially. These include:

- the balanced budget requirement
- Chief Finance Officers' duty to report robustness of estimates and adequacy of reserves when considering the budget requirement.
- Requirement for local authority to make arrangements for proper administration of their financial affairs and that the Chief Finance Officer is that responsible person (section 151 duties)
- the requirements of the prudential code .
- the auditor will consider whether audited bodies have established adequate arrangements to ensure that their financial position is soundly based.

Generally, the balanced budget requirement is sufficient discipline for the majority of local authorities. This requirement is reinforced by section 114 of the Local Government Finance Act 1988 which requires the Chief Finance Officer in England and Wales to report to all the authority's councillors if there is or is likely to be unlawful expenditure or an unbalanced budget. This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year. The issue of a section 114 notice by the Chief Finance officer cannot be taken lightly and has serious operational implications.

The prudential code requires chief finance officers to have full regard to affordability when making recommendations about future capital programmes.

Guidance on specific levels of reserves and balances is not given in statute or by CIPFA (the recognised accountancy body for local government finance) or the Audit Commission. There is no statutory minimum level of reserves. It is up to local authorities themselves to set their own level of reserves and balances on the advice of the Chief Finance Officer.

The Role of the Director of Resources

Within the existing statutory and regulatory framework, it is the responsibility of Director of Resources to advise the Council about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.

The Council then, acting on the advice of Director of Resources must make its own judgements on the level of reserves and balances taking into account all the relevant local circumstances. These include the operational and financial risks, and the arrangements in place to manage them, including adequate and effective systems of internal control. The duties of the Chief Finance Officer in relation to the level of reserves are covered by the legislative framework described in 3 above. Under the Local Government Act 2003, the Chief Finance Officer must report to the Council on the adequacy of reserves(section 27) and reserve transactions must be taken account of within the required budget monitoring arrangements (section 28).

Types of Reserves

Reserves can be held for three main purposes:

- a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing – this forms part of general reserves
- a contingency to cushion the impact of unexpected events or emergencies – this also forms part of general reserves
- a means of building up funds, often referred to as earmarked reserves, to meet known or predicted liabilities.

The Council also holds other reserves that arise out of the interaction of legislation and proper accounting practice. These reserves are not resource backed and cannot be used for other purposes include :

- a Pensions Reserve (required under IAS19). This is a specific accounting mechanism used to recognise the Council's share of pension fund liabilities in its balance sheet. As this is a reserve which arises from an accounting standard it is not available to finance Council expenditure.
- a Revaluation Reserve – this records unrealised gains in the value of fixed assets.
- a Capital Adjustment Account – this is a specific accounting mechanism used to reconcile different rates at which assets are depreciated under proper accounting practice and financed through the capital controls system.

For each earmarked reserve held by the Council there should be a clear protocol setting out:

- the reason for/purpose of the reserve

- how and when the reserve can be used
- procedures for the reserve's management and control
- a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

This Reserves and Balances Policy ensures that when establishing reserves, Maldon District Council complies with the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) and in particular the need to distinguish between reserves and provisions.

Policy and Principles to Assess the Adequacy of Reserves

The principles used by the Chief Finance Officer to assess the adequacy of unallocated general reserves when setting the budget, ensure that account is taken of the strategic, operational and financial risks facing the authority.

Setting the level of reserves is just one of several related decisions in the formulation of the medium term financial strategy and the budget for a particular year. This is carried out as part of the four year Service and Resource Planning Process. Account is taken of the key financial assumptions underpinning the budget alongside a consideration of the authority's financial management arrangements. In addition to the cash flow requirements of the authority the following factors are considered:

- The treatment of inflation and interest rates
- Estimates of the level and timing of capital receipts
- The treatment of demand led pressures
- The treatment of planned efficiency savings / productivity gains
- The financial risks inherent in any significant new funding partnerships, major outsourcing arrangements or major capital developments
- The availability of other funds to deal with major contingencies and the adequacy of provisions.
- The economic situation, unforeseen events etc.
- The risks identified by the authority as part of its risk management arrangements

The Council holds two types of reserves

- General non earmarked reserves (the Council's General Fund Balances)
- Earmarked reserves held for specific purposes

It is the current policy of Maldon District Council for the *General Fund reserves* (the General Fund Balances) to be held at a level of, at least, £2.5m. This is reviewed at least annually, during the setting of the budget. Factors which are taken into account during the review include; the level of balances as a percentage of the net revenue requirement, budget management and monitoring procedures, risk levels and financial projections for future years.

Reserves can be created or increased to ensure that the Service and Resource Planning Process takes account of any need to increase due to factors which may arise and to fully account for these factors.

In addition, the regular budget monitoring process carried out by the Council throughout the year will report on any changes in the level of balances or reserves.

The Reserves and Balances Policy is set in the context of the authority's Medium Term Financial Strategy and does not focus exclusively on short-term considerations. Balancing the annual budget by drawing on general reserves may be viewed as a legitimate short-term option. However, where reserves are to be deployed to finance recurrent expenditure this will be made explicit. Advice will be given by the Chief Finance Officer on the adequacy of reserves over the lifetime of the medium term financial projections. This is addressed in the Medium Term Financial Strategy.

A New Reporting Framework

The Chief Finance Officer has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. Compliance with this Reserves and Balances Policy assists in allowing the Chief Finance Officer to be satisfied that there is proper stewardship of public funds. The level and utilisation of reserves is determined formally by the Council at its meetings to approve the annual budget and the final accounts. These decisions are informed by the advice and judgement of the Chief Finance Officer.

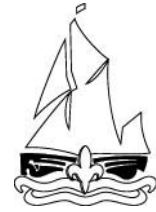
The Reporting Policy for Maldon District Council is:

- The Medium Term Financial Strategy report to the Council includes a statement showing the proposed use of, or contribution to, general and earmarked reserves for the year ahead. Reference should be made as to the extent to which such reserves are to be used to finance recurrent expenditure
- The budget report itself includes a statement from the Chief Finance Officer on the adequacy of reserves in respect of the forthcoming financial year and the authority's medium term financial strategy.
- The Councils' annual statement of accounts includes a schedule of all reserves in the balance sheet, showing opening balance, net movement in year and year-end balance. Notes to individual reserves are given in the accounts and significant reserve movements are explained in the Chief Finance Officer's foreword to the accounts and the covering report to Council which accompanies the presentation of the accounts.
- The regular in-year Budget Monitoring reports to Committee include details of any transactions affecting the Council's reserves.

Good Governance

It is important that local authority councillors take responsibility for ensuring the adequacy of reserves and provisions when they set the budget. This will be subject to the advice of the Chief Finance Officer and the arrangements for reviewing and reporting on the level of reserves and balances as set out above.

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REPORT of CHIEF EXECUTIVE

**to
COUNCIL
16 FEBRUARY 2017**

CORPORATE PLAN, KEY ACTIVITIES, INDICATORS AND TARGETS 2017 / 18

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek the Council's approval of the proposed Corporate Activities, Performance Indicators and Targets for 2017 / 18 and for their inclusion in the annual update to the Corporate Plan (2015 - 19).

2. RECOMMENDATIONS

- (i) that the proposed 2017 / 18 Key Corporate Activities as detailed in **APPENDIX 1** are approved;
- (ii) that the proposed 2017 / 18 indicators / measures and targets as detailed in **APPENDIX 2** are approved;
- (iii) that the 2017 / 18 Update of the Corporate Plan (2015 - 19) as set out at **APPENDIX 3** is approved and adopted.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Corporate Plan is an over-arching document, detailing the Council's goals and desired outcomes. It provides focus and direction so that all services are clear on how operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.
- 3.1.2 A new Corporate Plan covering the period 2015 - 2019 was approved and adopted by Council in February 2015 (Minute No. 828 refers). The Plan sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of high level outcomes associated with each of these goals that it wishes to see achieved.
- 3.1.3 Each year Key Corporate Activities (KCAs) are included in the updated Corporate Plan. For 2017 / 18, the Corporate Leadership Team (CLT), in liaison with the service managers, has identified and proposed activities that will help contribute to the achievement of the corporate goals and outcomes. These were submitted to the November 2016 meetings of the programme committees and endorsed.

- 3.1.4 These KCAs will be monitored at a corporate level with quarterly reports submitted to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the desired outcomes and the Overview and Scrutiny Committee scrutinise decisions made by, and the performance of, the committees and services.
- 3.1.5 As in previous years, services have proposed the performance indicators / targets and measures which will assist in tracking the impact of the key corporate activities and provide evidence of achievements. For those designated as “tracking measures” it is inappropriate to set targets because the Council is not totally in control of the performance, but establishing these measures will help us to confirm the impact of our actions on the desired outcomes.
- 3.1.6 All of these indicators / measures will continue to be monitored corporately.
- 3.1.7 There will be additional activities and indicators outlined in the individual service Business Plans which will contribute to the Council’s overall goals, but as these will be at a more operational level, they will be monitored and managed within the service.
- 3.1.8 The Business Plans are scheduled to be submitted to the programme committees for approval in April 2017.
- 3.1.9 Copies of the approved Business Plans will be attached to TEN (the Council’s Performance and Risk Management System) to which all Members have access.

3.2 **Areas for Decision / Action**

- 3.2.1 Approval is sought for the KCAs which are proposed for 2017 / 18 as detailed at **APPENDIX 1** to this report, which have been endorsed by the programme committees and which will be monitored corporately.
- 3.2.2 Some of these activities remain unchanged from those agreed for 2016 / 17 given that these actions have longer term target dates, for example relating to the Local Development Plan, delivery of the required infrastructure, maximising benefits from the development of a new nuclear power station at Bradwell and delivering the Medium Term Financial Strategy. For other activities, specific projects are to be established against which progress can be effectively assessed. For example, the KCA relating to the Community Safety Partnership action plan will specify local projects and the KCA linked to implementing health and wellbeing projects with partners will identify projects to meet local priorities regarding obesity, old age frailty and educational attainment.
- 3.2.3 New KCAs added for 2017 / 18 are:
- Agree a vision for the Maldon District Council (MDC) Transformation Strategy and implementing planned transformation projects.
 - Embed a process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council).
- 3.2.4 2016 / 17 activities not being carried forward in 2017 / 18 include:

- **Promote and support improved Broadband connectivity** – a significant amount of progress has already been made through the work of BDUK and will continue to be monitored by the Economic Development Team.
- **Mobilise the Waste Contract** - The contract has been successfully implemented and the service continues to embed with excellent public participation in the recycling scheme.
- **Implement the agreed devolution agenda** - No further progress has been made in the preparation and submission of a Greater Essex devolution bid to Government.
- **Implement the Essex wide building control shared service** – In July 2016, Council agreed not to go ahead with the shared service option. The Building Control manager will be working with other adjacent local authorities to explore other opportunities and consider how resilience can be built into the service.

3.2.5 When establishing and agreeing the KCAs and the indicator targets for 2017 / 18, the focus has been on re-assessing what can realistically be achieved with the resources available. However, stretching targets have been set where possible.

3.2.6 Approval is also sought to the indicators/measures and proposed targets as detailed at **APPENDIX 2**.

3.2.7 The second annual update to the approved and adopted four year Corporate Plan (2015 - 19) is proposed. The 2017 / 18 Update incorporates the revised and new Key Corporate Activities and the indicators/measures and proposed targets. A new Foreword from the Leader of the Council and the Chief Executive is included. This briefly outlines some of the developments that have taken place during the current year and some areas of attention for the coming year. The importance of aligning the Corporate Plan priorities with the Medium Term Financial Strategy and annual budget update is also emphasised.

3.2.8 The five corporate goals are set out in the 2017 / 18 Update and remain unchanged from the previous annual update, namely:

- (i) Strengthening communities to be safe, active and healthy;
- (ii) Protecting and shaping the District;
- (iii) Creating opportunities for economic growth and prosperity;
- (iv) Delivering good quality, cost effective and valued services; and
- (v) Focusing on key projects.

3.2.9 Approval is sought for the 2017 / 18 Update to the Corporate Plan (2015 - 19) as set out in **APPENDIX 3**.

3.3 **Background**

3.3.1 The Corporate Plan is an over-arching document, detailing the Council's goals and desired outcomes. It provides focus and direction so that all services are clear on how operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.

- 3.3.2 A new Corporate Plan covering the period 2015/2019 was approved and adopted by Council in February 2015 (Minute 828). The Plan sets the vision and corporate goals that Council has agreed to focus on over the four year period, along with a suite of high level outcomes associated with each of these goals that it wishes to see achieved.
- 3.3.3 Each year Key Corporate Activities (KCAs) are included in the updated Corporate Plan. For 2017/18, the Corporate Leadership Team (CLT), in liaison with the service managers, has identified and proposed activities that will help contribute to the achievement of the corporate goals and outcomes. These were submitted to the November 2016 meetings of the programme committees and endorsed.
- 3.3.4 These KCAs will be monitored at a corporate level with quarterly reports submitted to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the desired outcomes and the Overview and Scrutiny Committee scrutinise decisions made by, and the performance of, the committees and services.
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- 3.3.8 The Business Plans are scheduled to be submitted to the programme committees for approval in April 2017.
- 3.3.9 Copies of the approved Business Plans will be attached to TEN (the Council’s Performance and Risk Management System) to which all Members have access.

3.4 **Areas for Decision / Action**

- 3.4.1 Approval is sought for the Key Corporate Activities (KCAs) which are proposed for 2017/18 as detailed at **APPENDIX 1** to this report, which have been endorsed by the programme committees and which will be monitored corporately.
- 3.4.2 Some of these activities remain unchanged from those agreed for 2016/17 given that these actions have longer term target dates, for example relating to the Local Development Plan, delivery of the required infrastructure, maximising benefits from the development of a new nuclear power station at Bradwell and delivering the Medium Term Financial Strategy. For other activities, specific projects are to be established against which progress can be effectively assessed. For example, the KCA relating to the Community Safety Partnership action plan will specify local projects and the KCA linked to implementing health and wellbeing projects with

partners will identify projects to meet local priorities regarding obesity, old age frailty and educational attainment.

3.4.3 New KCAs added for 2017/18 are:

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- Embed a process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council).

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3.4.8 The five corporate goals are set out in the 2017/18 Update and remain unchanged from the previous annual update, namely:

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- iii. Creating opportunities for economic growth and prosperity;
- iv. Delivering good quality, cost effective and valued services; and
- v. Focusing on key projects.

3.4.9 Approval is sought for the 2017/18 Update to the Corporate Plan (2015/19) as set out in **APPENDIX 3**.

3.5 **Reporting 2016 / 17 Performance to the Public**

3.5.1 In accordance with the Council's principle of being transparent and accountable we publish performance information on the web site and report whether we have made progress towards achieving the corporate goals and outcomes stated in the Corporate Plan.

3.5.2 In accordance with the Council's principle of being transparent and accountable we publish performance information on the web site and report whether we have made progress towards achieving the corporate goals and outcomes stated in the Corporate Plan.

4. **IMPACT ON CORPORATE GOALS**

4.1 The key corporate activities detailed in **APPENDIX 1** are linked to the corporate goals and desired outcomes stated in the Corporate Plan 2015 - 19. To ensure that Maldon District Council is progressing towards or achieving these goals and outcomes, it is important that performance is monitored and managed against targets and milestones.

4.2 To ensure that it is being transparent and accountable to the community, the Council needs to be able to demonstrate that it is monitoring and managing performance effectively.

5. **IMPLICATIONS**

(i) **Impact on Customers** - Business planning and performance management is about agreeing and achieving objectives and priorities, monitoring our performance against agreed targets and timescales, identifying opportunities for improvement, making necessary changes and ultimately delivering quality public services.

(ii) **Impact on Equalities** – The Council aims to understand the needs of our staff and customers and making sure that our policies and services are designed to meet these needs and are implemented appropriately.

MDC is committed to providing equal opportunity of access to services and working towards developing communities that are free from discrimination.

Effective performance management will assist the Council in determining whether it is achieving this.

(iii) **Impact on Risk** – Without agreed and clearly stated corporate goals and desired high level outcomes, the Council will be at risk of not effectively focusing its work and, in turn, efficiently directing limited resources.

Those risks which may prevent the Council from achieving the corporate goals stated in the Corporate Plan are identified and reviewed on an annual basis.

These are recorded on the Corporate Risk Register together with any current controls in place and further actions to be taken forward to mitigate the risks as much as possible.

The Corporate Leadership Team and the Audit Committee undertake quarterly reviews of the Corporate Risk Register as assurance that the corporate risks are being managed effectively and seeking to ensure that the corporate goals should be achieved.

- (iv) **Impact on Resources (financial and human)** - The business planning process includes the agreement of the budgets by Members. Business plans are based on the budget decisions taken and the resources available.
- (v) **Impact on the Environment** – The importance of protecting and enhancing the local environment is fully recognised in the Corporate Plan with desired outcomes focussing on this.

Background Papers: None.

Enquiries to: Fiona Marshall, Chief Executive, (Tel: 01621 875711),
Richard Holmes, Director of Customers and Community, (Tel: 01621 875752),
Kamal Mehta, Interim Director of Resources, (Tel: 01621 875762),
Simon Rowberry, Interim Head of Planning Services, (Tel: 01621 875750),
Linda Weeks, Corporate Policy Officer, (Tel: 01621 875875),
Julia Bawden, Performance and Risk Officer, (Tel: 01621 876223).

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Proposed Key Corporate Activities 17/18

STRENGTHENING COMMUNITIES TO BE SAFE, ACTIVE AND HEALTHY				
Key Corporate Activity	Lead Officer	Directorate	Timescales	Comments
1. Implement the following 17/18 projects from the Community Safety Partnership action plan to maintain the low levels of crime, support victims of anti-social behaviour and reduce the fear of crime: <ul style="list-style-type: none"> - Projects to be advised 	Community Safety Partnership Manager	Customers and Community	Ongoing	Specific local projects to be agreed including using the Community Policing Hub to target resources
2. Implement with partners the following targeted projects that contribute to the local health and wellbeing needs: <ul style="list-style-type: none"> - Obesity - Old age frailty - Educational attainment 	Director of Customers and Community		Ongoing	Specific projects will be determined in early 2017 when Health and Well Being grant funding is allocated through a bidding process, ensuring that the successful projects meet MDC priorities in these areas and offer value for money
3. Embed the Safeguarding policy and procedures across all Council services	Director of Customers and Community		Ongoing	
4. Implement the following Strengthening Communities Strategy projects: <ul style="list-style-type: none"> - Provide at least three volunteer projects within the District's open spaces for either improved conservation or improved amenity of those areas 	Director of Customers and Community		March 2018	Other specific projects to be established in early 2017. There is a need to ensure that MDC projects are linking in to the wider Essex Strengthening Communities Strategy.

PROTECTING AND SHAPING THE DISTRICT				
Key Corporate Activity	Lead Officer	Directorate	Timescales	Comments
5. Adopt the Local Development Plan documents for the Maldon District	Strategic Policy Planning Manager Director of Planning and Regulatory Services	Planning and Regulatory Services	March 2018	
6. a) Work in partnership to deliver and ensure management and maintenance of strategic infrastructure *	Strategic Policy Planning Manager	Planning and Regulatory Services	Ongoing	*Including the delivery of S106 agreement obligations and projects
b) Establish management plans with existing and new community groups regarding the management and maintenance of open spaces *. For 17/18: - Riverside Park, Burnham-on-Crouch - Cemeteries	Group Manager, Leisure, Countryside & Tourism	Customers and Community		
7. Work with partners to seek funding/bring forward flood relief projects for identified surface and coastal flooding risk areas in the District *	Environment and Licensing Manager	Planning and Regulatory Services	March 2018	
8. Adopt the Maldon District Design Guide	Strategic Policy Planning Manager	Planning and Regulatory Services	September 2018	
9. Co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living within the District	Strategic Housing Manager	Planning and Regulatory Services	March 2018	

CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY				
Key Corporate Activity	Lead Officer	Directorate	Timescales	Comments
10. Implement the agreed business engagement framework	Economic, Partnerships and Projects Manager	Planning and Regulatory Services	March 2018	
11. Through partnership working with local businesses and agencies, implement the action plan for: a) The Central Area Master Plan b) The Leisure Quarter c) Maldon Central	Economic, Partnerships and Projects Manager	Planning and Regulatory Services	Ongoing	
12. Promote the District as a destination of choice by: a) Defining and promoting existing/new employment land b) Implementing the following key projects from the “Maldon District Marketing Plan” with partners to increase visitor numbers and visitor spend in the District: - Projects to be advised in due course	Economic, Partnerships and Projects Manager Group Manager, Leisure, Countryside and Tourism	Planning and Regulatory Services Customers and Community	Ongoing March 2018	
13. Develop and implement a strategy to meet the skills need within the District	Economic, Partnerships and Projects Manager	Planning and Regulatory Services	March 2018	
14. Work with partners on the Total Transport pilot project	Director of Customers and Community	Customers and Community	Ongoing	

DELIVERING GOOD QUALITY, COST EFFECTIVE AND VALUED SERVICES				
Key Corporate Activity	Lead Officer	Directorate	Timescales	Comments
15. Implement Workforce Development Plan projects for 17/18: a) Monitor/review use of the Performance Review System and transfer it on to HRIS. b) Develop a recruitment strategy c) Introduce a Total Reward Policy d) Conduct a Council-wide skills audit	Strategic People, Performance and Policy Manager	Resources	March 2018	Work on the recruitment strategy and Total Reward Policy has started, but will continue into 17/18. The Council-wide skills audit is dependent on the effective use of the performance review system and the transfer of this to the HRIS. Work on the audit will commence late 17/18 and will continue into 18/19.
16. Implement the ICT projects for 17/18: a) Implement a new telephony system (March 18) b) Upgrade the e-mail system (August 2017)	IT Manager	Resources	See individual projects	
17. Deliver the Medium Term Financial Strategy to achieve a balanced budget	Director of Resources	Resources	Ongoing	
18. Transformation: a) Agree the vision for the MDC Transformation Strategy b) Agree a programme of transformation projects for implementation	Director of Resources	Resources	April 2017 June 2017	

FOCUSSING ON KEY PROJECTS			
Key Project	Lead Officer(s)	Directorate	Comments
19. Work with partners to deliver the new Maldon Health Hub	Chief Executive	Corporate	
20. Develop and implement a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell	Director of Planning & Regulatory Services	Corporate	
21. Embed the process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council	Director of Customers and Community	Corporate	
22. Develop and implement an income generation programme	Director of Resources	Resources	

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Proposed targets 2017/18

Corporate Goal – Strengthening communities to be safe, active and healthy

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Level of reported crime	2,341 Incidents of all crime	Fewer reported incidents than in 15/16	1,922 Incidents of all crime	No	Fewer reported incidents than in 16/17	Following a meeting of the Overview and Scrutiny Committee acting as the Crime and Disorder Committee in December 2015 it was agreed that a local set of performance indicators would be developed in partnership with Essex Police. A local police analyst has now been appointed and discussions will be taking place shortly to establish local indicators for the Maldon District.
	1,087 Anti-Social Behaviour incidents		800 ASB incidents	At risk		
	Sanctioned detection rate 11.7%	No target	11.8%	N/A	No target	
No. of households where living conditions were improved through Housing Act interventions	21	No target	4	N/A	Tracker measure	
No. of assisted installations to improve home energy efficiency through Council promotion	20	No target	15	N/A	Tracker measure	



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Overall no. of households within the Maldon District that have been assisted as part of the (previous) national Green Deal and ECO scheme	926 (Jan 13 and Mar 16)	No target	1,126 (Jan 13 – Sept 16)	N/A	Tracker measure	
No. of aids, adaptations and improvements implemented for older and disabled households by the Home Improvements Team	63	No target	49	N/A	Tracker measure	



Proposed targets 2017/18

Corporate Goal - Protecting and shaping the District

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Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Total household waste arising per household	838 kgs. per household	820 kgs. per household	Monitored on an annual basis	N/A	790 kgs. per household	Proposed targets based on the data/performance seen since the introduction of the new service in June 2016.
Residual household waste per household	443 kgs. per household	400 kgs. per household	Monitored on an annual basis	N/A	350 kgs. per household	
Percentage of household waste sent for reuse, recycling and composting (including separate green waste)	47.3%	52%	58.07%	Yes	58%	While performance as at end of Q2 is over 60%, this will reduce in the last six months of the year due to a decrease in the amount of garden waste collected. Experience of other authorities has shown that after the first year of a new service recycling rates may dip as residents revert to old habits.
New Measure: Average number of justified missed collections per collection day	New	No target	17/collection day (*figures for 3 rd Oct – 22 nd Dec only)	New for 17/18	< 10/collection day	In the past measuring missed collections has been based on “per 100,000 collections” as this was an industry wide standard. However, authorities now use different definitions and methodologies for measuring performance in
Total number of justified missed collections	2,337* (* figures for April – December only)	Tracking measure	5,013 actual missed collections for the year		Tracking measure	



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
						<p>this area so benchmarking using this indicator is no longer possible.</p> <p>It is proposed therefore that missed collections is reported using the average number of missed collections per collection day (against a total of 16,320 collections per day) during the quarter and the total actual justified missed collections in the quarter. These measures will provide a more meaningful picture of performance against the total number of collections.</p> <p>Performance will be assessed against a “target” of less than 10 justified missed collections per collection day (i.e. collections are made four days a week). The waste contract states that no more than 50 rectification notices a week should be</p>



Proposed targets 2017/18

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Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
						issued. Notices can be raised for reasons other than missed collections such as crew behaviour, but it is anticipated that the majority (approx. 40) of these will be as a result of missed collections which equates to 10/collection day, hence the target proposed.
Fly tipping - No. of incidents - % removed within standard time	- 214 - 100%	No target	- 280 - 100%	N/A	Tracker measure	
No. of reports received from the public re litter	38	No target	13	N/A	Tracker measure	
No. of fixed penalty notices issued relating to litter offences	18	No target	22	N/A	Tracker measure	
No of reports received from the public re dog fouling	50	No target	33	N/A	Tracker measure	
No. of fixed penalty notices issued relating to dog fouling offences	12	No target	4	N/A	Tracker measure	Tracker measure
No. of sites in the District (out of 15) where Nitrous Dioxide levels exceed 90th percentile of National Air	N/A	No target	8 sites in Q1 10 sites in Q2	N/A	Tracking measure	On a quarterly basis the number of sites where levels of NO2 exceeds the 90th percentile will be



Proposed targets 2017/18

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Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Quality annual mean objective			12 sites in Q3			reported indicating where a particular site is getting close to the national standard. The annual indicator will measure whether across the whole District air quality has stayed within the national air quality objective of 40µg/m³
Levels of Nitrous Dioxide across the whole District	33.05 µ/m³	< 40 µ/m³	N/A monitored on an annual basis		< 40 µ/m³	
New measure: Number of flood alleviation schemes implemented in the District as a result of grant funding/partnership working	New	No target	To be monitored on an annual basis		Tracking measure	Mitigating flood risk in the District is an outcome stated in the Corporate Plan.
New measure: Number of households removed from the flood risk as a result of the schemes implemented	New	No target	30 (including the Mayland schemes to be completed by 31/03/17)		Tracking measure	
Quality of decisions: % of total number of decisions on applications made during the assessment period being overturned at	Majors: 9.8%	Majors: 3% Non-majors: new	6.6 Majors: %* 3.78%	No New	Majors 8.5 % Non-majors 8.5%	Targets are set taking into account the DCLG threshold for underperforming authorities of major and



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
appeal		indicator	% Non-majors* (* for the 2 year minus 9 months period as per assessment re quality of decisions)	17/18		non-major applications allowed on appeal over a 2 year period as no greater than 10%. The 2017 assessment will be undertaken by DCLG based only on speed of application determination for both major and non-major development. The 2018 assessment will include the quality of decisions aspect.
Total number of open market homes delivered	250	180	N/A monitored on an annual basis		180	Tracking measure against the target set of 180 market homes per year as stated in the LDP. While the Council can facilitate the delivery by agreeing applications, the actual delivery of the homes is outside of our control.
Total number of affordable homes delivered (through legal agreements and other means)	45	130	N/A monitored on an annual basis		130	Tracking measure against the target set of 130 affordable homes per year as stated in the LDP. While the Council can facilitate the delivery by agreeing applications, the actual delivery of the



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
						homes is outside of our control.
Affordable housing assessment needs	New indicator 15/16	No target	157	N/A	Tracking measure	
Total number of long term (i.e. longer than 6 months) empty homes in the District	195 (as at 31/03/16 of which 41 had been empty in excess of 5 years)	N/A	211 (as at 30/09/16 of which 37 had been empty in excess of 5 years)	N/A	N/A	The target for 17/18 has been reduced. Given performance in 15/16 and this year to date, the number of empty properties that could be returned to use will decrease as it will be those very long term properties that are difficult to deal with that remain.
Number of long term empty homes returned to use	98	90	41 (as at 30/09/16)	Yes	80	To provide some context – as at March 2015, nationwide the number of long term vacant properties as a percentage of total stock was 0.9%* (East of England 0.6 %*). Currently within the Maldon district 0.77% of total stock is classed as long term empty so below the national average.



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
advice, but unsuccessful in preventing/relieving the risk of homelessness						
New measure: Number of people registered with the Council for housing in Bands A-C of the Council's policy for determining Housing Need	N/A	No target	248 (as at 17/12/2017)	N/A	Tracking measure	It is proposed that these new measures are introduced for 17/18 to provide a wider picture of the housing need situation within the District.
New measure: Number of properties available to offer those with a housing need during the quarter	N/A	No target	N/A	N/A	Tracking measure	
New measure: Number of households placed in temporary accommodation within the quarter	N/A	No target	TBA	N/A	Tracking measure	



Proposed targets 2017/18

Corporate Goal – Creating Opportunities for Economic Growth and Prosperity

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Within the District total number of employee jobs	19,000	No target	N/A monitored on an annual basis		Tracker measure	
Claimant Count	340 (as at April 2016)	No target	335 (as at September 2016)	N/A	Tracker measure	
Number of business enterprises within the District (start-ups/survival rates)	3,270 (2015)	No target	N/A monitored on an annual basis		Tracker measure	
Number of empty NNDR properties within the District	187 (as at March 2016)	No target	177 (as at December 2016)	N/A	Tracker measure	
NNDR Collectable Debt	£14.3m	No target	N/A monitored on an annual basis		Tracker measure	
Number/percentage of 16 – 19 year olds in the District not in employment, education or training	80 (as at March 2016)	No target	N/A monitored on an annual basis		Tracker measure	
Number of participants in apprenticeship schemes	290	No target	N/A monitored on an annual basis		Tracker measure	



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
within the District	(August 15 – Jan 16)					
Visitor spend in the District	£155.7m (13/14)	No target	N/A monitored on an annual basis		Tracker measure	



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Time taken to process Housing Benefit/Council Tax Support new claims	14.5 days	15 days	14.3 days	Yes	15 days	Further welfare benefit reforms being introduced next year could have an impact on performance
Time taken to process Housing Benefit/Council Tax Support change of circumstances	7.6 days	9 days	7.7 days	Yes	8.5 days	Number of days target reduced given good performance in 15/16 and 16/17 to date. However, speed of processing has to be balanced with quality and there has been a focus on accuracy which has improved over the last year. This must be sustained and not compromised for quicker processing times.
% Council Tax collected	98.3%	98.3%	94.5%	Yes	98.3%	Changes to welfare benefits may impact collection rates.
% Business Rates collected	98.07%	97.8%	90.98%	Yes	98%	Target increased slightly in light of performance for 15/16 and 16/17 to date. The revaluation of



Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
						business rates and changes to the business rate relief scheme may impact the collection rate in 17/18, but the aim is to sustain current performance.
Percentage of major planning applications determined within 13 weeks	73.13%	75%	90.91%	Yes	80%	Proposed targets increased to reflect the improved performance achieved in 16/17 to date.
Percentage of minor planning applications determined within 8 weeks	71.12%	70%	83.47%	Yes	75%	
Percentage of other planning applications determined within 8 weeks	89.6%	80%	93.95%	Yes	85%	
% of major planning applications acknowledged within 10 working days	New indicator 16/17	100%	93.3% (as at end of Q2)	No	95%	Targets reduced to 95% given that there are issues which affect the process which are outside of Planning Services control and impact performance and therefore achieving 100% is unlikely.
% of minor planning applications acknowledged within 5 working days	New indicator 16/17	100%	38.04% (as at end of Q2)	No	95%	
% of other planning applications acknowledged within 5 working days	New indicator 16/17	100%	44.98% (as at end of Q2)	No	95%	
Average number of days lost per (Full Time	12.42 days per FTE	7 days per FTE	9.17 days per FTE	No	8 days per FTE	A number of new interventions will be

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Proposed targets 2017/18

Indicator	15/16 Actual	16/17 Target	Cumulative Performance for the year As at Q3	On track to achieve annual target	Proposed 17/18 Target	Comments
Equivalent) FTE due to sickness						<p>introduced as part of the Sickness Absence Management Policy approved in October 2016.</p> <p>The results of the 2016 CIPD Absence Management Survey show that the average figure for the public sector is 8.5 days per employee.</p>

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Corporate Plan 2015/19

**2017/18
UPDATE**

Our vision

*Working in
partnership
to make the
Maldon District
a better place
to live, work
and enjoy*



MALDON DISTRICT
COUNCIL

AERIAL IMAGE: TON MCGANN

Foreword from

Councillor Miss Miriam Lewis, Leader of the Council and Fiona Marshall, Chief Executive

Welcome to the second annual update of Maldon District Council's approved Corporate Plan for the period 2015/19. Our Corporate Plan outlines our strategic direction, setting out our vision and priorities. It guides our planning and allocation of resources as we establish detailed operational plans year on year. This 2017/18 Update aims to give a clear sense of direction for the Council during the year ahead, reflecting any changes in District priorities alongside those of local government and public services more widely.

During a time of continuing public sector reform, 2016/17 has been another productive yet challenging year for the Council.

We continue to weather the storm of financial pressures that local authorities face through on-going robust and effective financial planning and management. The stark reality remains that by the end of this Parliament (2019/20) the level of core funding this Council receives from Central Government is likely to have reduced by more than half since 2015/16. The connectivity between our Corporate Plan ambitions and our Medium Term Financial Strategy and annual budget update are ever vital. We must ensure that all of the Council's main areas of focus and activity are planned, funded and reflect the Council's spending priorities, whilst being aligned to the approved Corporate Plan. It is imperative too that we operate as efficiently and effectively as possible. In the light of this, and future financial constraints, this year we will be developing and implementing our Transformation Strategy and delivering an income generation programme, as well as establishing a basket of 'shovel ready' projects which can be 'taken off the shelf' when appropriate external funding streams are launched.

In June we embarked on the most extensive change to the only Council service that directly affects every household in the District on a weekly basis. Our new alternate weekly collection of waste and recycling is now yielding fantastic results and residents must be commended for embracing this improved service.

2016/17 has been a demanding year in relation to the Maldon Local Development Plan, culminating in the Examination in Public in January from which we eagerly await the Inspector's findings. This Council remains thoroughly committed to working to adopt this pivotal plan which will provide certainty and clarity in planning future development and bring forward much needed infrastructure investment in the District.

APPENDIX 3

The Council welcomed the confirmation in September that the Government had decided to proceed with a new nuclear programme, including a prospective new nuclear power station at Bradwell. The further news in January from the Department of Business, Energy & Industrial Strategy (BEIS) that the nuclear regulators have been asked to begin the Generic Design Assessment (GDA) for the UK HPR1000 nuclear reactor which is intended to be built at Bradwell takes us a step closer to major investment in the District. A new nuclear power station at Bradwell will bring with it good quality employment, training opportunities for our young people and prosperity well into the future. Given this, the Council has identified a new key project to focus on in 2017/18 as being to develop and implement a Planning Performance Agreement to maximise benefits from such a strategic development.

Much partnership working continues on a range of housing initiatives to ensure a good supply of homes for all in the future. We continue to tackle the issue of empty homes and to maintain our excellent track record in preventing homelessness. We have secured, and are spending, a record amount of money on adapting homes for the elderly and disabled throughout the District. A key focus for 2017/18 is our joint working to provide affordable housing and meet the identified requirements for older persons' independent living in the District.

Putting our customers at the heart of everything we do underpins the roll out of our Customer Strategy. We have successfully established a community hub here in our Council Offices, with many partner organisations now co-located in one building to conveniently serve and support our residents; the most recent partner to join us being the Police.

Over the last year we have been very busy delivering the progressive Dengie Gateway Project. The Project has delivered a dynamic new visitor website and integrated social media. Residents and visitors have been making great use of the new Tourist Information Centre in Burnham-on-Crouch. The District's 75 miles of coast line will soon be known as the 'Saltmarsh Coast', along which walkers will see new signage and way-marking plus in five locations, identified as 'Saltmarsh Hubs' there will be increased visitor information provision. Promoting this special District as a destination of choice continues in 2017/18, with a number of key projects from a new Maldon District Marketing Plan scheduled to be delivered.

We recognise that we will continue to face significant challenges over the next few years and, undoubtedly, we will have to make some difficult decisions. However we will do so whilst endeavouring to maintain the good quality and cost effective services that we provide to our local communities. Our success will continue to be measured by how well we deliver the promises set out in this Plan as we aspire to make the Maldon District a better place to live, work and enjoy.

our goals . . . & HIGH LEVEL OUTCOMES

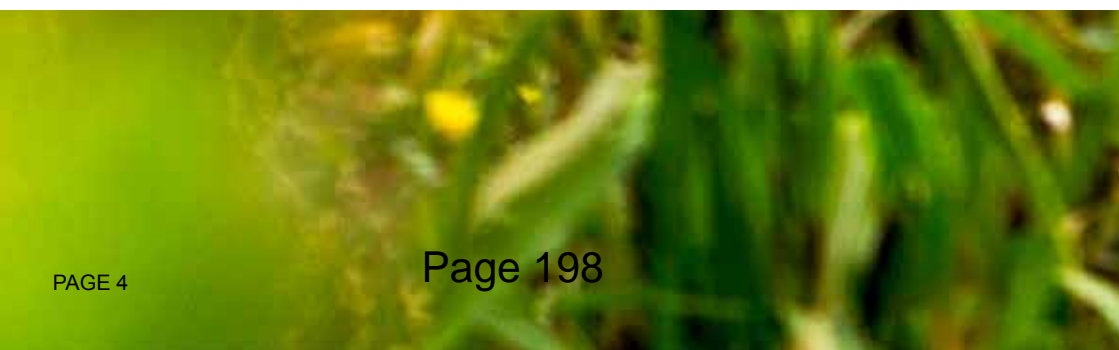


Strengthening communities to be safe, active & healthy

- HLO1 people feel safe from crime and anti-social behaviour
- HLO2 an active population with healthy lifestyles
- HLO3 safeguarded children and vulnerable adults
- HLO4 supporting an ageing population
- HLO5 supporting the voluntary sector to help strengthen communities

Protecting and shaping the District

- HLO6 sustainable growth and development in line with the Council's Local Development Plan and national guidance
- HLO7 protection and enhancement of the District's distinctive character, natural environment and heritage assets
- HLO8 achieving a high quality of design in development
- HLO9 mitigating flood risk
- HLO10 improved infrastructure to meet the needs of local communities
- HLO11 meeting housing needs
- HLO12 reduced waste, increased recycling
- HLO13 a clean local environment





Creating opportunities for economic growth & prosperity

HLO14 a vibrant local economy

HLO15 the Maldon District as a destination of choice

HLO16 raised aspirations and improved skills and training provision

HLO17 improved connectivity

Delivering good quality, cost effective & valued services

HLO18 an organisation that lives its core values

HLO19 an efficient and resourceful organisation providing value for money

HLO20 Council services reflecting the needs and aspirations of our communities

HLO21 a democratic structure which facilitates participation and local decision making

HLO22 effective and convenient access to public services

Focusing on key projects

HLO23 work with partners to deliver the new Maldon Health Hub

HLO24 develop and implement a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell

HLO25 embed the process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council

HLO26 develop and implement an income generation programme

how we will achieve our goals: **KEY CORPORATE ACTIVITIES**

Strengthening communities to be safe, active & healthy

- KCA1 implement projects from the Community Safety Partnership action plan to maintain the low levels of crime, support victims of anti-social behaviour and reduce the fear of crime (ONGOING)
- KCA2 implement with partners targeted projects that contribute to the local health and wellbeing needs: (a) obesity (b) old age frailty (c) educational attainment (ONGOING)
- KCA3 embed the Safeguarding Policy and Procedures across all Council services (MARCH 2018)
- KCA4 implement the Strengthening Communities Strategy projects such as providing at least three volunteer projects within the District's open spaces for either improved conservation or improved amenity of those areas (MARCH 2018)

Protecting and shaping the District

- KCA5 adopt the Local Development Plan documents for the Maldon District (MARCH 2018)
- KCA6 (a) work in partnership to deliver and ensure management and maintenance of strategic infrastructure (ONGOING)
(b) establish management plans with existing and new community groups regarding the management and maintenance of open spaces. For 2017/18: (i) Riverside Park, Burnham-on-Crouch (ii) cemeteries (ONGOING)
- KCA7 work with partners to seek funding / bring forward flood relief projects for identified surface and coastal flooding risk areas in the District (MARCH 2018)
- KCA8 adopt the Maldon District Design Guide (SEPTEMBER 2018)
- KCA9 co-ordinate work with housing associations and developers to provide affordable housing and meet the identified requirements for older persons' independent living within the District (ONGOING)

Creating opportunities for economic growth & prosperity

- KCA10 implement the agreed business engagement framework (MARCH 2018)
- KCA11 through partnership working with local businesses and agencies, implement the action plan for: (a) the Central Area Master Plan (b) the Leisure Quarter (c) Maldon Central (ONGOING)
- KCA12 promote the District as a destination of choice by: (a) defining and promoting new/existing employment land (ONGOING) (b) implementing key projects from the Maldon District Marketing Plan with partners to increase visitor numbers and visitor spend in the District (MARCH 2018)
- KCA13 develop and implement a strategy to meet the skills-need within the District (MARCH 2018)
- KCA14 work with partners on the Total Transport Pilot project (MARCH 2018)

Delivering good quality, cost effective & valued services

- KCA15 implement Workforce Development Plan projects for 2017/18: (a) monitor/review use of performance review system and transfer it onto Human Resources Information System (b) develop a recruitment strategy (c) introduce a Total Reward Policy (d) conduct a Council-wide skills audit (MARCH 2018)
- KCA16 implement the ICT projects for 2017/18: (a) implement the new telephony system (MARCH 2018) (b) upgrade the email system (AUGUST 2017)
- KCA17 deliver the Medium Term Financial Strategy to achieve a balanced budget (ONGOING)
- KCA18 Transformation: (a) agree the vision for the Council's Transformation Strategy (APRIL 2017) (b) agree a programme of transformation projects for implementation (JUNE 2017)

Focusing on key projects

- KCA19 work with partners to deliver the new Maldon Health Hub
- KCA20 develop and implement a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell
- KCA21 embed the process (using the Corporate Projects Working Group) for the approval of externally funded corporate projects before submission to Council
- KCA22 develop and implement an income generation programme

measuring our progress . . .

Strengthening communities to be safe, active and healthy

- level of reported crime
- no. of households where living conditions were improved through Housing Act interventions

Protecting and shaping the District

- % of household & green waste sent for reuse, recycling & composting
- average no. of justified missed collections per collection day
- no. of fly tipping incidents
- no. of complaints received from the public regarding litter and dog fouling
- no. of fixed penalty notices issued relating to litter offences and dog fouling
- no. of flood alleviation schemes implemented in the District as a result of grant funding/partnership working
- % of planning appeal decisions allowed
- total no. of affordable homes delivered
- no. of long term (6 months+) empty homes returned to use
- no. of applicants who avoided homelessness following assistance from the Council's housing service

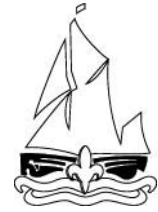
Creating opportunities for economic growth and prosperity

- claimant count (including Job Seekers' Allowance and Out of Work Universal Credit claimants)
- no. of employee jobs in the District
- no. of NEETS (young people not in education, employment or training) in the District
- no. of participants in apprenticeship schemes in the District
- visitor spend in the District
- no. of empty business premises in the District

Delivering good quality, cost effective and valued services

- average no. of days lost per full time equivalent due to staff sickness
- time taken to process housing benefit/council tax support applications
- % of council tax and business rates collected
- % of planning applications determined within target times

This Corporate Plan should be read in conjunction with our Annual Report and other performance related information that can be found at



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
16 FEBRUARY 2017**

SUPPORT FOR THE VULNERABLE PERSONS RESETTLEMENT PROGRAMME

1. PURPOSE OF THE REPORT

- 1.1 To provide the Council with an overview of the two Refugees Resettlement Schemes, and the Asylum Dispersal Scheme for which the Homes Office has asked the Council to pledge its support.
- 1.2 To advise that there has been an offer of accommodation made that would be suitable to meet the needs of the Syrian Vulnerable Persons Resettlement Scheme. The timetable for the next arrival of families in June 2017 requires the Council to give an early indication of whether it wishes to continue to explore this offer of accommodation.
- 1.3 To seek Members' views about the extent to which they wish to support the various schemes, including financial implications

2. RECOMMENDATIONS

- (i) that the Council considers whether it wishes to pledge an in principle support for:
 - a. the Syrian Vulnerable Persons Resettlement Scheme
 - b. the Wider Vulnerable Children's Resettlement Scheme (Refugee families from a wider area, including Middle East and North Africa)
 - c. the National Asylum Dispersal Scheme
- (ii) that the Council determines to what extent it is prepared to accept the financial risks of families being placed in the District under the schemes at (i).

or
- (iii) on condition that the Home Office provides assurance that there will be no direct financial cost to the Council in respect of families being placed in the District under the schemes at (i).

3. SUMMARY OF KEY ISSUES

3.1 Overview of Schemes

3.1.1 The Home Office has approached all Local Authorities to pledge support for two schemes to resettle Refugees that are currently outside the UK, and a third scheme to house Asylum Seekers that have already entered the UK. The three schemes are:

1. Syrian Vulnerable Persons Resettlement Scheme (SVPRS)

To offer to resettle vulnerable Syrian families who have left Syria and are currently registered with United Nations High Commission for Refugees (UNHCR), and living in refugee camps in Jordan, Lebanon, Turkey, Egypt and Iraq. The Government has pledged to resettle 20,000 Syrian Refugees by 2020. The scheme is funded in the form of a fixed tariff payment for each refugee resettled. Rent and day to day living costs are funded through the Social Security benefits system.

2. Vulnerable Children's Resettlement Programme (VCRP)

To offer to resettle refugee families from a wider area than just Syria, such as North Africa and the Middle East. The families must have a vulnerable child amongst them. The Government has pledged to resettle 3,000 Refugees under this scheme by 2020. The funding for the scheme is the same as the Syrian VPRS above.

3. Widening Asylum Dispersal Scheme

To offer accommodation to those who have already entered the UK, and are claiming Asylum. As Asylum Seekers generally do not have any recourse to public funds the Home Office, through its contractor meets the cost of the accommodation (rent and other outgoings such as utility bills) and provide a weekly allowance to the Asylum seeker whilst their application is being considered.

3.1.2 For SVPRS Essex County Council (ECC) has, due to the cross cutting nature of the humanitarian crisis and differing responsibilities across the public sector, taken on a coordinating role working alongside the East of England Local Government Association Regional Strategic Migration Partnership, Essex local authorities, health partners, schools and the voluntary and community sector. ECC is also acting as the finance lead for the programme across their administrative area. Local authorities make indicative pledges to Government to resettle refugees, which become firm offers once Government has identified the refugees and the local authority has secured appropriate accommodation, support and services to meet their needs.

3.1.3 The wider Vulnerable Children's Resettlement Programme (VCRP), which was introduced after the original Syrian Resettlement Scheme, is not as yet being proactively taken forward, but the Council is being asked by the Home Office to consider pledging its support for this scheme.

3.1.4 The Widening Asylum Dispersal Scheme is being taken forward in Essex by the Home Offices Contracted Partner Clear Springs. The Home Office has approached the Council to pledge its support to allow them to source suitable accommodation.

3.2 Syrian Vulnerable Persons Resettlement Scheme (SVPRS)

- 3.2.1 On 7 September 2015, the Government announced that the UK would resettle up to 20,000 Syrian refugees over the next five years through an expansion of an existing VPR scheme. The Syrian Vulnerable Resettlement Programme (SVPR) is the name of this expanded scheme. SVPR is a national voluntary scheme and there is currently no duty on any area to take part in the scheme if they are not able to provide suitable housing and fulfil the Home Office statement of requirements. The SVPR programme is a managed process with the United Nations High Commission for Refugees (UNHCR). After a concerted effort to resettle 1,000 refugees before Christmas 2015, the Government programme team took a step back in early 2016 to redesign a more sustainable programme. However, meeting the overall target, to resettle 20,000 of the most vulnerable Syrian refugees in the UK by May 2020, remains a significant challenge.
- 3.2.2 Over the following months the Home Office has set out how the scheme to support the resettlement of Refugees would work, both practically and financially.
- 3.2.3 In summary, a fixed financial contribution would be paid towards the cost of resettling each Syrian Refugee, which would cover support costs, education and medical costs. The only cost not covered from this direct grant was the day to day living expenses of the family and rent, both of which would be paid through the benefits scheme. Housing Benefit payments are paid at Local Housing Allowance rates.
- 3.2.4 ECC agreed to be the Finance Lead on behalf of Essex Authorities, taking responsibility for not only the co-ordination of the response, but also for the grant from the Home Office to fund the scheme and utilise this to commission the support services that would be needed to resettle and integrate the Syrian families.
- 3.2.5 All Local Authorities in Essex were approached to identify housing that could be made available for Syrian Refugees, and were given a list of minimum requirements to meet by Government.
- 3.2.6 As the Council does not have any housing stock of its own, approaches were made to local Housing Associations.
- 3.2.7 No properties were made available for the scheme, and the high demand for privately rented accommodation made it very difficult to identify any other suitable properties. Whilst there was some local interest in offering rooms to the families, the Home Office advice was that this was not suitable as the accommodation needed to be self-contained.
- 3.2.8 An approach from a local Church Group resulted in a meeting with local Faith Groups and the Leader of the Council, culminating in an offer of suitable accommodation being made.
- 3.2.9 The process of reviewing the housing offer to ensure that it sustainable has identified a financial risk to the Council, in that Refugees are not exempt from the Benefit Cap (which has recently reduced to £20,000), which restricts the total amount of social security benefits a family can receive.

- 3.2.10 As a consequence, depending on the size, ages and genders of the family members, a family's benefit entitlement could vary significantly, and could leave a shortfall in the rent of anything up to £1,000 per month (which is the maximum Local Housing Allowance rate)
- 3.2.11 We would seek to minimise the risks of the family not being entitled to maximum housing benefit by working with regional LGA and Home Office to identify a family where exceptions from the cap may be inherent within the family makeup. Assessment would be made with all partners prior to any formal family case acceptance. However this is not a guarantee of the benefit cap risk in the short to mid term
- 3.2.12 It is possible that we could have to consider a Discretionary Housing Payment (DHP) to fund any shortfall in the rent. As the Council's current DHP budget granted by the Department for Work and Pensions (DWP) is generally over committed, it is possible that the Council could be asked to fund an additional budget to meet that cost. As the offer of housing has to be for at least a two year period, the total maximum financial risk to the Council would be in the region of £24,000 per family (Maximum Local Housing Allowance rate for 24 months) .
- 3.2.13 Additionally at the end of the initial tenancy period it is highly likely that the Council would have a statutory duty to the family should they not be successful in securing move-on accommodation.
- 3.2.14 In summary, whilst it may be possible to support the SVPRS through the accommodation offer, there are risks to the Council: short term, in that the Council could be asked to fund a shortfall in housing benefit of up to £1,000 per month and a longer term risk of having a statutory duty to house the family, which could be very challenging, particularly if the family is large.
- 3.2.15 Whilst we currently have a landlord that is willing to work with us, for future schemes there is also the practical problem of identifying other landlords of a suitable property who would be able to guarantee a property being available and willing to keep it vacant pending the process during which a family is identified.

3.3 Vulnerable Children's Resettlement Programme (VCRP)

- 3.3.1 HM Government wrote to all Councils advising that the scheme needs to be widened and has stated that a further 3,000 people in addition to the 20,000 under the Syrian scheme, require resettlement into the UK. These will be refugees from Middle East and North Africa and will again be in family groups and go through the same resettlement processes as used for VPR.
- 3.3.2 The arrangements, funding and risks for the scheme mirror the Syrian VPRS.
- 3.3.3 As the Council has had only one offer of accommodation to date, there are no current plans to resettle families under this scheme, but the Council may wish to indicate their support for the scheme.

3.4 Widening Asylum Dispersal Scheme

- 3.4.1 This scheme has been running for some years, and aims to accommodate Asylum Seekers who have entered the Country, and whose applications are under consideration.
- 3.4.2 To date the majority of Asylum Seekers have been placed in Scotland and the North, but the Government are keen to explore placements in other parts of the Country.
- 3.4.3 The Home Office have procured a provider, to both source and manage the accommodation for Asylum Seekers.
- 3.4.4 All outgoings on the property are paid directly by the Home Office, including rent (which in line with other schemes which are capped at the Local Housing Allowance Rates). As the Asylum Seekers do not have recourse to public funds, they only receive a weekly allowance for living expenses.
- 3.4.5 This Council has been advised that Asylum seekers under this scheme are likely to be single people and, unlike the other schemes, it is possible to consider shared accommodation, although the accommodation can only be shared with other Asylum Seekers.
- 3.4.6 There is no financial risk because rent is paid directly to the landlord and is not dependant on entitlement to housing benefit. However, as single people of working age the likelihood under existing legislation that the Council may have a duty to accommodate if granted asylum is less than it would be with the resettlement schemes at 3.1.1 but the Homelessness Reduction Bill could mean that at some time in the future the level of assistance that the Council has to provide could increase.

4. CONCLUSION

- 4.1 Members' views are sought on which of the three schemes at paragraph 3.1.1 above the Council wishes to support and the extent to which it wishes to support them financially.
- 4.2 Officers are currently exploring a definite offer of accommodation to settle a Syrian Refugee family from one of the Refugee camps outside of Syria. The Council is not actively exploring accommodation under any of the other two schemes at paragraphs 3.3 and 3.4 above, at present.
- 4.3 The process has identified a financial risk to the Council of up to £24,000 should we make an offer to resettle a family under either the Syrian Refugee or the Wider Vulnerable Children's scheme. This is because the rent payments would be subject to entitlement to housing benefit and there is no exemption from the welfare reforms, such as the Benefit Cap, for Refugees. Should the family not be entitled (or the entitlement is capped), the Council would have to consider a Discretionary Housing Payment for any shortfall. It is possible that some of the financial risk could be mitigated through allocating a proportion of the grant current paid to ECC directly to us, however until the costs of commissioning the support services for the scheme are determined there cannot be any certainty as to the level of financial contribution that

could be made. There is no financial risk under the Asylum Dispersal Scheme as the rent is paid directly by the Home Office.

- 4.4 In addition to the financial risk, at the end of all three schemes the Council may have a statutory housing duty to the families, although this is less likely under the Asylum Dispersal Scheme, as they are generally single people but this could increase as mentioned in paragraph 3.4.6 above.
- 4.5 Any of the three Schemes would involve taking accommodation out of the housing supply within the District. Members are aware of the high demand and low supply of housing in the District.
- 4.6 Finally, any offer under any of the three schemes would need to ensure that not only was the accommodation suitable and sustainable, that there was access to essential services such as education and health. As Members are aware, access to GP services is an issue for this District, particularly in Maldon Town.
- 4.7 It is understood that the Home Office will be writing to Local Authorities soon to seek clarity on the extent to which they are supporting the three schemes.

5. IMPACT ON CORPORATE GOALS

- 5.1 Engagement with these schemes supports the Councils Goal of Strengthening communities to be safe active and healthy.

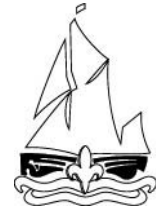
6. IMPLICATIONS

- (i) **Impact on Customers** – Use of accommodation for these schemes would reduce the supply of housing that is available within the District.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** - All three schemes carry risks associated with the use of accommodation which is already in short supply, a future statutory housing duty, as well as the impact on services such as health and education
- (iv) **Impact on Resources (financial)** – Both resettlement schemes could present a financial risk of up to £24,000 over a two year period for each family, although we would seek to mitigate that risk through making any offer of housing conditional on the makeup of the family, and through exploration of the use of the grant paid by the Home Office to ECC. There is no financial risk attached to the Asylum Dispersal Scheme. There could be a further cost should the Council have a statutory housing duty to the family at the end of the scheme.
- (v) **Impact on Resources (human)** – Resources to support the exploration and implementation of an offer under any of the three schemes, although the asylum Dispersal Scheme would require lower levels of resources, as the schemes are sourced and run by Home Office Contractors. At present this is being met from within existing resources.

(vi) **Impact on the Environment** – None.

Enquiries to: Sue Green, Group Manager: Customers, (Tel: 01621 875892).

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REPORT of INTERIM HEAD OF PLANNING SERVICES

**to
COUNCIL
16 FEBRUARY 2017**

LOCAL DEVELOPMENT PLAN SITE ALLOCATIONS DEVELOPMENT PLAN DOCUMENTS

1. PURPOSE OF THE REPORT

- 1.1 This report sets out the key recommendation from the Planning and Licensing Committee on the preparation of a Site Allocations Development plan document.
- 1.2 For reasons set out in this report, the Planning and Licensing Committee on 19 January 2017, resolved:
 - (i) that the recommendation of the Gypsy and Travellers, and Rural Housing and Employment Allocations Task and Finish Group to not proceed with the preparation of the Site Allocations Development Plan Document is endorsed;
 - (ii) that a report is made to the Council.

2. RECOMMENDATION

That the Council does not proceed with the preparation of a Site Allocations Development Plan Document.

3. SUMMARY OF KEY ISSUES

3.1 Local Development Plan

- 3.1.1 The Maldon Local Development Plan (the Plan) sets out the planning strategy for the future growth over the next 15 years. The Plan includes the policy and spatial strategy which will guide new development whilst conserving and enhancing the distinctive characteristics of the District. The Plan allocates the garden suburbs and strategic housing sites, together with major employment sites.
- 3.1.2 The Plan also establishes a framework for the preparation and adoption of other documents, including a Site Allocations Development Plan Document (DPD). The Site Allocations DPD will identify sites which are required to deliver the remaining objectively assessed needs for housing and employment in rural areas, and for the District's Gypsy and Traveller community.

- 3.1.3 Development Plan Documents have the same status as the Local Development Plan (LDP). They are subject to public consultations at options and pre-submission stage and subject to Examination. The production of a DPD can take up to two years, thus delaying the identification and confirmation of sites.
- 3.1.4 The LDP was subject to Examination between 10 and 19 January 2017. Hearing Statements were submitted to the Inspector on 20 December 2016. These were in response to his in response to his Matters, Issues and Questions which he issued on 16 November 2016. In the case of the DPD, the statements did not change the Council's position, as any change in position was subject to a Task and Finish Group meeting on 5 January 2017 and a report to Planning and Licensing Committee on 19 January 2017.
- 3.1.5 It is worth noting that in his Matters, Issues and Questions, the Inspector has questioned the approach being taken by the Council towards its rural allocations, employment allocations and any gypsy and traveller allocations requirements and the deferral of such decisions to the DPD.
- 3.1.6 At the Planning and Licensing Committee on 19 January 2017, Members endorsed recommendations that the need for the DPD had now passed due to the passage of time (three years) since the DPD was first suggested in the Pre-Submission LDP and the change in circumstances that has resulted.

3.2 **Planning Policy Framework**

- 3.2.1 Policy S2 of the Local Development Plan (LDP) sets out how strategic growth in the District will be accommodated. In addition to the Garden Suburbs and Strategic Sites, 420 new dwellings are to be constructed during the Plan period through Rural Allocations. At the time of the draft Plan, some 75 of these were at North Fambridge and 345 in 'Other Villages' as identified in Policy S8 (excluding Maldon, Heybridge, Burnham-on-Crouch and Fambridge).
- 3.2.2 Paragraph 2.28 of the LDP which provides Policy Clarification for S2 states that *'Policy S7 sets the parameters for growth in the villages and the Council is committed to producing a Rural Allocations Development Plan Document (DPD) which will provide further detail'*.
- 3.2.3 Policy S7 relating to Prosperous Rural Communities restates the intention to produce the DPD: *'A Rural Allocations DPD will be produced to allocate land for a minimum of 420 dwellings in and around the District's villages, comprising 75 dwellings in North Fambridge and 345 dwellings in other rural villages.'* *The Rural Allocations will also include provision for village-scale employment, retail and community uses to serve the identified settlement and its rural catchment area where necessary and appropriate'*.
- 3.2.4 Policy S8 of the LDP establishes the settlement boundaries of the rural settlements and establishes a hierarchy designed to *'help inform the Council's future development strategies including the production of a Rural Allocations DPD'* (Paragraph 2.98).
- 3.2.5 In the Main Modifications to the LDP published in September 2016, the Fambridge allocation in the Rural Allocations was excluded due to concerns over viability and

deliverability. Accordingly, all 420 dwellings would need to be found in rural settlements.

- 3.2.6 Policy E1 identifies the locations within the District where (B1, B2 and B8) employment will be focussed. This is through a combination of protecting existing Employment sites and new sites. In the Pre-submission LDP, some 8 hectares of new employment land were identified on sites at Wycke Hill (x 2) and an extension to the Burnham Business Park.
- 3.2.7 In the Main Modifications to the LDP Policy E1 was updated to take into account an updated Employment Land Review contained within the Employment Evidence and Policy Update 2015 (Hardisty Jones and Fenn Wright). The update increased the new employment site allocations from 8 hectares to 11 hectares, and proposed in modified paragraph 4.8 that *'over eight hectares of new employment land has been identified in Policy E1: the remaining requirement will be delivered through the Site Allocations DPD'*.
- 3.2.8 Policy H6 of the LDP sets out the Gypsy and Traveller Policy. At the time of the Pre-submission the policy did not identify any sites. Following objections from the Inspector, David Vickery, which led to the suspension of the LDP Examination, the Council opted to prepare a Gypsy and Traveller DPD, subsequently to be incorporated into the Site Allocations DPD.
- 3.2.9 Progress on the Gypsy and Traveller DPD was advanced with potential sites identified following a Call for Sites. A draft Gypsy and Traveller DPD was considered by the Planning and Licensing Committee on 4 August 2016 (Minute No. 355 refers). However, each of the sites identified were withdrawn by their respective landowners just before the Committee and the decision was taken to defer the production of the DPD.
- 3.2.10 Following the receipt of a new Gypsy and Traveller Accommodation Assessment (2016 GTAA), a report was made to the Council on 15 December 2016. The 2016 GTAA took into account the revised definition for planning purposes of Gypsy and Travellers, and provides the foundation for future policy. The Council resolved:
- (i) *that the Council endorses the 2016 Maldon District Gypsy and Traveller Accommodation Assessment as part of the Local Development Plan evidence base;*
 - (ii) *that the Chief Executive be authorised, in consultation with the Chairman of the Planning and Licensing Committee and the Leader of the Council, to revise the Local Development Plan (LDP) policy H6 Provision for Travellers and to present it to the Inspector for consideration for inclusion as a modification to the LDP at the Examination in Public.*
- 3.2.11 The draft revised policy was incorporated into the Council's Hearing Statement issued on 20 December 2016. The 2016 GTAA concluded that as far as future demand for pitches is concerned, for those travellers who comply with the new definition, only one pitch is required, and a further ten pitches for those who may fall under the new definition, although those falling with the latter category could be as low as one. Taking into account the recent decision at Rose Stables, where two new pitches were

granted planning permission on appeal, the Council is not required to allocate any sites for new pitches for gypsy and travellers who fall under the new definition, and the number who may fall under the new definition is reduced to nine. The revised policy H6 will be incorporated into the post examination modifications to the LDP.

- 3.2.12 The implications for the DPD is that there is no longer a need to allocate sites. There is an objectively assessed need of nil pitches for those who meet demand and a variable need for those who may meet the new definition of between one and nine. Local plans should be positively prepared to meet clearly defined needs. A variation of between one and nine is considered too great to positively plan for a definitive level of need. The Council runs the risk of over or underproviding. Instead, the draft revised policy sets out the criteria against which new sites will be considered, whilst offering protection to existing sites, so that supply of sites is not diminished.
- 3.2.13 Therefore, the draft revised policy is silent on the need for a Gypsy and Traveller DPD as, subject to the LDP Examination, a DPD to allocate sites for new pitches is no longer required.

3.3 Task and Finish Groups Background

- 3.3.1 At the meeting of the Planning and Licensing Committee on 4 August 2016 (Minute No. 355 refers), it was decided to disband the Planning Policy Panel, which had provided a steer for the preparation of the LDP and planning policy in general, including the preparation of the DPDs.
- 3.3.2 The Committee approved the Terms of Reference of the new Task and Finish Groups at its meeting on 1 September 2016 (Minute No. 453 refers), which were ratified by Council on 8 September 2016 (Minute No. 486 refers).
- 3.3.3 Task and Finish Groups were established for Rural Housing Allocations, Rural employment Allocations and Gypsy and Travellers DPD. A further Task and Finish Group was established for the Central Area Master Plan, which is not subject to this report.
- 3.3.4 The Rural Housing Allocations Task and Finish Group subsequently met on 3 November 2016, 21 November 2016 and as part of a joint meeting on 5 January 2017. The Employment and Gypsy and Traveller Task and Finish Groups did not meet until 5 January 2017 as part of a joint meeting. The timing of meetings was affected by the receipt of the Inspector's Matters in mid-November 2016 ahead of the resumption of the Examination into the LDP.
- 3.3.5 Minutes of the meetings have been circulated to the Task and Finish Group membership.

3.4 The Site Allocations Development Plan Document

- 3.4.1 The foundation for the DPD was the Pre-submission LDP. That document was published in January 2014 and the preparation of the DPD's, subject to the approach being tested through examination, was valid at that time.

- 3.4.2 However, that document is now three years old and much has progressed since its publication, as set out below:
- 3.4.3 **Gypsy and Traveller DPD:** as set out in paragraphs 3.2.6 to 3.2.12 of this Report, there is no longer a need for the Council to prepare a Gypsy and Traveller DPD. The Draft revised policy which has been recommended to the Inspector at the LDP Examination is silent on the need for a DPD. There is no requirement to produce a Gypsy and Travellers site Allocations DPD if no sites are required. The draft revised policy sets out the criteria against which planning applications for new sites will be assessed.
- 3.4.4 **Rural Housing Allocations:** As set out in paragraphs 3.2 to 3.2.4 in this Report the Rural Housing Allocations were to identify sites for 420 dwellings in rural settlements. A five stage methodology was established for the identification of sites for consideration as rural allocations. This included the application the settlement hierarchy established in Policy S8 of the LDP and that sites with a capacity of ten or more units would be identified. All sites identified in the Strategic Housing Land Availability Assessment, irrespective of their suitability, were initially considered and through assessment against the impact on the rural settlements and a sustainability appraisal, a list of
- 3.4.5 However, since the publication of the LDP, planning permission has been granted for 320 dwellings on sites of ten or more in rural areas (i.e. outside of Maldon, Heybridge and Burnham-on-Crouch). This leaves a requirement of at least 100 dwellings to be found on other sites. As report to the Task and Finish Group meeting on 5 January 2017, four further sites, which have been assessed through the five stage methodology, could accommodate 189 new dwellings, although one site may no longer be available.
- 3.4.6 If one of the four sites is no longer available, that would leave a DPD allocating only three sites. Officers advised the Task and Finish Group that the production of a DPD for such a small allocation is excessive and would not in the short term provide any greater certainty. This is against the background of the current position with regards to housing land supply in the District.
- 3.4.7 As part of the LDP Examination Hearing Statements submitted to the Inspector on 20 December 2016, Officers have updated Policy S2 to take account of dwellings completions and planning consents (including those subject to Section 106 Agreements) since April 2014 and to the end of November 2016. The current supply is 5,102 which includes the aforementioned 320 in sites of ten or more units in rural locations, and a further 480 units consented or completed within the rural areas on smaller sites. Together these exceed the proposed 420 in the Rural Allocations.
- 3.4.8 The Task and Finish Group considered three options at its meeting on 5 January 2017 for the DPD:
- 1) Continue with the DPD
 - 2) Create headroom for the preparation of Neighbourhood Plans
 - 3) Do not allocate any further sites

The advantages and disadvantages of each were considered:

Option	Advantages	Disadvantages
1. DPD to make up shortfall	<ul style="list-style-type: none"> • Certainty • Council control • Set timescale • Consultation • Examination • Policy compliant (2.98 of draft SPD) 	<ul style="list-style-type: none"> • Timescale • Resources • Soundness • Excludes Neighbourhood Plan allocations
2. Create headroom for Neighbourhood Plans	<ul style="list-style-type: none"> • Local input • Accountability • Planning policy compliance • Sets a target for Neighbourhood Plans 	<ul style="list-style-type: none"> • Timescales uncertain • Option is not at present policy compliant • Change in approach and policy to be tested at the LDP Examination
3. Do not allocate any further sites	<ul style="list-style-type: none"> • Timescale • Resources 	<ul style="list-style-type: none"> • Uncertainty • Planning by appeal • Soundness • Excludes Neighbourhood Plan allocations

3.4.9 The recommendation of the Task and Finish Group is Option 2 – Create headroom for Neighbourhood Plans.

3.4.10 Neighbourhood Plans are promoted within the District and a number of Plans are at various stages of preparation. Neighbourhood Plans provide a local planning framework and can identify sites for development which meet locally assessed need. Their preparation is subject to consultation and testing by a Neighbourhood Plan Examiner ahead of a local referendum and approval by the Council.

3.4.11 Crucially Neighbourhood Plans should comply with the Local Plan. Accordingly, the Local Plan (or LDP) creates the policy framework within which Neighbourhood Plans are prepared. It is not unusual for local planning authorities to set aside some of its land allocations to Neighbourhood Plans. This gives local people a chance to influence development in their immediate area and engage positively in the planning process.

3.4.12 In this instance, as the Council has already exceeded its housing target (of 4,650) in the Pre-submission LDP, and the rural target of 420, it could decide to not allocate further. However, those are minimum targets, and not providing any further allocations either through a DPD or neighbourhood plans, could restrict local communities who through their Neighbourhood Plans acknowledge the positive contribution that new small scale development can make to their local communities. The delegation of the allocation of 100 dwellings to rural areas, accounts for only 2% of the total current supply in the District (5,102 units, end of November 2016).

- 3.4.13 It is recommended therefore, that there is no necessity for a Rural Housing Allocations DPD and that the shortfall of 100 units as required in Policy S2 be delegated to the Neighbourhood Plans.
- 3.4.14 **Employment Allocations:** As set out in paragraphs 3.2.2 and 3.2.3 above, the Site Allocations DPD was also going to include the allocation of sites for employment purposes. Policy E1 as modified identifies 8 of 11 hectares of employment land, with the final 3 hectares to be allocated within rural areas and in the DPD.
- 3.4.15 A similar approach was applied to the employment site allocations as the Housing. Through a staged assessment of sites, 30 sites identified in the Strategic Housing Land Availability Assessment (SHLAA) were assessed and these were reduced to eight sites. After further assessment, six sites were reviewed by the Planning Policy Panel on 1 July 2016, and two sites, which met the criteria and the land requirements, were identified for inclusion in the draft DPD.
- 3.4.16 However, since then one site has planning permission for employment uses. The site of 1.2 hectares means that just 1.8 hectares of land is required and the second site is suitable and should be considered. Officers are in the process of contacting the Parish Council, Ward Councillors and the landowners in respect of this site, and a verbal update on the position will be reported to Committee.
- 3.4.17 Given that there is only one Employment site that requires allocation, it is the intention to not produce a DPD to allocate that site, but incorporate the allocation within the post examination Modifications to the LDP.

3.5 **Implications for the LDP**

- 3.5.1 As stated in this Report the Examination Hearings into the Maldon LDP took place between 10 and 19 January 2017. In the hearing Statements submitted to the Inspector on 20 December 2016, the future status of the DPDs was not changed from the previous position.
- 3.5.2 However, following the recommendation from the Task and Finish Group on 5 January 2017, the Council will through this report be informing the Inspector of its intention not to produce a Site Allocations DPD. The Inspector already has a copy of the Council report on the 2016 GTAA and the draft revised Policy H6 is set out in the Council's Hearing statement.
- 3.5.3 At the Examination the Inspector will be advised by the Council of the Council's revised approach and the case will be made that this approach is sound and offers the same degree of certainty as the preparation of a DPD.
- 3.5.4 As set out in paragraph 3.1.5 of this Report, his Matters, Issues and Questions, the Inspector has questioned the approach being taken by the Council towards its rural allocations, employment allocations and any gypsy and traveller allocations requirements and the deferral of such decisions to the DPD.
- 3.5.5 This is not to say that the approach was not sound, or that the Council should modify policy because the Inspector has raised concerns or queries. The basis for future planning policy must be based on sound planning and with reasoned justification.

- 3.5.6 The Inspector will need to consider the revised approach and test its soundness. If the approach is considered sound, he will need to recommend that the Council modifies the plan and incorporates those changes into post-examination Modifications to the Plan. These will need to be subject to public consultation, and depending on the response, further examination.

4. CONCLUSIONS

- 4.1 The intention to produce Development Plan Documents to allocate sites for Gypsy and Travellers and rural housing and employment, had considerable merit at the time of the Pre-submission Local Development Plan. At that stage, the Council had not identified sites, nor were planning consents in place on sites which could contribute towards the overall targets.
- 4.2 In the subsequent three years, planning permission has been granted for the significant proportion of the requirements in policy S2 and E1. Consequently, a very small number of sites are required that do not justify the preparation of a Development Plan Document.
- 4.3 The intention to delegate further allocations for housing to Neighbourhood Plans will assist neighbourhood planning forums to positively plan for their areas, with the knowledge that there is headroom for the identification of sites. The Council will work with the Neighbourhood Planning teams in this regard.

5. IMPACT ON CORPORATE GOALS

- 5.1 The Local Development Plan is the key planning policy document and spatial framework for the District. It will provide greater certainty in decision making, defending appeals and in guiding new development to the most appropriate locations. The LDP will support the following corporate goals which underpin the Council's vision for the District:

- Strengthening communities to be safe, active and healthy;
- Protecting and shaping the District;
- Creating opportunities for economic growth and prosperity;
- Delivering good quality, cost effective and valued services; and
- Focusing on key projects

6. IMPLICATIONS

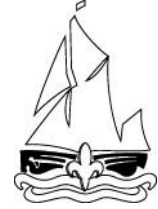
- (i) **Impact on Customers** – The delegation of the allocation of housing sites to neighbourhood plans gives communities the opportunity to directly plan the future of their area. Neighbourhood Plans need to be prepared with consideration to the Maldon Local Development Plan and, prior to the LDP's adoption, the Maldon Replacement Local Plan Saved Policies.

- (ii) **Impact on Equalities** – Planning policy documents, at District and local area level, have the potential to identify and manage local equalities issues and must be prepared taking into account relevant equalities legislation. They should also be subject to an Equalities Impact Assessment. The impact of the revised approach to the Gypsy and Travellers policy was set out in the Council report on 15 December 2016 and the draft revised policy identifies the need for the Council to consider equalities legislation in determining planning applications.
- (iii) **Impact on Risk** – The Council must positively plan to meet its objectively assessed need. Both the preparation of a DPD and the proposed approach set out in this report carry the risk of delaying decisions on a small proportion of the targets in policies S2 and E1 to a later date. The Council will work with the neighbourhood planning forums to identify suitable sites, and support the plan preparation process in a timely manner
- (iv) **Impact on Resources (financial)** – The preparation of Development Plan documents is resource intensive. Plans must go through periods of District wide public consultation and examination. The resources include not only Council staff, but where appropriate the use of consultants and legal advisors. Actions required to ensure that the Neighbourhood Plan timescales prescribed by Regulation are met could impact on existing Council resources, and could potentially divert resources away from other tasks and responsibilities. Grant funding is available to assist resourcing neighbourhood plans including for the local referendum to determine whether to adopt the Plan.
- (v) **Impact on Resources (human)** – Not continuing with the DPD will enable staff resources to be directed towards the post-examination process for the LDP, which will include further consultation, and the preparation for the Community Infrastructure Levy Charging Schedule Examination. Neighbourhood plans provide opportunities for greater local involvement of residents in the planning of their area. They provide development opportunities for staff to foster partnerships between the Council and those local communities and mentor neighbourhood planning forums.
- (vi) **Impact on the Environment** – It is important that the Council adopts its Local Development Framework to add greater certainty to planning decisions and provide a framework for neighbourhood plans that enables such plans to be prepared positively and with local community involvement.

Background Papers: Report to the Planning and Licensing Committee 19 January 2017.

Enquiries to: Ian Butt, Interim Strategic Planning Policy Manager, (Tel: 01621 876203).

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REPORT of INTERIM HEAD OF PLANNING SERVICES

**to
COUNCIL
16 FEBRUARY 2017**

LOCAL DEVELOPMENT SCHEME 2017

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek endorsement for an update to the Local Development Scheme (LDS) following the recent Examination in Public (EiP) into the Maldon District Local Development Plan (LDP). The new LDS will replace the updated document approved by the Planning and Licensing Committee on 5 March 2015 (Minute No. 877 / 2015 refers). The LDS will take into consideration the revised timetable for the progression of the Local Development Plan and other planning policy documents.

2. RECOMMENDATION

That the revised Local Development Scheme, attached as **APPENDIX A** to this report, be approved.

3. SUMMARY OF KEY ISSUES

3.1 Local Development Scheme

- 3.1.1 The Planning and Compulsory Purchase Act 2004 (as amended) requires every planning authority to prepare a Local Development Scheme which sets out the programme for the preparation of Local Development Documents (LDDs). The LDS is a public statement identifying which LDDs will be produced, and in what order and when. The scheme includes milestones to inform the public and stakeholders when consultation and other stages of the plan preparations will take place. It will also serve as a project management tool for budgeting and resource planning for the Council.
- 3.1.2 The Council's Local Development Scheme is required to be in place at the submission for Examination of the LDP to the Secretary of State. The LDS was therefore, approved in January 2014. It was revised in March 2015. At the recent further hearings into the LDP, the Inspector, Mr Simon Berkeley, requested that the LDS be updated further to take account of the new timetable and to enable him to refer to it in his report.
- 3.1.3 In his closing statement at the Examination Hearings, held between 10 and 19 January 2017, the Inspector advised that he could not give a definitive timetable for the

completion of his report, its submission to the Secretary of State and the publication of the secretary of State's report and decision on the local plan. Timing will also be affected by the timetable for the Council to publish further modifications for the Plan, including six weeks public consultation – subject to a separate report at this Council meeting. The LDS has assumed that the modifications will be subject to public consultation from late February 2017 to early April 2017, with the Secretary of State's decision on the Plan in the Spring / Summer. It anticipates the Plan being approved for Adoption.

- 3.1.4 The LDS will also take into account the recommendation from the Planning and Licensing Committee not to proceed with the Site Allocations Development Plan Document (DPD) (19 January 2017 – Agenda Item 6). That decision is subject to a separate report to this Council meeting, but if ratified the Council will no longer prepare the DPD which would have included rural housing and employment site allocations, and gypsy and traveller site allocations.
- 3.1.5 This LDS lists the documents to be prepared by this Council and when, the likely contents, resources needed for their preparations and the likely risks associated with preparing them.
- 3.1.6 The LDS includes the timetables for new supplementary planning documents, some of which are under preparation – i.e. the Central Area Master Plan – and new Supplementary Planning Documents (SPDs) are recommended for Renewable Energy (new) and Affordable Housing (last reviewed in 2005), and a review of the Vehicle Parking Standards (2006).
- 3.1.7 Officers also recommend a review of the Council's Statement of Community Involvement (SCI) which is now ten years old since it was originally prepared albeit subject to an addendum in 2012. The review would take account of new forms of communication and engagement and Neighbourhood Planning.
- 3.1.8 The LDS has to be kept up to date as much as possible.

3.2 Implications for the LDP and other Documents

- 3.2.1 There is a statutory requirement that the LDS should be in place at all times.
- 3.2.2 The LDS not being in place deprives the local community and other stakeholders of the necessary information about the documents that the Council will be preparing, when they are to be prepared and when the people are to be consulted on such documents.
- 3.2.3 The LDS not being in place as soon as possible may have a delaying impact on the completion of the work of the Inspector to the Examination-in-Public on the Local Development Plan.

4. CONCLUSION

- 4.1 Preparing and putting in place the LDS is a statutory requirement which the Council has to comply with. The LDS to be kept up to date to inform members of the public

and other stakeholders of the documents that the Council intends to prepare and when. The availability of the LDS is compliance to statutory requirement relating to the preparation of local development documents.

- 4.2 Approving the LDS will provide the Council with a programme for the preparation of planning policy documents and it will form the basis for resource planning and Committee agenda planning.
- 4.3 Having a suite of up to date and sound planning documents in place will provide the Council with the means to defend against inappropriate development and secure the best appropriate development to the highest standards.

5. IMPACT ON CORPORATE GOALS

5.1 The Local Development scheme is the key document that provides a timetable for the preparation of planning policy and guidance in the District. It will provide greater certainty in decision making. The LDS and resultant documents will support the following corporate goals which underpin the Council's vision for the District:

- Strengthening communities to be safe, active and healthy;
- Protecting and shaping the District;
- Creating opportunities for economic growth and prosperity;
- Delivering good quality, cost effective and valued services; and
- Focusing on key projects

6. IMPLICATIONS

- (i) **Impact on Customers** – The Local Development Scheme provides custom with a programme for the preparation of planning policy documents. As the LDS forms the basis for resource planning, it will provide assurances that the Council does have the resources in place to provide a robust policy and guidance framework to protect the district from inappropriate development.
- (ii) **Impact on Equalities** – Planning policy documents, at District and local area level, have the potential to identify and manage local equalities issues and must be prepared taking into account relevant equalities legislation. They should also be subject to an Equalities Impact Assessment.
- (iii) **Impact on Risk** – The LDS sets out the risks for the preparation of planning policy documents. This assessment includes an assessment of impact and contingencies that are in place or can be put in place to minimise the risk. The risk of not having an LDS is that the Council cannot properly plan its resources for the delivery of robust planning policy and guidance.
- (iv) **Impact on Resources (financial)** – The LDS is being used to provide a comprehensive resource plan for the delivery of the policy and guidance documents. This plan will inform the Council's financial strategy and annual budget setting. By reviewing the LDS on a regular basis, the Council can

foresee any changes in expenditure and its impact on the Council's overall financial position.

- (v) **Impact on Resources (human)** – The LDS enables the Council to ensure that it has the most appropriate level of staff resources to deliver planning policy and guidance documents. This enables resources to be better managed and the flexible use of staff to meet demands and support other parts of the Council's Planning Services. It will also help with recruitment and career progression, by providing a clear programme of work for prospective and existing staff.
- (vi) **Impact on the Environment** – It is important that the Council adopts its Local Development Framework to add greater certainty to planning decisions and provide a framework for neighbourhood plans that enables such plans to be prepared positively and with local community involvement.

Background Papers: The Local Development Scheme 2015

Enquiries to: Ian Butt, Interim Strategic Planning Policy Manager, (Tel: 01621 876203).

MALDON DISTRICT COUNCIL
LOCAL DEVELOPMENT SCHEME
February 2017

DRAFT

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Introduction

1. Over the next year Maldon District Council aims to complete the preparation of the Maldon District Local Development Plan. This will establish the future vision for the District, setting out where future growth will be located, how sustainable development will be achieved and how the needs of businesses and people will be met.
2. Finalisation of the LDP will mean that the Council has a sound and up to date local plan in place and it will replace the Replacement Local Plan 2005 (saved policies). The LDP sits at the heart of local planning policy, but is supported by other policy documents, both planning and non-planning, and alongside the Essex waste Local Plan.
3. The Planning Acts require that the Council must produce a Local Development Scheme (LDS), the main purpose of which is to set out a 'project plan' for the production of the Local Development Plan and other Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs). This LDS document will:
 - Provide details on the Development Plan Documents and other relevant planning policy documents that Maldon District Council intends to produce and a timetable for their preparation;
 - Outline the 'Milestones' to be achieved as part of the process leading to the adoption of the various documents;
 - Provide a list of the supporting documents which will form part of the Evidence Base;
 - Provide information on the Authority Monitoring Report;
 - Set out details on the current Council policies that have been 'saved' pending the adoption of the Local Development Plan; and
 - Set out the resources available and any constraints.
4. The Planning and Compulsory Purchase Act 2004 as amended by the Localism Act 2011, requires local planning authorities to prepare and maintain a Local Development Scheme (LDS). The LDS is a timetable for the production of the District's Local Development Plan, Development Plan Documents and Supplementary Planning Documents.
5. This LDS has been produced to give local residents and other stakeholders information about:
 - The local development documents the District Council will be preparing;
 - The subject matter and geographical area to which the plans relate; and
 - The timetable for the preparation, adoption and revision of the plans and documents.
6. It is important that plans for the future development of the District are produced in a timely and efficient manner. If they are not, development which is crucial to the social, economic and environmental well-being of the district and its residents may be delayed, the co-ordination of development and infrastructure provision may be difficult to achieve and it puts at risk the Council's ability to defend planning decisions at appeals.

Maldon District Local Development Plan

7. On the 21 July 2011, Council Members agreed the production of a single local development plan for the Maldon District. This document will build upon and progress the work that had previously been undertaken on the Core Strategy and the Central Area Action Plan. The Maldon District Local Development Plan (LDP) will include the following components:
- The spatial strategy for future growth within the District over the next 15 years;
 - Strategic development policies;
 - Development management policies; and
 - Land use allocations.

In line with national planning policy the LDP is bringing together several policy facets into a single development plan document.

Table 1: Maldon District Local Development Plan - Summary

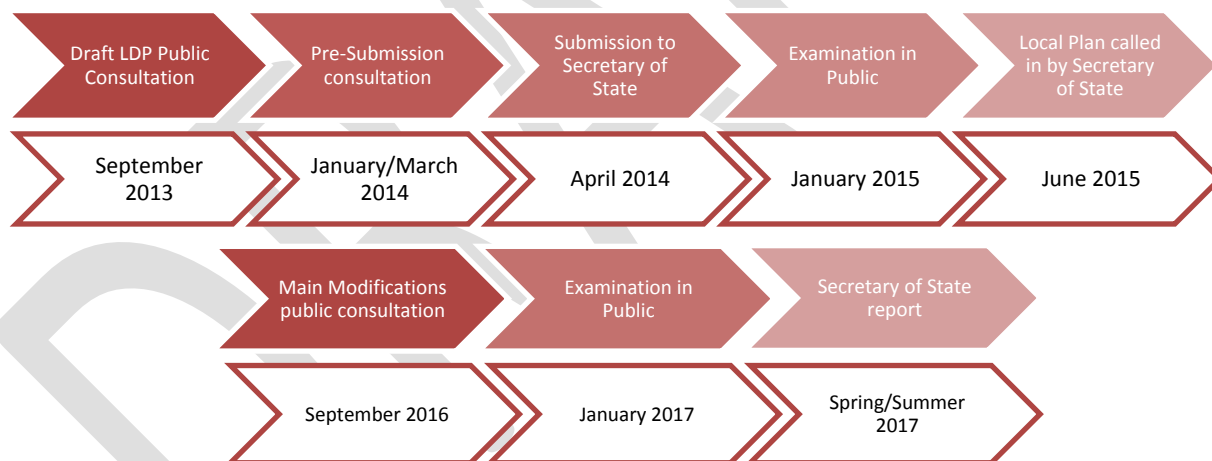
Document Title	Maldon District Local Development Plan
Role and Content	Strategy for the future growth within the District over the period 2014-2029, setting out the spatial vision, strategic planning policies, development management policies and site specific land use allocations.
Coverage	Maldon District
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework • Essex Minerals and Waste Development Framework¹ • Maldon District Council Corporate Plan (2011 - 2014) • The Renewed Maldon District Sustainable Community Strategy (2010 – 2026); and • Other strategies and plans of the District Council and other statutory bodies.
Resource	<ul style="list-style-type: none"> • Planning Policy Team; • Other Council Officers; • Cooperation with neighbouring local planning authorities; • Cooperation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base.

Note:

1. Essex County Council is the Minerals and Waste Planning Authority for the whole of Essex and is responsible for preparing a Minerals Local Plan and Waste Local Plan setting out the relevant planning policy, site allocations and development management policies to deal with minerals and waste planning.

8. The Maldon District Local Development Plan was submitted to the Secretary of State in April 2014 with the Examination in Public held in January 2015. After the Inspector determined the Local Plan to be unsound, the Council requested the Plan to be submitted to the Secretary of State for approval. The Secretary of State had found the interim findings to be disproportionate and ordered that the Maldon District Local Development Plan examination can continue.
9. Since submitting the Local Development Plan to the Secretary of State, the Council has continued to improve and modify the Local Development Plan through Main Modifications. After Main Modifications consultation was completed in October 2016, the Inspector summoned the Council to final questioning before the examination, which took place in January 2017.
10. Following the Public examination Hearings in January 2017, the Council will consult on further Modifications to the Plan, which were discussed during the hearings to ensure that the policies are sound. The final decision on the Plan lies with the Secretary of State and it is estimated that the Secretary of State will make his decision in Spring/Summer of 2017.

Figure 2: Local Development Plan Timeline.



11. Once adopted, the LDP will replace the ‘Saved Policies’ in the current Replacement Local Plan (2005) and will become the development plan document for the District. The diagram at **Appendix 1** sets out how the LDP sits within the hierarchy of planning policy and supporting documents. The Policies Map will support the LDP, but does not form part of it.
12. After adoption, the plan will be monitored, updated and reviewed as necessary.
13. The LDP is supplemented by the following documents:
 1. Statement of Community Involvement
This document demonstrates how the Council is engaging with the community and other stakeholders in preparing its LDP.

2. Authority Monitoring Report

This document monitors the implementation and performance of policies and proposals in the LDP and will inform whether a review is necessary.

3. Sustainability Appraisal

This appraises the environmental, economic and social aspects of the LDP.

4. Research and evidence base

The LDP is based on robust and reliable evidence.

14. Until the Maldon District Local Development Plan is adopted, the Maldon District Replacement Local Plan (RLP) 'Saved Policies' will continue to form the development plan documents for the District. The 'Saved Policies' are listed in **Appendix 2** of this LDS.

Community Infrastructure Levy

15. The Community Infrastructure Levy (CIL) was introduced in the Planning Act 2008 and defined in the CIL Regulations 2010 (as amended). This legislation also restricts the use of planning obligations, sometimes known as 'Section 106 agreements'.
16. It is a locally set charge on new development that the Council will implement across the District. It is based on the size and type of development and once set in an area is mandatory to be paid and non-negotiable. The funds raised must be used to provide infrastructure which is required to support new development across the area.
17. The Planning Policy Guidance Note on CIL, first published in June 2014, states in paragraph 016 that 'information on the charging authority area's infrastructure needs should be drawn from the infrastructure assessment that was undertaken as part of preparing the relevant Plan [i.e. local plan]. This is because the plan identifies the scale and type of infrastructure needed to deliver the area's local development and growth needs.'
18. The Council has prepared an Infrastructure Delivery plan, which was subject to scrutiny at the LDP examination, although it does not form part of the LDP.
19. The CIL rates are published within a Draft Charging Schedule. The CIL Regulations 2010 (as amended) require two stages of consultation to be undertaken before the Draft Charging Schedule can be submitted to government.
20. The Council undertook the first stage of CIL consultation, called the Preliminary Draft Charging Schedule, in January to March 2014. The second stage, called the Draft Charging Schedule, presented the CIL rates which the Council intended to submit for Examination-in-Public (EiP). Consultation on the CIL Draft Charging Schedule was undertaken in June and July 2014.
21. An examination into the Council's CIL Charging Schedule will need to take place after the Local Development Plan has been adopted.

Table 2: Community Infrastructure Levy Charging Schedule - Summary

Document Title	Community Infrastructure Levy Charging Schedule
Role and Content	To establish a charging schedule for the application of a community infrastructure levy on new development
Coverage	Maldon District
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and National Planning Policy Guidance note and Planning Policy Statement • Maldon District Council Corporate Plan (2011 - 2014) • Local Development Plan • Infrastructure Delivery Plan • Evidence Base
Resource	<ul style="list-style-type: none"> • Planning Policy Team; • Other Council Officers; • Cooperation with neighbouring local planning authorities; • Cooperation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base.

Supplementary Planning Documents

22. Supplementary planning documents (SPDs) can be produced to cover issues that supplement policies and proposals in development plan documents. SPDs will not be subject to independent examination, but are subject to public consultation lasting between 4 and 6 weeks. After the consultation process is complete, the SPDs will have material weight in decision-making on planning applications and other proposals.
23. Supplementary planning documents should only be necessary where their production can help to bring forward sustainable development at an accelerated rate. They should build upon and provide more detailed advice or guidance on the policies in the Local Plan. They must not be used to add to the financial burdens on development.
24. Prior to the preparation of Supplementary Planning documents, the Council produced Supplementary Planning Guidance. Like SPDs, these did not have statutory planning status.

Table 3: Existing Supplementary Planning Guidance.

Supplementary Planning Guidance	Year of Approval
Affordable Housing Guide	2005
Developer Contributions Guide	2005

25. Maldon District Council produced and published five SPDs between 2006 and 2007. These are illustrated in Table 4.

Table 4: Existing Supplementary Planning Documents

Supplementary Planning Document	Year of Approval
Vehicle Parking Standards	2006
Children's Play Spaces	2006
Accessibility to Buildings	2006
Sadd's Wharf	2007
Heybridge Basin Timber Yard	2007

26. Since the adoption of these SPDs and SPGs, some of the policies which they supplemented have since been updated, withdrawn or revoked. The Council will review and where appropriate update or withdraw these SPDs and SPGs in due course.
27. The Council proposes 5 supplementary planning documents, as set out in table 5 below.

Table 5: Proposed Supplementary Planning Documents

Supplementary Planning Document	Purpose	Timetable
Green Infrastructure Study	Identifies existing green infrastructure elements and sets proposed standards for accessible green space in the District, these include amenity greenspaces and parks.	September 2017 - Draft Action Plan November 2017 - Public consultation January 2018 – Approval of Final SPD
Maldon District Affordable Housing	Sets out the detailed process and procedures for the consideration and agreement for Affordable Housing in accordance with Policies in the LDP. It will also include details on the type of affordable housing,	September 2017 – Consultation Draft December 2017 – Approval of Final SPD

Supplementary Planning Document	Purpose	Timetable
	linked to the Council's Housing Strategy	
Maldon District Design Guide	In accordance with policy D1 of LDP to guide developers, designers, community groups and decision makers to deliver high quality design in all development.	Spring 2017 – Public Consultation Summer 2017 - Adoption
Maldon and Heybridge Central Area Masterplan	In accordance with Policy S5 of the LDP to set out a detailed strategy for the development, regeneration and enhancement of the Central area of Maldon and Heybridge, including Maldon town centre, the Causeway Regeneration Area and Leisure Quarter.	Spring 2017 – Public Consultation Summer 2017 – Adoption
Renewable Energy	To set out how the Council will seek to manage renewable energy development and seek to reduce carbon emissions in new developments in accordance with Policy D4 of the LDP.	September 2017 – Consultation Draft December 2017 – Approval of Final SPD
Vehicle Parking Standards	To review and update the Vehicle Parking Standards Adopted in 2006. Review to include parking requirements and space design.	October 2017 – Consultation Draft January 2018 - Approval

28. The following masterplans and design codes are also being prepared and / or endorsed by the Council prior to the adoption of the LDP, as set out in Table 6 below.

Table 6: Proposed Master Plans and Design Codes

Supplementary Planning Document	Timetable to Approval
North Heybridge Garden Suburb Strategic Masterplan Framework	Endorsed by Council – October 2014
South Maldon Garden Suburb Strategic Masterplan Framework	Endorsed by Council – September 2014
North Heybridge Garden Suburb Strategic Design Codes	To be endorsed by Council – March 2017
South Maldon Garden Suburb Strategic Design Codes	Endorsed by Council – March 2016

Statement of Community Involvement

29. The statement of Community Involvement sets out the standards that the Council must achieve in involving local communities in the preparation of local development documents and development management decisions. Maldon District Council formally adopted its approved Statement of Community Involvement (SCI) in 2007 although an addendum was approved in 2012.
30. The Council will update the SCI to take into account of the adopted LDP and new forms of consultation and engagement.

Table 7: Statement of Community Involvement Timetable

Statement of Community Involvement (SCI)	Spring 2017 - Draft SCI for public consultation
	Summer 2017 – consideration of responses and revised plan
	September 2017 - Approval of Final SPD

Sustainability Appraisal and Habitats Regulations Assessment

31. In accordance with national legislation and advice, development plan documents are subject to a Sustainability Appraisal (SA). This is integral to the document preparation as a means of assessing potential social, environmental and economic effects of policies and proposals. Sustainability Appraisals will also contribute to the reasoning and justification for policies.
32. The SA must comply with the requirements of the EU Directive 2001/42/EC on Strategic Environmental Assessments. The key UK requirements for a sustainability appraisal of development plan documents are set out in the ODPM guidance ‘Sustainability Appraisal

of Regional Spatial Strategies and Local Development Documents (2005)'.

33. The development plan documents will also be subject to a Habitats Regulations Assessment to ascertain whether an Appropriate Assessment is required, for example, if a policy or proposal is likely to have a significant impact on a nature conservation site which is of International significance.

Evidence Base

34. The LDP and other policy documents will be supported by evidence-based documents. These documents will not form part of the LDP but serve to provide robust and reliable evidence in which to inform its production.
35. Evidence base documents produced are available to view and download from the Council's website (https://www.maldon.gov.uk/info/20048/planning_policy/8110/evidence_base). The evidence base will be reviewed regularly to ensure that it is kept up to date and reflects local circumstances.

Monitoring and Review Arrangements

36. The policies within the RLP and LDP will be monitored and reviewed through the Authority Monitoring Report (AMR). This document is publicly available and reports on the delivery of key targets, including an annual Five Year Supply of Housing Land Statement. The Council will aim to publish the Authority Monitoring report in September each year.
37. The AMR will include information on:
- An up-to-date list of relevant national policy and legislation applicable to the LDP;
 - A statement on the progress of the LDS timetable and when necessary, the progress of reviews on various development plan documents against the project timetable;
 - An analysis of how or whether the policies of the LDP are delivering the objectives.

Resources

38. The Planning Policy Team of the Council will be responsible for the production of the LDP. In addition to these resources, there will also be contributions from other teams and departments within the Council.
39. As far as possible, projects will be jointly undertaken by officers to ensure smooth work flow in case of any staff absence. The Council will consider employing consultants if the need arises within allocated budgets.
40. The Council will also continue to work closely with neighbouring authorities in joint working arrangements on technical background documents and research.

Risk Assessment

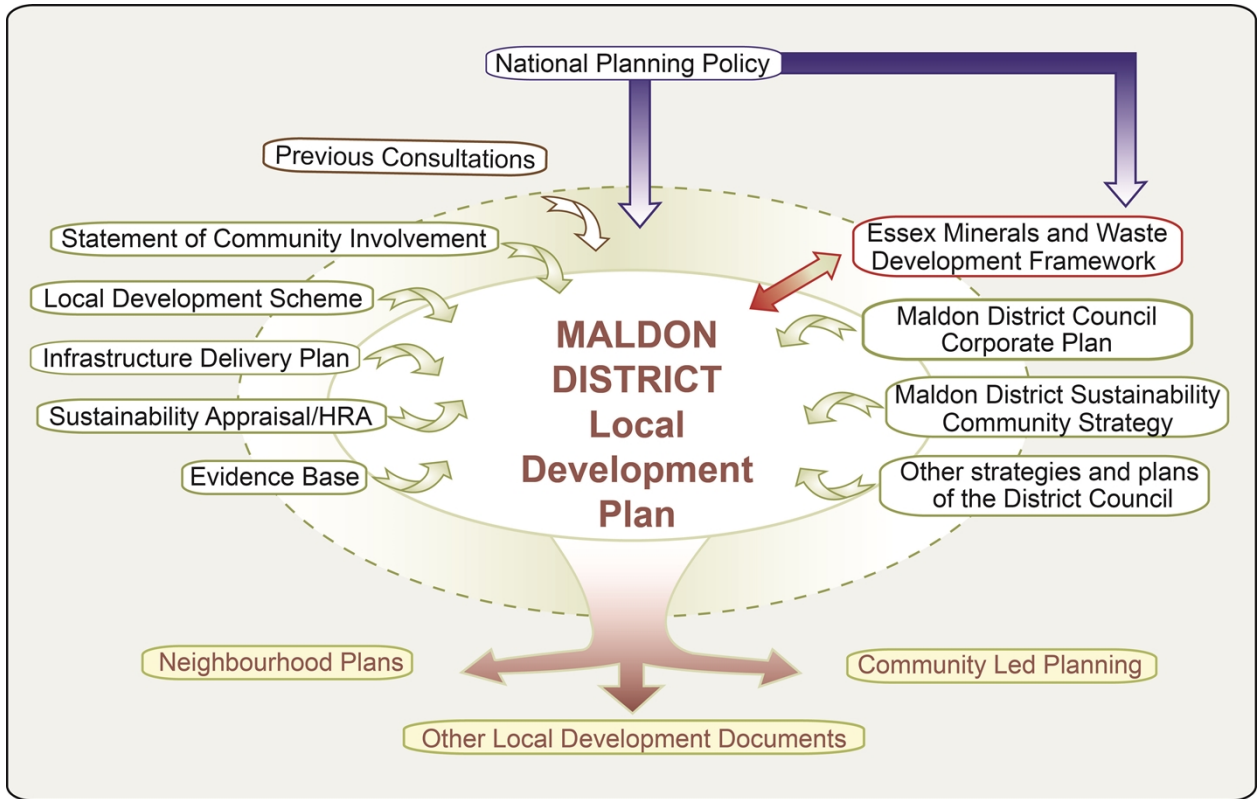
41. In preparing the LDS, the following risks have been identified that may affect or delay the process of adopting the Local Development Plan and contingency measures are suggested accordingly. The list is not exhaustive and does not include unlikely events which are difficult to foresee that temporarily cause a halt to normal Local Government.

Risk	Impact	Contingency	Responsibility
Secretary of State does not approve the LDP	LDP not adopted and subject to further delay	Collaboration with PINS at all milestone stages and before submission of DPDs to ensure that the DPDs fulfil the legal requirements and are sound. Worked with Inspector during examination to render the Plan sound	Strategic Planning Policy Manager
Revisions to national planning policy guidance and procedures – i.e. NPPF and Housing Bill	Further modifications required to the LDP prior to approval causing delay	Monitoring of national planning policy revisions Quick turnaround of statements and impact report including report to Inspector on impacts	Strategic Planning Policy Manager
Delays in political agreement	Delays in agreeing plans and documents	Use of progress briefings retain political awareness. Use of delegated powers wherever appropriate. Close working partnership with Task & Finish Working Group which are subgroups of the Planning and Licensing Committee.	Head of Planning Services Strategic Planning Policy Manager
Consultation fatigue (community being consulted too often for the LDP and by other	Poor response to consultations	Minimise by re-arranging a corporate coordinated programme and possibly integrating individual engagement activities with other agencies especially the	Head of Planning Services Strategic Planning Policy Manager

Risk	Impact	Contingency	Responsibility
agencies over a wide range of issues)		<p>Local Strategic Partnership</p> <p>Update SCI to understand how people want to be consulted – i.e. effective use of website and social media</p>	Communications Manager
Staff changes or staff loss (staff leaving post/time delays in recruitment)	<p>Loss of institutional capacity.</p> <p>Inconsistency</p>	<p>On-going training and development to improve expertise and encourage staff retention;</p> <p>Loss of staff will be countered by recruiting permanent and where necessary temporary staff.</p>	<p>Head of Planning Services</p> <p>Strategic Planning Policy Manager</p>
Insufficient expertise and additional unforeseen evidence base requirements	Poor evidence base	<p>Use of specialist consultants to cover particular gaps in expertise. (e.g. SA/SEA).</p>	<p>Head of Planning Services</p> <p>Strategic Planning Policy Manager</p>
Budget Constraints	Insufficient budget to cover costs	<p>Annual budget review to identify budget needs based on LDS</p> <p>Council reserve of a contingency amount to fund additional financial needs.</p>	<p>Chief Executive</p> <p>Director or Resources</p> <p>Head of Planning Services</p> <p>Strategic Planning Policy Manager</p>

Appendices

Appendix 1: Indicative Local Development Plan Diagram



Appendix 2: Saved Policies from the Maldon District Replacement Local Plan

Policy	Policy Title
S1	Development boundaries and new development
S2	Development outside development boundaries
CON4	Development on unstable land
CON5	Pollution prevention
CON6	Contaminated land
CON7	Development affecting airports
CC1	Development affecting an internationally designated
CC2	Development affecting a nationally designated nature
CC3	Development affecting locally designated nature
CC4	Local Nature Reserves
CC5	Protection of wildlife at risk on development sites
CC6	Landscape protection
CC7	Special Landscape Areas
CC10	Historic Landscape Features
CC11	Coastal Zone
CC12	Maldon Waterside Area
CC14	Agricultural Workers Dwellings
CC15	Temporary accommodation for agricultural workers
CC16	Agricultural occupancy conditions
CC17	Intensive livestock units
CC19	Rural Diversification
CC20	Re-use of listed buildings in rural areas Currently or Formerly in Agricultural Use
CC21	Re-use of rural buildings for residential purposes
CC22	Replacement dwellings
CC23	Garden extensions in the countryside
H1	Location of new housing
H4	Land allocated for residential development
H6	Housing density
H8	Conversion of dwellings and other buildings to flats
H9	Affordable housing
H10	Rural Exceptions Sites
H11	Special Family Needs
H13	Houseboats
H15	Replacement of mobile homes with permanent dwellings
E1	Protection of Existing Allocated Employment Areas
E2	Allocation of Proposed Employment Sites
E3	Mixed Use Development Timber Yard, Heybridge Basin
E4	Mixed Use Development, Sadd's Wharf
E5	Frontage to the River Chelmer
E6	Protection of existing employment uses
E7	Development extension or intensification of employment premises within Development Boundaries
E8	Working from home
BE1	Design of New Development and Landscaping
BE3	Public and private amenity spaces
BE6	Extensions to dwellings
BE7	Design of Shop Fronts
BE8	Lighting
BE9	Advertisements on buildings

Policy	Policy Title
BE10	Display of advertisements remote from the site being advertised
BE11	Advertisements within Conservation Areas and affecting Listed Buildings
BE13	Development in Conservation Areas
BE14	Demolition of Listed Buildings
BE16	Extensions alterations to and additional buildings in the curtilage of Listed
BE17	Preservation of Sites of Nationally Important Archaeological Remains and
BE18	Control of Development at a Site of Local Archaeological Value
BE20	The installation of satellite dishes in Conservation Areas and on Listed
SH1	Core Retail Areas
SH2	Protection of the retail function of town and district centres
SH4	Town and District Centre development proposals
SH5	Local Shopping Centres in urban areas
SH6	Village shops and services
REC1	Allocation of land for formal public open space
REC2	Provision of public playing pitches
REC3	Children's play space associated with new housing developments and
REC4	Allocation of land for informal open space
REC7	Protection of existing public and private open space
REC11	The Blackwater Rail Trail
REC12	Riding establishments
REC14	Golf courses, extensions and facilities
REC15	Golf driving ranges
REC16	Permanent uses of land or water for sport
REC17	Water recreation facilities
REC19	Hotel and guest house accommodation
REC20	Static and touring caravan sites, chalet sites and camping sites
REC21	Redevelopment of tourist accommodation
T1	Sustainable transport and location of new development
T2	Transport infrastructure in new developments
T3	Rail freight facilities
T4	Cycle Routes
T6	Improvement to pedestrian facilities
T7	Shared car parking in new development
T8	Vehicle parking standards
PU1	Provision of Education Facilities
PU2	Recycling facilities in new developments
PU3	Protection of health care facilities
PU4	New health care facilities
PU6	Renewable Energy

Appendix 3: Glossary of Terms

Authority Monitoring Report

The authority monitoring report assesses the implementation of the local development scheme and the extent to which policies in local development documents are being successfully implemented.

Core Strategy

A core strategy sets out the long term spatial vision for the local planning authority area, as well as the spatial objectives and the strategic policies to deliver that vision. The core strategy has the status of a development plan document.

Development Plan Documents (DPDs)

Development plan documents consist of spatial planning documents that are subject to independent examination.

Development Management Policies

These will include a suite of generic developments that apply to all development with the aim to improve the quality of the built environment.

Evidence Base

An evidence base is the evidence that any development plan document, especially a core strategy, is based on. It is made up of the views of stakeholders and background facts about the area.

Local Development Plan (LDP)

The local development plan sets out the development needs of the district and where growth will be located over a 15 year period.

Local Development Scheme

A public statement of the Council's programme for the production of Local Development Documents.

National Planning Policy Framework (NPPF)

A simplified set of policies that will replace PPGs and PPSs – draft published July 2011.

Planning Policy Guidance note (PPG)

PPGs set out Government advice on various planning-related topics – they now have the status of national policy. They are being replaced over time by Planning Policy Statements (see below).

Planning Policy Statement (PPS)

PPSs set out national policy on planning-related topics.

Policies Map

A Policies Map is a map illustration, reproduced from or based upon a map base to a registered scale, of all the policies and proposals contained in a development plan document.

Statement of Community Involvement (SCI)

The statement of community involvement sets out the standards which authorities must achieve in involving local communities in the preparation of local development documents and development management decisions.

Supplementary Planning Documents (SPD)

Supplementary plan documents provide supplementary information about the policies in development plan documents. They do not form part of the development plan and are not subject to independent examination.

Strategic Site Allocations

Allocations of sites for specific of mixed uses or development to be contained in the Local Development Plan. Policies will identify any specific requirements for individual purposes

Sustainability Appraisal

An appraisal of the economic, social and environmental impacts of policies and proposals. It incorporates Strategic Environmental Assessment (SEA). The SA Scoping Report identifies the information needed for the appraisal, and describes the methodology. It is updated periodically.

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