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CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

28 March 2017

PLEASE NOTE DAY OF MEETING

Dear Councillor

You are summoned to attend the meeting of the;

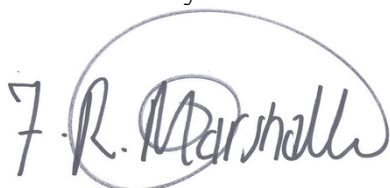
MALDON DISTRICT COUNCIL

on **WEDNESDAY 5 APRIL 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 blue ink, appearing to read 'F. R. Marshall', is enclosed within a large, hand-drawn oval.

Chief Executive

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AGENDA COUNCIL

WEDNESDAY 5 APRIL 2017

1. Chairman's notices
2. Apologies for absence
3. **Minutes of Last Meeting** (Pages 7 - 30)

To confirm the Minutes of the meeting of the Council held on 16 February 2017 (copy enclosed).

4. **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).

5. **Public Questions**

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).

6. Chairman's Announcements
7. Questions in accordance with Procedure Rule 6 (3) of which notice has been given
8. **Recommendations of Committees for Decision by the Council** (Pages 31 - 56)

- (i) To consider the report of the Director of Resources (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 Tuesday 28 March 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:		Minute Numbers:
Audit Committee	2 February 2017	944 - 951
North Western Area Planning Committee	6 February	952 - 961

Minutes published:		Minute Numbers
Overview and Scrutiny Committee	8 February 2017	962 - 970
South Eastern Area Planning Committee	13 February	971 - 983
Central Area Planning Committee	22 February	1004 - 1014
Joint Standards Committee*	23 February	1015 – 1022
Community Services Committee*	28 February	1030 – 1042
Planning and Licensing Committee*	2 March	1043 – 1060
North Western Area Planning Committee	6 March	1061 – 1072
Finance and Corporate Services Committee*	7 March	1073 -1086
South Eastern Area Planning	13 March	1087 – 1100

Minutes NOT finalised for publication:

Central Area Planning Committee	22 March	-
Council (extraordinary meeting)	23 March	-

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

9. **Update on the Vulnerable Persons Resettlement Programme** (Pages 57 - 62)

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

10. **Corporate Plan, Key Activities, Indicators and Targets 2017 / 18** (Pages 63 - 98)

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

11. **Proposed Changes to Management Reporting Lines** (Pages 99 - 106)

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

12. **Committee Structure Review** (Pages 107 - 126)

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

13. **External Auditor Appointment - New Arrangements** (Pages 127 - 130)

To consider the report of the Interim Director of Resources, (copy enclosed).

14. Questions to the Leader of the Council in accordance with Procedure Rule 1 (3) (m)

15. Business by reason of special circumstances considered by the Chairman to be urgent.

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 recorded and monitored by CCTV.

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**MINUTES of
COUNCIL
16 FEBRUARY 2017**

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, B S Beale MBE, R G Boyce MBE, CC, A T Cain, Mrs P A Channer, CC, R P F Dewick, M F L Durham, A S Fluker, M S Heard, Miss M R Lewis, M R Pearlman, R Pratt, S J Savage, Mrs N G F Shaughnessy, Rev. A E J Shrimpton, D M Sismey, A K M St. Joseph, Mrs M E Thompson and Miss S White

984. CHAIRMAN'S NOTICES

The Chairman referred to the notices shown on the agenda.

985. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors I E Dobson, Mrs H E Elliott, Mrs B D Harker, B E Harker, M W Helm and N R Pudney.

986. MINUTES - 7 DECEMBER 2016

RESOLVED

- (i) that the Minutes of the extraordinary Council meeting held on 7 December 2016.

Minute 791 – Land at Broad Street Green Road, Maypole Road and Langford Road, Great Totham / Heybridge

In response to a question, the Chief Executive clarified that the Monitoring Officer was able to appoint a number of Deputy Monitoring Officers. Currently the Council's Deputy Monitoring Officers were Ms W Morse and Ms S Jarlett.

In response to a question regarding the inclusion of a community building in the conditions to the application, the Interim Head of Planning Services advised that the Heads of Terms provided detail of this but in terms of its specific delivery he would look into this matter and report back to the Council.

Councillor R G Boyce raised a point of order that the Chairman was correct in respect of the Council Minutes being for accuracy only, but with the extraordinary Council meeting these Minutes contained a resolve and under the constitution Members were allowed to ask questions on resolves. He suggested that a different approach may need to be considered when receiving Minutes of extraordinary meetings of the Council.

The Chief Executive advised that as a point of clarity to condition 17 she had been asked to raise the following amendment by the Senior Principal Planner – Major Applications (Strategic Sites):

- 17 The development hereby approved shall be carried out in accordance with the following approved drawings *unless otherwise agreed in writing by the Local Planning Authority pursuant to condition 18 of this planning permission:*

This was agreed.

RESOLVED

- (ii) that subject to the above amendment, the Minutes of the extraordinary Council meeting held on 7 December 2016 be approved.

987. MINUTES - 15 DECEMBER 2016

RESOLVED

- (i) that the Minutes of the meeting of the Council held on 15 December 2016 be received.

Minute 823 – Venue of Meetings of the South Eastern Area Planning Committee

It was commented that the date in the resolution needed revising, as a report had not been considered by the South Eastern Area Planning Committee at its February meeting.

Minute 830 – Questions to the Leader of the Council in accordance with Procedure Rule 1 (3) (M)

It was noted that the last sentence of the third paragraph should read “...that there would *not be any further* debate...”.

RESOLVED

- (ii) that subject to the above amendments the Minutes of the Council held on 15 December 2016, be confirmed.

988. DECLARATIONS OF INTEREST

Councillor D M Sismey declared a pecuniary interest in relation to Agenda Item 8 - Recommendations of Committees for Decision by the Council (Minute 939) as he was an employee of Goldman Sachs and would step out of the meeting for this matter. He also declared a pecuniary interest in relation to Agenda Items 14 - Local Development Plan Site Allocations Development Plan Documents, 15 – Local Development Scheme

2017 and 18 – Inspectors Post Examination Modifications to the Maldon District Local Development Plan as he owned property and land near to areas affected by the Local Development Plan (LDP) and would step out of the meeting for these items of business.

Councillor R P F Dewick advised that as per his previous declarations on the Local Development Plan he declared an interest in relation to Items 14 - Local Development Plan Site Allocations Development Plan Documents, 15 – Local Development Scheme 2017 and 18 – Inspectors Post Examination Modifications to the Maldon District Local Development Plan and informed that he would leave the meeting after agenda item 13 and not return.

Councillor Miss S White advised that she would leave the chamber when Items 14 - Local Development Plan Site Allocations Development Plan Documents, 15 – Local Development Scheme 2017 and 18 – Inspectors Post Examination Modifications to the Maldon District Local Development Plan were discussed and would not return.

Councillor Mrs P A Channer declared a non-pecuniary interest as an Essex County Councillor, specifically in relation to Agenda Item 9 2017 / 18 Budget and Medium Term Financial Strategy, specifically reference to pensions and pooling arrangements. She also declared an interest in relation to Agenda Item 12 Support for the Vulnerable Persons Resettlement Programme as the County Council were involved with this.

In response to a question from the Chairman, Councillor Miss White clarified that her interest was non-pecuniary regarding land she did not own and pecuniary in relation to a site that was submitted as part of the rural allocation.

Councillor R G Boyce declared a non-pecuniary interest as an Essex County Councillor, specifically in relation to Agenda Items 9 2017 / 18 Budget and Medium Term Financial Strategy and 12 Support for the Vulnerable Persons Resettlement Programme.

The Chairman made reference to the Local Government Finance Act 1992 – Section 106 and the reminder set out on the agenda, and sought any declarations in relation to this. There were none.

989. PUBLIC QUESTIONS

In accordance with Procedure Rule 1(3)(e) and the Council's Public Question Time and Participation at Council and Committee Meetings Scheme, the Leader of the Council referred to six questions from Mr Tom Kelly and one question from Ms Rosalind Murphy of which prior notification had been given. A copy of the questions and prepared responses from the Leader of the Council were circulated to all Members and those in attendance at the meeting.

Mr Kelly read out his questions.

Question 1

“Given recent statistics, should Govt be asked to 'review' the Planning Appeals System- in particular the relationship of Planning Inspectorate to Developers?”

Response:

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

“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 accommodate?”

Response:

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.

The Leader of the Council added how the Council had sought to improve its assets of which the Council Offices were one, whilst keeping a Police presence within the Town of Maldon.

Question Three

“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?”

Response:

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 Four

“Should MDC not ,in view of historical basic underfunding of the local NHS, make representations to Govt?”

Response:

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 Five

“Would this Council consider being part of a 'Question Time' public on its handling of Local issues?”

Response:

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

Question Six

“Would members and staff participate in the Community Speedwatch activities?”

Response:

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. The Leader of the Council added that Council staff made their own decisions upon which organisation and activities they chose to support.

Ms Murphy then read out her question.

Question seven

“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.”

Response:

The Police Crime Commissioner (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. The Leader of the Council added how the Council had responded positively and supported residents to keep a Police presence in the District.

Councillor M R Pearlman declared a pecuniary and non-pecuniary interest in relation to the Police Station as he owned property opposite.

990. CHAIRMAN'S ANNOUNCEMENTS

The Chairman reminded Members of the award he instigated in 2015 for Demonstrating Pride in Your Work, something he was passionate about as it was important to recognise when an individual was particularly diligent and effective in what they did.

The Chairman commented that the nominations received for this year’s winner highlighted their dedication, professionalism and commitment to their work, in particular the repairs to the Hythe Quay. As part of their day to day role they ensured the river stayed safe for all users. The Chairman announced that the winner was Mr Nigel Harmer, River Baliff and he asked Members to join him in congratulating him. A small presentation was also made by the Chairman at this time to Mr Harmer who responded, thanking the Chairman and Members for the award.

991. RECOMMENDATIONS OF COMMITTEES FOR DECISION BY THE COUNCIL

(a) REPORT OF THE DIRECTOR OF RESOURCES

The Council considered the report of the Director of Resources presenting recommendations of Committees to the Council.

In light of his earlier declaration and having confirmed that there were no questions regarding the other items of the Finance and Corporate Services Committee Minutes, Councillor D M Sismey left the meeting.

Joint Standards Committee (13 January 2017)

Minute 806 – Review of Constitution affecting the Joint Standards Committee

RESOLVED

- (i) that the constitution of the Joint Standards 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.

Minute 865 – Allegation of Misconduct

RESOLVED

- (i) that 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 be agreed.

Planning and Licensing Committee (19 January 2017)

Minute 893 – Proposal to Establish a Strategic Housing Board

RESOLVED

- (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.

Community Services Committee (24 January 2017)

Minute 912 – Proposal to Establish a Strategic Housing Board

RESOLVED

- (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 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.

Finance and Corporate Services Committee (31 January 2017)

Minute 938 – Proposal to Establish a Strategic Housing Board

RESOLVED

- (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.

Minute 939 – Draft Treasury Management and Annual Investment Strategy

RESOLVED

- (iv) that the Treasury Management and Annual Investment Strategy together with the embedded Prudential Indicators for 2017 / 18, as set out in Appendix 1 to the report, be approved.

Minute 940 – Revised 2016 / 17 and Original 2017 / 18 Budget Estimates and Council Tax 2017 / 18

Members were advised that this matter was the subject of a separate report to the Council.

Minute 943 – Disposal of Property

RESOLVED

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

(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 8 February 2017.

Joint Standards Committee – 13 January 2017 (Minute 867 – Resumption of Meeting)

In response to a question regarding the resolution detailed on page 756 of these Minutes, Councillor Mrs M E Thompson, Chairman of the Joint Standards Committee, advised that on consideration she agreed that the last part of the resolution (from “...but it be noted...”) had not formed part of the original proposal and this would be dealt with at the next meeting of the Committee.

Community Services Committee – 24 January 2017 (Minute 913 – Food Caddy Liner Supply)

In response to a question from Councillor A S Fluker as to why this matter had not been brought back to the Council for decision, Councillor R Pratt, Chairman of the Community Services Committee supported the resolution of his Committee and advised that this scheme was virtually self-funding and it was hoped that providing more caddy liners would lead to a greater volume of food recycled. Councillor M F L Durham, Chairman of the Waste Task and Finish Working Group informed Members that the funding for caddy liners was more than covered by the existing credit from Essex County Council.

Councillor Fluker referred to the Council facing a huge deficit and how the monies saved by not buying more food caddy bags could have gone into the Medium Term Financial Strategy. He requested a written response to his earlier question and the Chairman of the Council asked the Chairman of the Committee to respond to all Members.

Planning and Licensing Committee – 19 January 2017 (Minute 893 – Proposal to Establish a Strategic Housing Board)

The Leader of the Council informed Members that the Leader and Deputy Leader of the Council were also included as Members of this Board. This was duly noted.

In light of comments and concerns raised by Members regarding the new ‘paperless’ system for receiving and considering Minutes the Chairman advised that he would request a reappraisal of the system.

Councillor Sismey returned to the chamber at this point.

992. 2017 / 18 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY

The Council considered the reports of the Interim Director of Resources on the recommendations of the Finance and Corporate Services Committee at its meeting on 31 January 2017 relating to the revenue budget and the proposed level of Council Tax for 2017 / 18.

The Leader of the Council made a Budget speech (attached at **APPENDIX 1** to these Minutes).

Councillor D M Sismey, Chairman of the Finance and Corporate Services Committee referred to the need for Central Government to reduce its costs and how the Council had made significant reductions to the back office whilst maintaining front office services. He commented on the Council's prudent financial management and the hard work of Officers. Councillor Sismey then commended the budget to the Council.

In response to the Budget Speech, the Leader of the Opposition, Councillor B S Beale, thanked the Leader of the Council for providing him with a copy of her speech in advance. He referred to a number of areas including:

- Budget – He commented on the need for more from less, the importance of concentrating on those matters which the Council could influence and the reduction in Government support.
- Promoting businesses – Councillor Beale referred to the importance of promoting businesses into the District and how Members should assist Officers with this.
- Referring specifically to contracts and their implications he advised that better control was required along with better understanding.
- He felt that the current paperless arrangements for meetings needed to be reconsidered, particularly for meetings of the Council.
- Councillor Beale asked the Leader of the Council what protection the Council had against cyber-attack and if she felt that waste service operatives were doing a good job, making particular reference to damage to waste containers and the image this portrayed of the Council.

Councillor Beale concluded by referring to the Council's staff and their importance to the work of the Council.

In response, the Leader of the Council advised that she did feel waste service operatives were doing a good job and referred to the changes brought in by the new contract and how she had not received any complaints regarding it, nor any reports of poor service.

The Interim Director of Resources advised Members that the Budget for 2017 / 18 included figures put out by Government as the provisional finance settlement for 2017 / 18 stage. The Council was waiting for finalisation of these figures which was expected to be received around 20 February. The Director explained it was expected that any change would be marginal as the Council was tied into a four year finance settlement by the Government. On that basis, the impact of any change would be seen in the Council's reserves and would not affect the bottom line of the budget. Members were advised that the final settlement amount would be reported to the next meeting of the Finance and Corporate Services Committee.

In response to the Leaders' speech some Members offered further comment on the budget proposals to which the Leader of the Council responded, these included the following:

- The need to strengthen the Councils business rate growth, due to the forthcoming replacement of the rates support grant by business rates retention. Concern was expressed that whilst pilot business rate retention schemes were underway there was no pilot for any two tier authorities.
- Whether the Government's intention regarding business rates from renewable energy was known.
- It was commented that without strong businesses the District would not have good jobs and the need to support such businesses was reiterated. The Leader of the Council agreed that the Council had to ensure that the District was a place that retained current businesses, assisted them to prosper and attracted new businesses. She referred to the Council's Economic Prosperity Strategy and the need to develop this further.
- Concern regarding the length of time taken from time of enquiry to receipt of a response from certain areas of the Council.
- The damage to waste bins and the measures put in place by the waste operator to address issues from reoccurring.
- It was pointed out that the changes to paperless meetings had been agreed by the Council and had resulted in large cost savings. The Leader of the Council agreed with this comment but suggested that for Council meetings when dealing with Minutes of Committees that a solution might be to have the Minutes of those Committees available on display (via the projection screen) for the public as the Council went through them.

In response to a question to the Chairman of the Finance and Corporate Services Committee regarding Section 106 monies and whether they were protected and not used to subsidise the budget, Councillor Sismey advised that such monies would not be spent by the Council for its general funds and any such monies paid to the Council would be protected and were not part of the Council's budget.

It was pointed out that the website profile pages for the Council's independent Members were incorrectly showing an incorrect party logo. In response, Councillor M S Heard commented on his profile page and requested that reference to 'non-specific' be amended to read 'non-political'.

In response to the comments from Councillor Beale the Leader of the Council advised that the Finance and Corporate Services Committee was due to consider a comprehensive report at its next meeting on contracts and the procurement process as a whole. In respect of cyber-attacks Members were advised of a recent Audit undertaken and that the IT Manager was currently putting in place the recommendations it raised.

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

Following on from the Leaders' speech and in accordance with Procedure Rule No. 13 (5) the Chairman informed the Council that there would need to be a recorded vote on any decision relating to the budget, including the setting of Council tax and levying a precept. The Chairman put the recommendations as set out in the report.

For the recommendation:

Councillors Mrs B F Acevedo, J P F Archer, E L Bamford, H M Bass, B S Beale, R G Boyce, A T Cain, Mrs P A Channer, R P F Dewick, M F L Durham, A S Fluker, M S Heard, Miss M R Lewis, M R Pearlman, R Pratt, S J Savage, Mrs M Shaughnessy, Rev. A E J Shrimpton, D M Sismey, A K M St. Joseph, Mrs M E Thompson and Miss S White.

Against the recommendation:

None.

Abstention:

Councillor P G L Elliott.

The recommendations were duly agreed.

RESOLVED

- (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 be noted;
- (iii) that the Summary Revised 2016 / 17 and Original 2017 / 18 General Fund Revenue Budget Estimates (Appendices 1 – 3 of the report) be approved;
- (iv) that an average Band D council tax of £187.37 (excluding parish precepts) (2.74% increase) for 2017 / 18 (Appendix 1 to the report) be approved;
- (v) that the detailed Fees and charges for 2017 / 18 as set out in Appendix 6 to the report be approved;
- (vi) that 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;
- (vii) that the policies on the designated use of financial reserves (Appendix 7 to the report) be approved;
- (viii) that an increase in the minimum general fund working balance from £2,300,000 to £2,500,000 for 2017 / 18 be approved;

- (ix) that an injection of £200,000 from General Reserves into the Repairs and Renewals Reserve at 31 March 2017, be approved;
- (x) that the Capital Programme for 2017 / 18 to 2020 / 21 (Appendix 9 to the report) be approved;
- (xi) that 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 be approved;
- (xii) 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 to the report.

994. COUNCIL TAX 2017 / 18

The Council considered the report of the Interim Director of Resources setting out the total amount to be raised from Council Tax for the forthcoming year. This was known as the Council Tax precept (Council Tax Requirement) for Maldon District Council and formed part of the funding that supported the services provided by the Council.

The Interim Director of Resources explained the difference between the three reports and advised that this report took into account the precepts for the whole of the District and legislation set out the way that the resolution should occur. Members were advised of the following minor amendments to the report:

- that the figure on page 120 Section 3(b) should read £27,660,695 as the government grant should have been included and was not in the figure originally reported.
- that the figure shown in Section 3(e) should be rounded up to £1,383,356.

In response to a question regarding whether her earlier declaration of interest in respect of Agenda Item 9 would cover all three reports (items 9a, 9b and 9c), the Chairman advised Councillor Mrs P A Channer that it would.

The Chairman informed the Council that in accordance with Procedure Rule 13 (5) this decision required a recorded vote. The Chairman put the recommendations as set out in the report with the minor amendments as outlined by the Interim Director of Resources to the Council and the voting was as follows:

For the recommendation:

Councillors Mrs B F Acevedo, J P F Archer, E L Bamford, H M Bass, B S Beale, R G Boyce, A T Cain, Mrs P A Channer, R P F Dewick, M F L Durham, A S Fluker, M S Heard, Miss M R Lewis, M R Pearlman, R Pratt, S J Savage, Mrs M Shaughnessy, Rev. A E J Shrimpton, D M Sismey, A K M St. Joseph, Mrs M E Thompson and Miss S White.

Against the recommendation:

None.

Abstention:

Councillor P G L Elliott.

The recommendations were therefore agreed.

RESOLVED

- (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 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

- (v) that the Council Tax Requirement for the Council's own purposes for 2017 / 18 (excluding Parish precepts) is £4,472,307
- (vi) 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.

- (vii) 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

- (viii) 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.
- (ix) 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.

Please see Table A overleaf.

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

995. MEDIUM TERM FINANCIAL STRATEGY 2017 / 18 TO 2020 / 21

The Council considered the report of the Interim Director of Resources presenting the Medium Term Financial Strategy 2017 / 18 to 2020 / 21 (attached as Appendix A to the report) for approval by the Council.

Councillor A S Fluker raised concern regarding the progression of the project relating to the Caravan Site at Riverside Park, Burnham-on-Crouch. He outlined some detail

relating to the project and the tender process and requested that the Interim Director of Resources meet with him to move the project forward. Councillor Fluker then proposed that the recommendation as set out in the report be agreed. This was duly agreed.

RESOLVED that the Medium Term Financial Strategy 2017 / 18 to 2020 / 21 be approved.

996. QUESTIONS IN ACCORDANCE WITH PROCEDURE RULE 6 (2) OF WHICH NOTICE HAS BEEN GIVEN

There were none.

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

The Council considered the report of the Chief Executive seeking 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).

The key corporate activities proposed for 2017 / 18 were attached as Appendix 1 to the report and new activities were set out in the report along with those 2016 / 17 activities not being carried forward. Appendix 2 to the report set out the indicators / measures and proposed targets. An update to the Corporate Plan (2015 - 19) was also proposed and set out in Appendix 3.

The Leader of the Council advised that having looked at the plan she had a number of concerns and in light of the business rate element looming, thought the Council should take an extra cycle to look at its goals, outcomes and how it may wish to progress them. She highlighted a number of areas where she felt further review was required. The Leader proposed that approval of the Corporate Plan be deferred for a cycle to drill down and give Officers a clear vision and some strategy so that they could show Members how they were going to deliver it.

Some concern was raised in response to the proposal. Councillor Mrs P A Channer seconded the proposal and also commented on the corporate plan making reference to consultation responses awaited from the Department for Communities and Local Government and other important documents which were coming forward. Councillor Mrs Channer declared an interest at this point as she was an Essex County Councillor.

The Chairman then put the vote in the name of the Leader of the Council to the Council. Upon a vote being taken this was duly agreed.

RESOLVED that approval of the 2017 / 18 Key Corporate Activities, Indicators / Measurers and targets and Update of the Corporate Plan (2015 – 19) be deferred to the next meeting of the Council to allow time to drill down and give Officers a clear vision and some strategy that they can show Members how they were going to deliver it.

998. SUPPORT FOR THE VULNERABLE PERSONS RESETTLEMENT PROGRAMME

The Council considered the report of the Chief Executive seeking Members' views about the extent to which they wished to support various Refugee Resettlement Schemes and the Asylum Dispersal Scheme, including financial regulations.

It was noted that the Home Office had approached all Local Authorities to pledge support for two schemes to resettle Refugees that were currently outside the UK, and a third scheme to house Asylum Seekers that have already entered the UK. The report provided further detail of these schemes.

Members were informed that an offer of accommodation had been made which 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 required the Council to give an early indication of whether it wished to continue to explore this offer of accommodation.

The Leader of the Council presented the report and advised how, because of the amount of interest within the Town, she had been working with the Interim Director of Resources and Customers Manager to identify alternative sources of funding. She did not feel that any shortfall should come from the Council, but that the Council should act in a leadership role with the funding being sourced from elsewhere e.g. crowd-funding. The Leader referred to the high level of public interest in this matter and provided an update as to how many families had been housed in other Districts / Boroughs. The Leader of the Council proposed that recommendation (i) be agreed but the Council states it would not meet any shortfall but act in a leadership role to look at sourcing funding for this from another source and potentially set up, oversee and facilitate a crowd-funding scheme.

In response to a question, the Chief Executive clarified the accommodation that had been offered was not rent free but it had been heavily discounted. The Customers Manager advised that the housing benefit scheme could meet the rent proposed but a benefit cap, resulting from a change made by central government, would mean that any families total benefits and income would be capped to a certain level. The impact of this cap would be applied to housing benefit entitlement and therefore there was potential financial implications for the Council.

A debate ensued. In response to a request the Leader of the Council clarified that she was proposing that the Council agree recommendation (i) but that the Council would not meet any financial deficit, retain within the recommendations the proposal that the Home Office provides assurance that there will be no financial costs to the Council and add a recommendation detailing that the Council in the interim takes a leadership role and continues to work with churches and other interested parties to investigate other sources of funding and the potential for a crowd funding initiative.

It was suggested that 'in principle' referred to in the first recommendation should be changed to 'non-financial interest and support'. This was supported. Some concern was raised regarding the financial impact to the Council through Officer time / resources and further information was provided by the Leader of the Council in response.

Following a request from the Chairman, the Leader of the Council reiterated her proposal as follows:

- (i) that the Council pledge a non-financial interest and 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) recommendation to be deleted.
- (iii) that the Home Office be asked to provide 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).
- (iv) that the Council in the interim takes a leadership role and continues to work with churches and other interested parties to investigate other sources of funding and the potential for a crowd funding initiative

This proposal was duly seconded and upon a vote being taken agreed.

RESOLVED

- (i) that the Council pledge a non-financial interest and 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 Home Office be asked to provide 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).
- (iii) that the Council in the interim takes a leadership role and continues to work with churches and other interested parties to investigate other sources of funding and the potential for a crowd funding initiative.

999. SCHEDULE OF MEETINGS 2016 / 17 AND 2017 / 18

The Council considered and agreed a number of revisions to the 2016 / 17 and 2017 / 18 Schedules of Meetings as set out on the agenda.

RESOLVED that the following revisions to the 2016 / 17 and 2017 / 18 Schedules of Meetings be agreed:

- 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.

1000. LOCAL DEVELOPMENT PLAN SITE ALLOCATIONS DEVELOPMENT PLAN DOCUMENTS

In light of their earlier declarations of interest Councillors J P F Archer, A T Cain, R P F Dewick, D M Sismey and Miss S White left the meeting at this point and did not return.

The Council considered the report of the Interim Head of Planning Services setting out the key recommendations from the Planning and Licensing Committee on the preparation of a Site Allocations Development Plan Document (DPD).

The report set out the resolutions from the Planning and Licensing Committee meeting on 19 January 2017 where it was endorsed that the need for a DPD had passed due to the passage of time and change in circumstances.

The report provided Members with detailed information regarding the:

- Local Development Plan (LDP);
- Planning Policy Framework;
- Task and Finish Working Groups;
- Site Allocations DPD, including Gypsy and Traveller DPD, Rural Housing Allocations and Employment Allocations;
- Implications for the LDP.

Members were reminded that at the time of the pre-submission LDP there was considerable merit in the production of DPDs to allocate sites for Gypsy and Travellers and rural housing and employment. At this time sites had not been identified, nor were any planning consents in place on sites which could contribute towards the overall targets. Since then planning permission had been granted for a significant proportion of the requirements within Policies S2 and E1. Members were advised that a consequence of this was that the small number of sites required did not justify preparation of a DPD.

RESOLVED that the Council does not proceed with the preparation of a Site Allocation Development Plan Document.

1001. LOCAL DEVELOPMENT SCHEME 2017

The Council considered the report of the Interim Head of Planning Services, seeking Members endorsement of an update to the Local Development Scheme (LDS) (attached as Appendix A to the report) following the recent Examination in Public (EiP) into the Maldon District Local Development Plan (LDP). The new LDS would replace the updated document approved by the Planning and Licensing Committee in March 2015

and take into consideration the revised timetable for the progression of the LDP and other planning policy documents.

The report provided detailed background information regarding the LDS and Officers highlighted the revisions proposed.

RESOLVED that the revised Local Development Scheme be approved.

1002. EXCLUSION OF PUBLIC AND PRESS

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following urgent 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.

1003. INSPECTORS POST EXAMINATION MODIFICATIONS TO THE MALDON DISTRICT LOCAL DEVELOPMENT PLAN

The Council received the report of the Interim Head of Planning Services, setting out the draft Post Examination Modifications to the Maldon District Local Development Plan (LDP) (attached at Appendix A to the report).

It was noted that the Modifications formed the next stage in the preparation and finalisation of the LDP and were designed to make the Plan sound. The modifications were being made at the request of the Planning Inspector and in response to the Matters, Issues and Questions issued in November 2016 and the subsequent Examination Hearings held between 10 and 19 January 2017.

Members were advised that the Inspector had to agree the modification and currently had sent the Council his initial comments, including some suggested wording changes and had requested further information prior to agreeing the modifications.

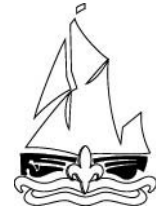
RESOLVED that the Modifications to the Local Development Plan be noted and when the Modifications are approved by the Inspector that they be published for a six week period of public consultation.

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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REPORT of CHIEF EXECUTIVE

**to
COUNCIL
5 APRIL 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 from the following Committees contained in sections 3 to 6 of this report.

Section 3.....Joint Standards Committee – 23 February 2017

- Minute 1019 – Constitutional and Operating Arrangements for the Joint Standards Committee (section 3.2)

Section 4.....Community Services Committee – 28 February 2017

- Minute 1036 – Project Update – Maldon Health Hub (section 4.2)
- Minute 1038 – Community Led Housing Programme (section 4.3)
- Minute 1041 – Burnham Sailing Club Lease (section 4.4)

Section 5.....Planning and Licensing Committee – 2 March 2017

- Minute 1050 – Economic Development Update (section 5.2)

Section 6.....Finance and Corporate Services Committee – 7 March 2017

- Minute 1080 – Pay Policy Statement (section 6.2)
- Minute 1086 – Urgent Business: Planning Application Fees – An Offer from Government (section 6.3)

3. JOINT STANDARDS COMMITTEE – 23 FEBRUARY 2017

3.1 Web link to agenda, reports and Minutes for the above meeting
<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=148&MIId=1033&Ver=4>

3.2 MINUTE 1019 – CONSTITUTIONAL AND OPERATING ARRANGEMENTS FOR THE JOINT STANDARDS COMMITTEE

3.2.1 Minute Extract:

The Committee considered the report of the Monitoring Officer on possible revisions to its constitutional and operational arrangements.

A number of revisions had arisen from discussion at recent meetings and a training/briefing session for Members of the Committee, and these were shown at **APPENDIX 1** including consequential changes to the Conduct Complaints Process Flowchart Stage I. **APPENDIX 2** showed some proposed minor revisions to Stage II of the Flowchart.

Some discussion took place on the proposed 30 working days for the Monitoring Officer to conclude an initial assessment of a conduct complaint and what the status of the complaint would be if this was not achieved. It was noted that when the Committee last reviewed the Complaints Process it was clearly envisaged that the Monitoring Officer would have the ability to proceed to investigation with the agreement of the Independent Person although this had not been reflected in the Stage I flowchart. It was generally agreed however that the 25 working days should be retained and in the event of exceptional circumstances preventing the normal process from occurring in that timeframe that the Monitoring Officer will consult with the Independent Person and the Chairman of the Committee with a view to a special meeting of the Committee being called. It was highlighted that the proposed revisions to the Stage I flowchart should mean such circumstances will be rare.

Particular reference was made to the proposed revision to the Committee's operating arrangements to bring it in line with the Investigating and Disciplinary Committee so far as the restricted circulation of papers and the attendance of non-Members of the Committee in relation to the conduct of private session business. It was recommended that if accepted Council and Committee Procedure Rule 20 be amended to exclude the Joint Standards Committee when dealing with private session business.

With the permission of the Chairman, the Leader of the Council spoke with regard to references in the flowchart to the Leader and the Political Group Leader. Arising from this it was agreed that the Stage I flowchart acknowledges that the Leader of the Council will be alerted to the existence of a conduct complaint relating to a District Councillor at an early stage in the process and kept generally advised of progress throughout.

It was also agreed that the two boxes in the final line of the Stage I flowchart should also refer specifically to Political Group Leader.

Arising from clarification of Members' concerns over what the initial assessment entailed, and the ability of the Monitoring Officer to proceed to investigation under

Stage I of the process without referral to the Committee, it was further agreed that any such investigation should be carried out internally.

3.2.2 Committee recommendation:

- (i) that the Council agrees that the revisions to the constitutional and operating arrangements of the Joint Standards Committee as outlined in the report and clarified above, and shown as tracked in **APPENDICES 1 and 2** to this report be adopted as part of the Council's constitutional documentation;
- (ii) that as a consequence of a revision included in (i) above, Council and Committee Procedure Rule 20 be amended to also exclude the Joint Standards Committee when conducting its business in private session.

Please see overleaf for Section 4 – Community Services Committee – 28 February 2017

4. COMMUNITY SERVICES COMMITTEE – 28 FEBRUARY 2017

4.1 Web link to agenda, reports and Minutes for the above meeting
<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=132&MIId=1006>

4.2 MINUTE 1036 – PROJECT UPDATE – MALDON HEALTH HUB

4.2.1 Minute Extract:

The Committee considered the report of the Chief Executive on progress of the above project and how best to report progress to Members in future. It was recommended the reporting structure be streamlined and the Community Services Committee took a more direct role in overseeing progress on this project. A recent Council press release to together with the last project programme were appended to the report for Members information

4.2.2 Committee recommendation:

- (i) that the Community Hospital Working Group is dissolved.
- (ii) that a standing item be included on the Community Services Agenda on the Maldon Health Hub Project.

4.3 MINUTE 1038 – COMMUNITY LED HOUSING PROGRAMME

4.3.1 Minute Extract:

The Committee considered the report of the Director of Customers and Community presenting a draft proposal for a Community Led Housing Programme for the District.

The Chairman made a declaration of interest after the Officer's report as he was a trustee of an Alms-house Trust but also as a trustee of a local charity that may wish to get involved with this project.

Government funding was now available for community projects and Officers were attempting to establish greater clarification and understanding of the initiative. Appendix 1 to the report set out some possible actions and activities that could be undertaken.

It was highlighted that Parishes had agreed to community housing schemes in the past but in the case of Wickham Bishops, as an example, planned growth had been undermined through hostile development proposals allowed on appeal.

It was suggested that Maldon District Council should look at a scheme Chelmsford City Council is working on, with the use of containers being fitted out as small dwellings to relieve some of the housing pressure.

4.3.2 Committee recommendation:

- (i) that the draft programme for the Council's Community Led Housing (CLH) as detailed in **APPENDIX 3** to this report, be approved;

- (ii) that a seminar be held for community groups to promote the concept of CLH and consult on the Council's draft programme.

4.4 MINUTE 1041 – BURNHAM SAILING CLUB LEASE

4.4.1 Minute Extract:

The Committee considered the report of the Director of Customers and Community on a proposal to offer a new lease to the Trustees of Burnham on Crouch Sailing Club for the land at Millfields, Burnham-on-Crouch as a Dinghy Park and Car Park.

The Chairman made a proposal that the lease should be 21 years instead of 10 as the Sailing club was a small club, where starter sailors joined for a small fee and it encouraged new people to the town. The Club would like security of tenure. He circulated a copy of an email he had received from the Commodore of the Sailing Club. This proposal was seconded by Councillor Mrs B D Harker.

There was some discussion around the implications of a lease for a longer period, and following advice from the Director of Customers and Community, Councillor M F L Durham proposed, by way of an amendment, that a 21 year lease be offered with built-in break clauses and a rent review. This was seconded by Councillor A T Cain. Upon being put to the meeting and a vote taken, the amendment was agreed. RESOLVED that subject to the recommendation below, the Director of Customers and Community be authorised to finalise the lease arrangements in consultation with the Chairman of the Community Services Committee.

4.4.2 Committee recommendation:

That the Council agrees to offer to the trustees of Burnham-on-Crouch Sailing Club a new 21 year lease with 10 and 15 year break clauses with 12 months' notice of determination on either side, with a rent review every five years and subject to annual RPI increases.

Please see overleaf for Section 5 – Planning and Licensing Committee – 2 March 2017

5. PLANNING AND LICENSING COMMITTEE – 2 MARCH 2017

5.1 Web link to agenda, reports and Minutes for the above meeting
<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=133&MIId=1068>

5.2 MINUTE 1050 – ECONOMIC DEVELOPMENT UPDATE

5.2.1 Minute Extract:

The Committee considered the report of the Chief Executive which updated Members on key issues in strengthening and encouraging development of the local economy. The Chief Executive drew attention to the proposal from the Heritage Marine Foundation to develop heritage marine apprenticeships. This linked to the District's maritime skills agenda and the Committee was being asked to provide endorsement in principle.

Coastal Community Teams (CCT)

Members were very much in support of developing apprenticeships in the District and in response to a question, the Chief Executive confirmed that support being asked for was not financial, but rather by way of a letter to say that the Council endorsed the project as it supported delivery of its Skills Strategy and helped to protect and promote the heritage assets.

Business Engagement

Councillor H M Bass drew Members' attention to the recent Chairman's Business Awards which was an excellent and well-organised event.

Bradwell Legacy Partnership (BLP)

Members raised questions regarding the Wine Region project and the Chief Executive advised that she had agreed to meet with wine producers to understand how this had been pitched to Magnox. Contact would be made with Magnox so that we can better understand their criteria for assessing eligibility for funding. However, there was the possibility of different routes for funding.

The Chief Executive advised Members that a number of projects were being worked on, including:

- Enterprise Centre Dengie Enterprise Support
- Secretariat for the Coastal Team and BLP
- Continuing to promote the Wine Region.

RESOLVED that the contents of the report be noted.

5.2.2 Committee recommendation:

That the Council provide, in principle, support to the heritage marine foundation's maritime apprenticeship project, subject to all necessary planning and environmental requirements being met.

6. FINANCE AND CORPORATE SERVICES COMMITTEE – 7 MARCH 2017

- 6.1 Web link to agenda, reports and Minutes for the above meeting
<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CIId=131&MIId=1029>

6.2 MINUTE 1080 – PAY POLICY STATEMENT

6.2.1 Minute Extract:

The Committee considered the report of the Interim Director of Resources seeking the Council's approval of a Pay Policy Statement to meet the Localism Act 2011 requirements. The Pay Policy Statement for 2017 / 18 was attached as Appendix 1 to the report.

In response to a question regarding Job Evaluation and the increased use of market supplements, the Group Manager - People, Performance and Policy explained that the Council was required to undertake Job Evaluation and she understood that to have not implemented would mean not being in compliance with legislation. Members were informed that pay supplements were allowed and used by the Council in response to skill shortages. The Chairman asked the Group Manager to look at how some of the posts with skill shortages could be filled and whether there was still a legal obligation to use Job Evaluation.

In response to a question regarding zero hours contracts, the Group Manager explained to the Committee when and how these were used, where appropriate.

The Group Manager clarified, in response to a question, that all information regarding Officers' salaries over £50,000 was published on the Council's website.

6.2.2 Committee Recommendation:

That the pay policy statement attached as **APPENDIX 4** to this report be adopted for the financial year 2017 / 18.

6.3 MINUTE 1086 – URGENT BUSINESS: PLANNING APPLICATION FEES – AN OFFER FROM GOVERNMENT

6.3.1 Minute Extract:

The Committee considered the urgent report of the Interim Director of Resources seeking Members approval to accept an offer from Government to increase planning fees by 20% from July 2017, on the basis that the Council commits to invest this additional income directly into the Planning Service.

It was noted that the report had been considered by the Planning and Licensing Committee at its meeting on 2 March 2017 who had recommended that this Committee support acceptance of the Government's offer.

Members were advised of a letter received from Simon Gallagher, Director of Planning at the Department for Communities and Local Government (DCLG) (attached at Appendix 1 to the report) sent to all Local Planning Authorities (LPA)

setting out the opportunity to increase planning fees by 20% from July 2017, as long as the LPA committed to investing the additional fee income directly into the planning service. The report expanded further on this request, along with Council's need to improve its competitive position in terms of recruitment and retention of planning staff. Appendix 2 to the report set out the revised Development Management Fees should Council accept the offer.

The Interim Director of Resources advised that he had made representation to the DCLG on behalf of the Council in light of the next Council meeting being after the deadline for response and the DCLG had agreed to wait until 6 April to receive the decision of this Council regarding whether it would accept the offer. Members were informed that the Finance Manager in conjunction with the Group Manager, Planning Services had considered the timing of all expected applications and it was estimated that an additional of £100,000 could arise if the Council accepted the Government's offer.

6.3.2 Committee Recommendation:

That the Government's offer to increase planning fees by 20% from July 2017 is accepted, with a commitment to invest this additional fee income directly into the planning service.

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

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

JOINT STANDARDS COMMITTEE

Constitutional Arrangements

- 1) The Joint Standards Committee consists of five Members of Maldon District Council, two Local Council representatives. The Independent Person (or Reserve) shall be notified of and invited to attend meetings and may participate in the discussion, and one Independent Person. The Independent Person has no voting rights.
- 2) Maldon District Council Members will be appointed at the Annual Meeting of the Council in line with the rules on political proportionality.
- 3) Local Council ~~Member~~ representatives will be nominated by the Essex Association of Local Councils (EALC) as co-opted members (with voting rights) and serve for a period of no more than two years subject to remaining elected and pending further nomination. ~~Independent Persons will be appointed by Council and will not have voting rights.~~
- 4) Independent Persons will be appointed by Council. Independent Persons shall be appointed for a period of four years, with the option of re-appointment for a further four years; no Independent Person may serve more than two terms of office.
- 5) Group Leaders may not be members of the ~~Joint Standards~~ Committee.
- 6) The Chairman and Vice-Chairman of the Committee shall be ~~a Maldon District Councillor~~ elected ~~appointed~~ at the first and special meeting of the Committee held on the day of the Annual Meeting of the Council. All members of the Committee will be notified of and invited to participate in the election of the Chairman and Vice-Chairman.
- ~~7) There will be one Vice-Chairman who shall be a Maldon District Councillor and shall be elected by the Committee.~~
- ~~8) 7)~~ The Vice-Chairman shall deputise for the Chairman in his or her absence.
- ~~9) 8)~~ The quorum for meetings of the ~~Standards~~ Committee shall be ~~at least~~ three voting Members.
- ~~10) Members, which must include one District Councillor and one Local Council member.~~
- ~~11) 9)~~ Substitutes shall be permitted for District Council Members to maintain political balance, and named substitutes as nominated by the EALC shall be permitted for Local Council Members.

Roles and Functions of the Joint Standards Committee:

The Joint Standards Committee will promote and maintain high ethical standards of conduct by Councillors in the District of Maldon. It will hold Councillors to account where it determines that Councillors' conduct has fallen short of what is to be expected or otherwise required of them pursuant to the applicable Council's adopted Code of Conduct. Further details on the role and functions of the Joint Standards Committee are set out in Part 9 of the Council's Constitution.

Procedural Arrangements

The Joint Standards Committee will conduct its proceedings in accordance with the relevant Procedure Rules set out in Part 8 of the Council's Constitution and also the adopted Conduct Complaints Process annexed here. The Committee will meet as and when required.

ADD Additional Paragraph –

When dealing with matters deemed to be private / confidential where the public is to be excluded from the meeting, it is essential that the Committee's work is confined to the Members of the Committee only at the time, and circulation of papers will be restricted accordingly. Notwithstanding Procedure Rule 20 and the general acceptance of the practice which enables Members to attend meetings of other Committees, private sessions of meetings of this Committee should proceed only with the appointed Members, the Independent Person, and required support Officers present.

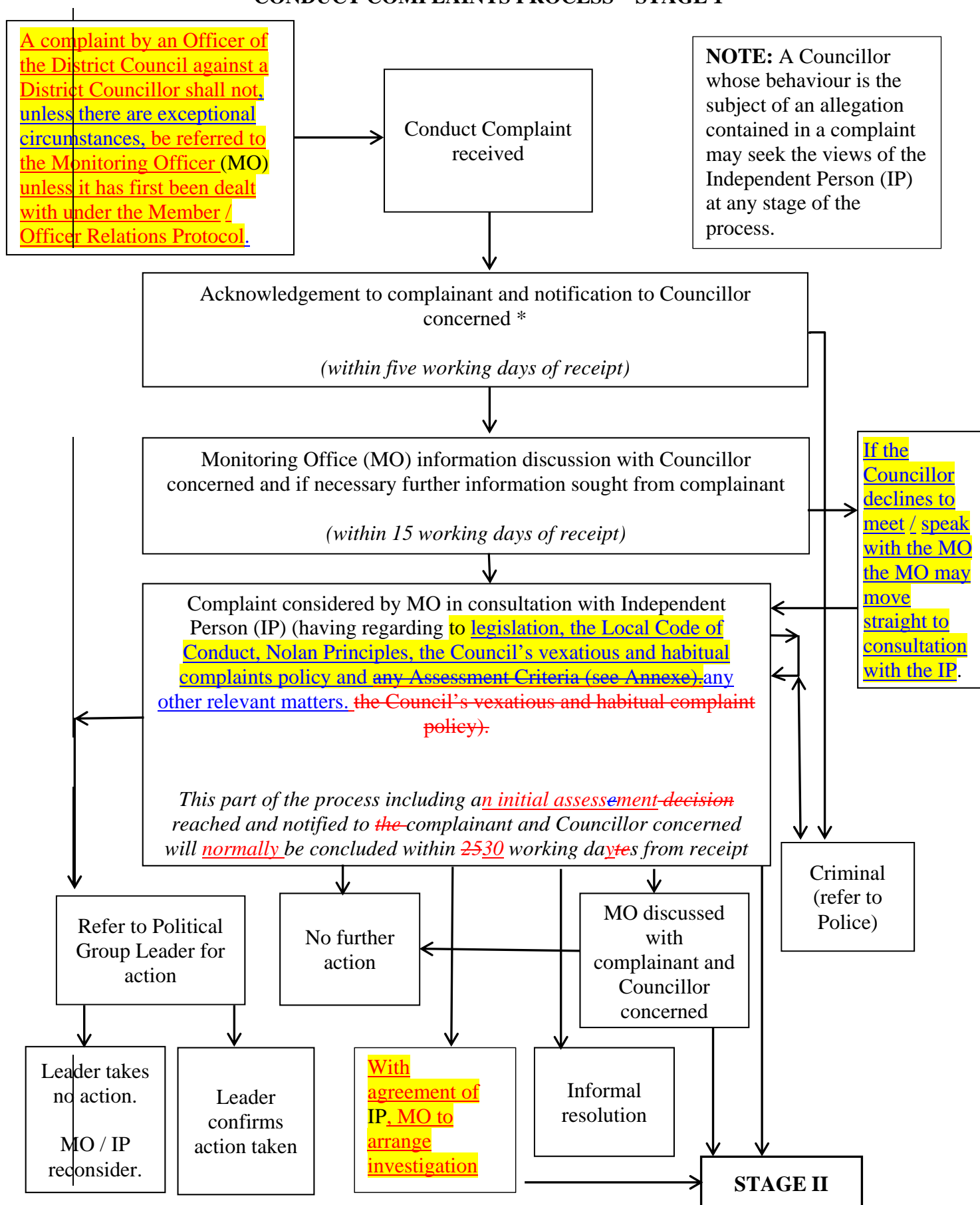
To exercise on behalf of the Council the following roles and functions:

- 1) Promoting and maintaining high standards of conduct by Members and co-opted members (with or without voting rights) of the District Council and also Parish/Town (Local) Councils, and considering relevant issues to enable the Committee to fulfil this role;
- 2) Advising and assisting ~~Local Council(s) and~~ Councillors to maintain high standards of conduct and to make recommendation to Local Councils on improving standards or actions following a finding of a failure by a Local Councillor to comply with the Code of Conduct;
- 3) Advising the Council and Local Councils on the adoption or revision of the applicable Member Code of Conduct;
- 4) Receiving and considering referrals from the Monitoring Officer into allegations of misconduct ~~in accordance with any the authority agreed assessment criteria;~~
- 5) Receiving reports from the Monitoring Officer and assessing the operation and effectiveness of the Member Code of Conduct;
- 6) Advising, training or arranging to train ~~Councillors~~Members and co-opted ~~M~~members on matters relating to the Member Code of Conduct;
- 7) Assisting Councillors and co-opted Members to observe the Member Code of Conduct;
- 8) Conducting hearings and determining complaints as necessary about District and Local Councillors and co-opted ~~M~~members where an investigation is undertaken to consider whether an allegation that there has been~~alleging~~ a breach of the Member Code of Conduct ~~referred to it by the Monitoring Officer is made out~~has been undertaken;
- 9) Following a hearing the Joint Standards Committee is able to make one of the following findings:-
 - (a) That the Member **has not failed** to comply with the Member Code of Conduct and no further action needs to be taken in respect of the matters considered at the h~~H~~earing; or
 - (b) That the Member **has failed** to comply with the Member Code of Conduct but that no further action needs to be taken in respect of the matters considered at the h~~H~~earing; or

- (c) That the Member **has failed** to comply with the Member Code of Conduct and that a sanction and/or an informal resolution should be imposed in respect of the matters considered at the hearing;
- 10) After making a finding at a hearing the Committee shall, within 28 working days, provide written notice of its findings including and the reasons for its decision to the subject Member and the complainant in the form of a decision notice;
- 11) Advising the Council upon the contents of and requirements for codes/protocols/other procedures relating to standards of conduct throughout the Council;
- 12) Maintaining oversight of the Council's arrangements for dealing with complaints against Ceouncillors;
- 13) Informing the Council and the Chief Executive of relevant issues arising from the determination of Code of Conduct complaints;
- 14) Developing and adopting:
- ~~(a) — Assessment Criteria for dealing with complaints against councillors;~~
- ~~(b)~~(a) Arrangements for dealing with complaints against councillors and publicising the arrangements;
- ~~(c)~~(b) Such other provisions and procedures as may be required;
- 15) The Committee may impose any action or combination of actions available to it, or impose any informal resolution or combination of informal resolutions in accordance with the approved Complaints Procedure. The following list is an indication of the actions or combination of actions available:
- Reporting its findings to Council (or to the LocalParish Council) for information;
 - Recommending to Council that the Mmember concerned be issued with a formal censure or reprimand (or to the LocalParish Council);
 - Recommending to the Mmember's Group Leader (or in the case of ungrouped members, recommend to Council or to Committees) that he/she be removed from any or all Committees or Sub-Committees of the Council;
 - Recommending to the Leader of the Council that the Mmember be removed from, or removed from any particular posts or responsibilities they hold;
 - Instructing the Monitoring Officer to (or recommend that the Local Parish Council) arrange training for the member;
 - Removing (or recommend to the LocalParish Council that the Mmember be removed) from all outside appointments to which he/she has been appointed or nominated by the authority (or by the LocalParish Council);
 - Withdrawing (or recommend to the LocalParish Council that it withdraws) facilities provided to the Mmember by the Council, such as a computer, website and/or email and internet access; or
 - Excluding (or recommend that the LocalParish Council exclude) the Mmember from the Council's offices or other premises, with the exception of meeting rooms as necessary for attending Council, Committee and Sub-Committee meetings.
- 16) Granting dispensations to elected and co-opted Members in respect of Disclosable Pecuniary Interests, Other Pecuniary Interests and Non-Pecuniary Interests.

- 17) Determining arrangements for the remuneration of the Independent Person(s).
- ~~17)~~ 18) Making recommendations to the Council in relation to the appointment of the Independent Person(s).

CONDUCT COMPLAINTS PROCESS – STAGE 1

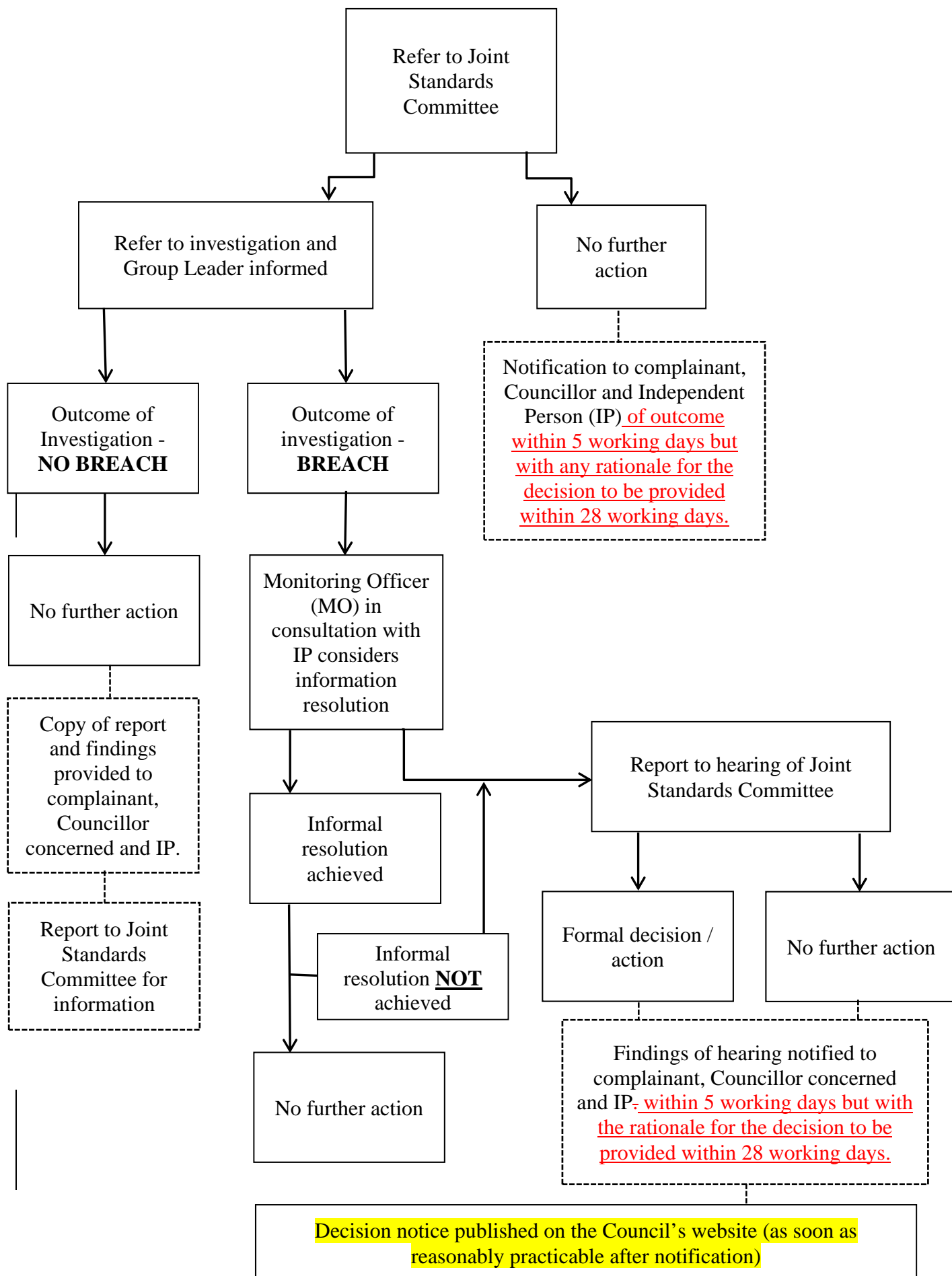


* The acknowledgement will be sent by the recipient of the complaint and the letter then passed to the MO to deal with. In circumstances where the letter of complaint covers both a complaint regarding a Member and a complaint regarding a Council service, the acknowledgement may respond to the complaint regarding the Council service and the complainant will be informed that the complaint regarding the Member will be passed to the MO for response.

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Maldon District Council
Conduct Complaints Process
STAGE II

APPENDIX 2



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Proposed Actions for Implementing Community Led Housing (CLH) Programme

Issue	Action	Timescale	Resources
Capacity to develop and deliver programme	Extend existing Housing Projects Officer post for additional two-year period	From April 2017	CLH Grant
Engagement with local groups to identify interest and options for CLH	CLH Seminar	From March 2017	CLH Grant
Access to specialist skills	Review of existing partnerships with housing associations, framework agreements with consultants and others who could help support local community groups	April 2017	Within existing capacity
Interest from Community Groups	Survey of local groups to establish interest, need for resources and options for development	April to June 2017	Housing Projects Officer
Indicative programme of CLH	Options to be collated and assessed for initial feasibility and financial viability	June 2017 and ongoing	Housing Projects Officer
Options for enabling CLH			
Use of empty properties	Identify need for additional funding to existing Empty to Decent Homes scheme and review of policy for scheme.	April to June 2017	Housing Projects Officer / Strategic Housing Manager Supplement to existing fund of £32,000
New build	Complete land review undertaken by ECC and combine with review by local housing associations and other community groups	March to May 2017	Housing Projects Officer / Strategic Housing Manager
	Review policy and procedure for use of exception sites to meet CLH need	March to May 2017	Housing Projects Officer / Strategic Housing Manager
	Identify and agree terms for engaging possible development partners including local developers, land-	April to July 2017	Housing Projects Officer / Strategic Housing Manager

Issue	Action	Timescale	Resources
	owners and developing housing associations		
	Explore opportunities for establishing a Council led development vehicle to enable the development of property, joint investment and profit sharing	April to September 2017	CLH Fund
	Establish in-house financial viability resource for assessing feasibility of possible schemes.	June / July 2017	CLH Fund
Wider community benefits	Identify possible partners to provide access to training and skills especially associated with construction to combine with future development and refurbishment schemes	April – September 2017	Housing Projects Officer
	Identify possible partners to provide housing management service	April – September 2017	Housing Projects Officer
Implementation			
Review and revise action plan	Report to Members on progress, identified opportunities and allocation of resources	September – October 2017	Strategic Housing Manager
Initial allocation of CLH Fund for:	<ul style="list-style-type: none"> • Access to technical advice • Needs assessments • Detailed financial appraisals • Surveys • Commissioning partners • Capacity building 	October 2017	CLH Fund
Future funding	Review and submit application for further funding requirements	From October 2017	Strategic Housing Manager

Additional Funding Sources to Support CLH

	Amount	Purpose
Commuted sums	£406,000	Capital investment for affordable housing
Empty to Decent Homes	£32,000	Renovation of long-term empty properties
Better Care Fund (Disabled Facilities Grants)	£20,000	Discretionary funding for adaptation of homes to meet the need of those with disabilities
Total	£458,000	

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Document Control Sheet

Document title	Pay Policy Statement
Summary of purpose	Compliance with Localism Act
Prepared by	Group Manager ; People, Performance and Policy
Status	Final
Version number	5
Approved by	
Approval date	
Date of implementation	Immediate
Review frequency	Annual (or as necessary before then)
Next review date	January 2018
Circulation	
Published on the Council's website	Yes

Validity Statement

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.



MALDON DISTRICT
COUNCIL

Pay Policy Statement

Note: This Statement has been written to meet the statutory requirements of the Localism Act 2011 and to aid transparency in respect of Maldon District Council's policy regarding pay to the highest and lowest paid staff.

1. General policy

- 1.1 The Council has undertaken a Job Evaluation exercise which reviewed every post in the Council, up to and including the Chief Executive, on a consistent basis and placed them within a single unified pay scale. The pay scale was designed to be consistent with best practice and benchmarked as to value and applies up to and including Director level. In accordance with the Council's constitution, the remuneration of the posts of Chief Executive and Directors were set by the Appointments Committee composed of elected Members of the authority.
- 1.2 The Job Evaluation process was designed to achieve compliance with Equal Pay legislation and, further to this, the contractual terms and conditions of staff were also standardised at the same time. The effect is that the remuneration of all Council employees is governed by a single set of policies and procedures. This is reflected in the Pay Policy statements below.
- 1.3 The pay multiple for 17/18 is based on the ratio of the Chief Executives Salary to all other employees average FTE salary and equates to 3.64. The Government has considered setting twenty to one as a maximum. As a result it is not considered necessary to have a specific policy concerning the pay multiple. If the multiple starts to rise, for example above five to one, this could be reconsidered.

2. Policy regarding pay to "Chief Officers"

2.1 Definition of "Chief Officers" for the purposes of this statement

- 2.1.1 The term "Chief Officer" as employed in the Localism Act has a different meaning to the use made of it at Maldon District Council. For the purposes of this Pay Policy Statement only, the relevant posts are considered to be:

- Chief Executive
- The three Director posts
- The Monitoring Officer

2.2 Pay

- 2.2.1 Pay for the posts of Chief Executive was set by the Member Appointments Panel process and approved by the Council. The role of Director was introduced following the 2014 Senior Management Review and pay set by the Job Evaluation process. Now the pay line has been set it is subject to the same factors as the rest of staff pay, for example any annual pay award granted.

2.2.2 Any exception to this, such as a proposal to change the pay of senior staff out of line with normal pay awards would be subject to a report to the Council and approval being given.

2.2.3 An additional consideration is that the Chief Executive has delegated powers to award discretionary points on an officer's salary scale within approved budgetary limits where they deem it to be in the interests of the Authority. This only applies to points up to the maximum of the salary band for that post.

2.3 Performance related pay and bonuses

2.3.1 Maldon District Council does not have performance related pay or bonus payments for any staff. As there is no mechanism for linking pay and performance in this way 'earn back' arrangements are also not appropriate.

2.4 Fees, allowances, benefits in kind and expenses

2.4.1 The Chief Executive is also the Returning Officer for the District, meaning that the post holder has specific responsibilities in respect of all elections and national referenda held in the District. These duties attract fees that are variable depending on the election. For Parliamentary, Police and Crime Commissioner, European elections and national referenda these are set by the Government. For County elections there are set by Essex County Council. For District and Parish elections they are set locally.

2.4.2 Apart from this no fees, allowances, benefits on kind or expenses are available to the posts listed in 2.1, other than those available to all staff and on the same basis.

2.5 Pension

2.5.1 All staff are eligible to join the Local Government Pension Scheme in accordance with the terms of that scheme. No special considerations apply to the posts listed in 2.1.

2.6 Severance payments

2.6.1 Where senior staff leave in the normal course of business (resignation, retirement, etc.) the same procedures would be applied as for any other staff member and no additional payments would arise as a result.

2.6.2 Should a senior post be made redundant the post holder would receive redundancy payments in accordance with the Council's Managing Organisational Change policy that applies to all staff. The Council's policy is not to award any additional compensatory payments to staff.

2.6.3 Should a senior staff member leave as a result of a settlement agreement these, by their nature, are subject to negotiation with the individual and their representatives and so are variable in their terms. Such agreements are

formal legal arrangements and confidentiality binding on both parties is a key component, so any payment arising from such an agreement would not be published. Authorisation of the payment would be in accordance with the Council's terms of reference and scheme of delegation and it would need to represent value for money for the taxpayer in the circumstances.

- 2.6.4 Senior staff that were previously employed by the Authority and left with a severance or redundancy payment may be re-employed on a consultancy basis to cover short term staff pressures where it is considered appropriate in the public interest to do so.

2.7 Recruitment of senior staff

- 2.7.1 When recruiting to a senior post the salary offered would be that applicable to the grade of the post, as determined by Job Evaluation, and within the established pay line. No additional payments would arise, unless a market supplement to enable recruitment was considered justified due to a recognised technical skill shortage in the job market.
- 2.7.2 In the event that a senior post were to be filled by a person who had retired from another Authority and was in receipt of a pension it would be arranged so that the person was not better off overall, through abatement of pension and/or pay as applicable.
- 2.7.3 In accordance with the guidance set out in the Localism Act, Full council should be given the opportunity to vote before large salary packages (£100k or above) offered in respect of a new appointment. This will be considered by the Council should the opportunity arise in the future."

2.8 Monitoring Officer

- 2.8.1 The Monitoring Officer is not subject to any addition payment.

2.9 Publication of remuneration of senior staff

- 2.9.1 This Pay Policy Statement, once approved by the Council, will be published on the Council's website.
- 2.9.2 The remuneration and pension contributions of the posts listed in 2.1 above are published annually in the Financial Statements of the Authority and a copy placed on the website.

3. Lowest paid staff

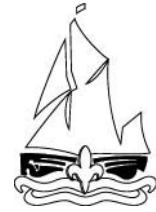
3.1 Definition

- 3.1.1 The lowest paid staff at Maldon District Council are those in Pay Band A (£13,560 to £14,890). This definition has been chosen as reflecting the reality of the pay line. The posts in Band A were placed there as a result of the Council's Job Evaluation scheme.

3.2 Pay Policy in respect of lowest paid staff

- 3.2.1 The Council has confirmed its commitment to paying the National Living Wage of £8.45 per hour. Therefore, those in Pay Band A and some in Pay Band B (£15,603 - £16,665) are paid a supplement.
- 3.2.2 On the whole no special considerations apply to the lowest paid staff. They are subject to identical terms and conditions, procedures and policies as all other staff. In some cases these policies give slightly different benefits to different levels of staff. For example the lowest five pay bands (A to E) an enhanced pay rates for overtime is paid. No enhancement above grade E is paid. In contrast the basic amount of annual leave increases with pay. Overtime is only paid in exceptional circumstances to staff.

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REPORT of CHIEF EXECUTIVE

**to
COUNCIL
5 APRIL 2017**

UPDATE ON THE VULNERABLE PERSONS RESETTLEMENT PROGRAMME

1. PURPOSE OF THE REPORT

- 1.1 To provide Members with an update followings Council's decision on 16 February 2017 (Minute 998 refers), which pledged a non-financial interest and support for the Syrian Vulnerable Persons and wider Vulnerable Children's Resettlement Schemes as well as the National Asylum Dispersal Scheme; and
- 1.2 To seek Member approval of a formal offer of accommodation to the Home Office so that work can start to plan for the next expected arrival of families to the East of England in Summer 2017.

2. RECOMMENDATIONS

- (i) that Members note the progress made to date,
- (ii) that a formal offer of accommodation to the Home Office under either of the following, be approved
 - a. the Syrian Vulnerable Persons' Resettlement Scheme, or
 - b. the Wider Vulnerable Children's Resettlement Scheme (Refugee families from a wider area, including the Middle East and North Africa).

3. SUMMARY OF KEY ISSUES

- 3.1 Following Members pledge of non-financial interest and support for the Schemes at 1.1, Officers have been working with Essex County Council and other partners to explore how we could take up the offer of accommodation that has been made by the Diocese of Chelmsford. A summary of the actions undertaken since that decision is attached at **APPENDIX 1**.
- 3.2 Good progress has been made in ensuring that there are no obvious barriers to progressing the offer, such as access to health and education services. The financial risks have been minimised through identifying families whose needs would be met by the accommodation offer and who are less likely to be affected by any benefit restrictions.

- 3.3 An initial evaluation of the details of families who have been put forward by the East of England Strategic Migration Partnership (EESMP) have indicated that Housing Benefit is unlikely to meet the full cost of the rent, with annual shortfalls ranging from £700 to £6890. We will continue to work with the EESMP. However, it is not going to be possible to fully mitigate against the financial risks caused by Housing Benefit.
- 3.4 Discussions have also started with local community Church groups to explore how we can support their fundraising activities.
- 3.5 We would ask that Members now consider approval of a formal resettlement offer to the Home Office, so that the formal process of matching a family and planning for their arrival can start.

4. **IMPACT ON CORPORATE GOALS**

- 4.1 Engagement with these schemes supports the Council's Goal of Strengthening communities to be safe, active and healthy.

5. **IMPLICATIONS**

- (i) **Impact on Customers** – Use of accommodation for this scheme would have a minor effect on the supply of housing that is available within the District, as the landlord has indicated that the property would otherwise be available to let privately.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – The scheme carries 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

The majority of the families under this scheme will have additional needs, which include health and education. The extent of the additional needs will affect the extent to which partners can provide the services. Unless all partners can agree to meet the needs of the family a formal offer will not be able to proceed to acceptance stage.

Access and suitability of public transport may present a risk in making the offer of accommodation suitable and sustainable, particularly if the family have additional needs.

- (iv) **Impact on Resources (financial)** – A formal resettlement Offer to the Home Office could present a financial risk of up to £24,000 over a two year period. We are seeking to mitigate that risk through the matching of families that are less likely to be affected by any housing benefit restrictions and by supporting local fundraising in our capacity as Community Leaders. Initial assessments of families that have been put forward by the EESMP suggest that the annual shortfall in housing benefit could range from £700 to £6890, resulting in total financial risk of £1400 to £13780 over a 2 year period.

If one or more of the family has problems with mobility the Council may be required to undertake a Disabled Facilities Grant and whilst there have been additional funds made available (up to £30k), it might be necessary to meet some of the cost from its DFG budget if the work is extensive and this may have to be as an exception to policy if the accommodation is temporary.

There could be a further cost should the Council have a statutory housing duty to the family at the end of the scheme, taking into account both the lack of larger affordable homes and the risk that if reliant on Housing Benefit, the family may fail social landlords affordability checks,.

- (v) **Impact on Resources (human)** – Resources to support the exploration and implementation of a formal offer, and planning for the arrival of the family. At present this is being met from within existing resources and it is intended that this should continue.
- (vi) **Impact on the Environment** – None.

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

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**PRE PLANNING FOR POTENTIAL ARRIVAL OF SYRIAN REFUGEE FAMILIES
IN EARLY SUMMER 2017****1. ACCOMMODATION**

A meeting has been held with the Landlord's representative to clarify the details of its accommodation offer. The initial offer is for 2 years, however the Landlord has indicated the property could be made available for up to 5 years, subject to:

- Operational requirements for the house
- Financial viability
- The house effectively meeting the needs of the refugee family
- Tenant performance

2. ACCESS TO SERVICES

Partners have been consulted and have confirmed that, in principle, there would be no immediate barriers for the family to access:

- Primary Health Services
- Secondary Healthcare
- Primary Education
- Secondary Education
- English as Second Language Classes

If the family have additional or special needs there would need to be further consideration of whether those needs could be met by partners.

The biggest barrier for families is likely to be access to public transport. Whilst it is likely that all services could be made available, they would not necessarily be easily accessible. For example, whilst the family could have access to a GP, that surgery may not be in Maldon. The nearest main hospital is, of course, in Broomfield and English Language classes are likely to be in Witham, Colchester or Chelmsford

There are a range of different transport options, such as the Community Transport scheme and the Dengie Dart scheme as well as financial help available to meet the costs of hospital appointments for low income families. However, should a family member require regular treatment/ appointments, careful consideration would need to be given to just how feasible those arrangements would be.

3. DELIVERY PARTNER TO SUPPORT REFUGEE FAMILY

A procurement process is underway to put in place a "Delivery Partner" who would be responsible for meeting and greeting the family, provision of essential household items, support for the family to sign up for services and access benefits, as well on-going support. Essex County Council is leading on the procurement and we are part of the evaluation process. It is anticipated that the successful bidder will be appointed by mid-April and would be required to start to plan for the arrival of families to the East of England in early summer.

4. MITIGATING FINANCIAL RISKS

Fundraising

A meeting has taken place with the Leader, Essex County Council, a representative from the Maldon Methodist Church and St. Mary's Church to explore options to meet the financial risks through fundraising.

Some fundraising to support safe passage for Refugees has already taken place, mostly by the Maldon Methodist Church, with more than £3800 being raised through activities such as coffee mornings and collections and donations.

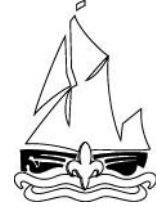
The Leader has pledged her personal support to help raise funds and a further meeting has been arranged to include representatives from the Colchester-based Fresh Beginnings Charity who have had significant experience of supporting refugees, including fundraising. The aim is to identify how we can support the local community and, in particular, the existing fundraising activities being undertaken by the Church groups.

Reducing risks from welfare benefit restrictions

In order to help minimise any financial risk we have been proactively working with the East of England Local Government Association to identify suitable families that would match the accommodation on offer, whilst minimising any financial risks relating to housing benefits.

We have identified at least 3 families whose housing needs would be met. However, based upon initial estimates, none of the families would qualify for full housing benefit, with annual shortfalls of between £700 to £6890.

We will continue to work with the EESMP to identify other suitable families who may be more likely to qualify for maximum housing benefit. However, it is unlikely that we will be able to fully mitigate against these financial risks.



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
5 APRIL 2017**

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

1. PURPOSE OF 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 objectives. 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 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 objectives 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 objectives. 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 objectives 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 objectives.
- 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 May/June 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 Key Corporate Activities (KCAs) proposed for 2017/18, as detailed at **APPENDIX 1** to this report, which have been endorsed by the programme committees and 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 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:
 - Develop a package to promote the District as a place of choice to start and grow a business
 - Co-ordinate the delivery of an Enterprise Centre for the Maldon District
 - Agree the vision for the Council’s Transformation Strategy and a programme of transformation projects for implementation
 - Embed the process 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 a summary of indicators/measures and proposed targets.

3.2.8 Council on 16 February 2017 resolved to defer approval of the 2017 / 18 Update pending some further Member engagement to provide greater strategic direction to officers. In the light of this, three Member workshop sessions were arranged (8, 15 and 23 March) where all Members were invited to put forward their views on the content and layout of the draft 2017 / 18 Update. As a result of these sessions the following changes have been made, with the agreement and full support of the Members in attendance, to the proposed Update:

(i) Retention of four of the existing corporate goals:

- Strengthening communities to be safe, active and healthy;
- Protecting and shaping the District;
- Creating opportunities for economic growth and prosperity; and
- Delivering good quality, cost effective and valued services;

alongside the deletion of the previous fifth goal “Focusing on key projects”, with individual, still relevant projects each being identified as a key corporate activity under one of the four remaining corporate goals;

(ii) Strengthening of the Economic Prosperity goal, with further objectives identified, specifically ‘foster a positive environment for business’ and ‘improve infrastructure to meet the needs of the business community’ and new

KCAs defined, relating to co-ordinating the delivery of an Enterprise Centre, a promotional business package and the development of a Local Business Forum and Chambers.

- (iii) Making the Council's Vision more succinct and memorable - "To make Maldon District a better place to live, work and enjoy";
 - (iv) Inclusion of the Core Values, which guide the way the Council seeks to serve the community;
 - (v) deletion of the Foreword from the Leader and Chief Executive;
 - (vi) redefining 'High Level Outcomes' under each corporate goal as 'Objectives';
 - (vii) a clear steer on the visual presentation and layout of the document, including the introduction of an image, portraying the vision and depicting the equal importance of the four corporate goals, that can be replicated throughout the Council and associated materials/mediums, and the use of 'Sense of Place' graphic language.
- 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 Reporting 2016 / 17 Performance to the Public

- 3.3.1 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 objectives 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 objectives stated in the Corporate Plan 2015/19. To ensure that Maldon District Council is progressing towards or achieving these goals, 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.

Maldon District Council (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 objectives, 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),
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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STRENGTHENING COMMUNITIES TO BE SAFE, ACTIVE AND HEALTHY				
Key Corporate Activity	Lead Officer	Directorate	Timescale	Comments
1. 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: <ul style="list-style-type: none"> - introduce a Public Space Protection Order under the ASB, Crime and Policing Act 2014 for the relevant parts of the District to tackle clearly defined activities (i.e. consumption of alcohol, street racing) - deliver projects with partners and local communities to promote the safe use of our roads and tackle irresponsible driver behaviour - deliver effective education and intervention programmes which promote community safety and reduce vulnerability within the District - work in partnership with statutory partners and communities to develop a framework for tackling and reducing rural crime and strengthening communities 	Community Safety Partnership Manager	Customers and Community	Ongoing	
2. Implement with partners 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 to be determined in early 2017/18 when Heath and Well Being grant funding is allocated through a bidding process, ensuring that successful projects meet Maldon District Council (MDC) priorities and offer value for money
3. Embed the Safeguarding Policy and Procedures across all Council services	Director of Customers and Community		March 2018	
4. Identify and implement Strengthening Communities Strategy projects, such as providing at least three volunteer projects within the District's open spaces for improved conservation or improved amenity of those areas	Director of Customers and Community		March 2018	Need to ensure that MDC projects link to the wider Essex Strengthening Communities Strategy.

PROTECTING AND SHAPING THE DISTRICT				
Key Corporate Activity	Lead Officer	Directorate	Timescale	Comments
5. Adopt the Local Development Plan for the Maldon District	Strategic Policy Planning Manager	Planning and Regulatory Services	September 2017	
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 Section 106 agreement obligations and projects
b) Establish management plans with existing and new community groups regarding the management and maintenance of open spaces * For 2017/18: - Riverside Park, Burnham-on-Crouch - Cemeteries	Group Manager, Leisure, Countryside and 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 2017	
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	Ongoing	
10. Work with partners to deliver the new Maldon Health Hub	Chief Executive	Corporate	Ongoing	

CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY				
Key Corporate Activity	Lead Officer	Directorate	Timescale	Comments
11. Implement the agreed business engagement framework including the development of a Local Business Forum and Chambers	Economic Development and Partnerships Manager	Planning and Regulatory Services	March 2018	
12. Develop a package to promote the District as a place of choice to start and grow a business	Economic Development and Partnerships Manager	Planning and Regulatory Services	March 2018	
13. Through partnership working with local businesses and agencies, implement the action plans for the Central Area Master Plan: <ul style="list-style-type: none"> a) Causeway Regeneration Area b) The Leisure Quarter c) Maldon Central 	Economic Development and Partnerships Manager; Group Manager, Leisure, Countryside and Tourism; Strategic Policy Planning Manager	Planning and Regulatory Services	Ongoing	
14. Co-ordinate the delivery of an Enterprise Centre for the Maldon District	Economic Development and Partnerships Manager	Planning and Regulatory Services	Ongoing	

CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY (continued)				
Key Corporate Activity	Lead Officer	Directorate	Timescale	Comments
15. Promote the District as a destination of choice by: a) Defining and promoting new / existing employment land b) Implementing key projects from the Maldon District Marketing Plan with partners to increase visitor numbers and visitor spend in the District *	Economic Development and Partnerships Manager; Group Manager, Leisure, Countryside and Tourism	Planning and Regulatory Services Customers and Community	Ongoing March 2018	* Projects to be advised in due course
16. Develop and implement a strategy to meet the skills need within the District	Economic Development and Partnerships Manager	Planning and Regulatory Services	March 2018	
17. Agree a vision for, and develop, a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell	Director of Planning and Regulatory Services	Corporate	Vision - June 2017 Agreement – March 2018	
18. Work with partners on the Total Transport pilot project	Director of Customers and Community	Customers and Community	March 2018	

DELIVERING GOOD QUALITY, COST EFFECTIVE AND VALUED SERVICES				
Key Corporate Activity	Lead Officer	Directorate	Timescale	Comments
19. Implement Workforce Development Plan projects for 2017/18: a) Monitor / review use of the Performance Review System and transfer it onto Human Resources Information System (HRIS) b) Develop a recruitment strategy c) Introduce a Total Reward Policy d) Conduct a Council-wide skills audit	Group Manager, People, Performance and Policy Manager	Resources	March 2018	<p>Work on the recruitment strategy and Total Reward Policy has started, but will continue into 2017/18.</p> <p>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 2017/18 and will continue into 2018/19.</p>
20. Implement the ICT projects for 2017/18: a) Implement a new telephony system b) Upgrade the e-mail system	IT Manager	Resources	March 2018 August 2017	
21. Deliver the Medium Term Financial Strategy to achieve a balanced budget	Director of Resources	Resources	Ongoing	
22. Agree the vision for the Council's Transformation Strategy and a programme of transformation projects for implementation	Director of Resources	Resources	June 2017	
23. Embed the process for the approval of externally funded corporate projects before submission to Council (using the Corporate Projects Working Group)	Director of Customers and Community	Corporate	Ongoing	
24. Develop and implement an income generation programme	Director of Resources	Resources	Ongoing	

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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	



APPENDIX 2

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	
Participation in Active Maldon events	New indicator 17/18				Tracker measure	



Proposed targets 2017/18

Corporate Goal - Protecting and shaping the District

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 was 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	



APPENDIX 2

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>



APPENDIX 2

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
						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



APPENDIX 2

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
No. of sites in the District (out of 15) where Nitrous Dioxide levels exceed 90th percentile of National Air Quality annual mean objective	N/A	No target	8 sites in Q1 10 sites in Q2 12 sites in Q3	N/A	Tracking measure	On a quarterly basis the number of sites where levels of NO2 exceeds the 90th percentile will be 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	



APPENDIX 2

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
Quality of decisions: % of total number of decisions on applications made during the assessment period being overturned at appeal	Majors: 9.8%	Majors: 3% Non-majors: new indicator	6.6 Majors: %* 3.78% % Non-majors* (* for the 2 year minus 9 months period as per assessment re quality of decisions)	No New 17/18	Majors 8.5 % Non-majors 8.5%	Targets are set taking into account the DCLG threshold for underperforming authorities of major and 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.



APPENDIX 2

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
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 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	216 (as at 31/12/16 of which 44 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. 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%*
Number of long term empty homes returned to use	98	90	59	Yes	80	



APPENDIX 2

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
						(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. *Source: Empty Housing (England) Report produced by the House of Commons Library Research Service – published May 2016.
I. Total no. of applicants who approached Housing service	I. 462	No target	I. 317	N/A	Tracker measure	
II. Number of applicants prevented from becoming homeless/ their situation was resolved through intervention	II. 135		II. 72			
III. Number of applicants who proceeded to make a formal homelessness	III. 38		III. 17			



APPENDIX 2

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
application/those accepted as statutory homeless IV. Number of applicants given advice, but unsuccessful in preventing/relieving the risk of homelessness	IV. 288		IV. 228			
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 <i>(as at 17/12/2017)</i>	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	N/A	No target	TBA	N/A	Tracking measure	



APPENDIX 2

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
accommodation within the quarter						



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	315 (as at December 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	

**APPENDIX 2****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
Number of participants in apprenticeship schemes within the District	290 (August 15 – Jan 16)	No target	N/A monitored on an annual basis		Tracker measure	
Visitor spend in the District	£155.7m (13/14)	No target	N/A monitored on an annual basis		Tracker measure	



Proposed targets 2017/18

Corporate Goal - Delivering good quality, cost effective and valued services

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.



APPENDIX 2

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 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 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%	87.23%	No	95%	Targets reduced to 95% given that there are issues which affect the process which are outside of



APPENDIX 2

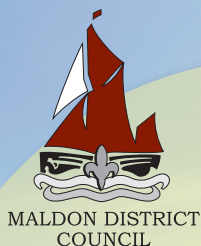
Proposed targets 2017/18

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
% of minor planning applications acknowledged within 5 working days	New indicator 16/17	100%	44.02%	No	95%	Planning Services control and impact performance and therefore achieving 100% is unlikely.
% of other planning applications acknowledged within 5 working days	New indicator 16/17	100%	44.19%	No	95%	
Average number of days lost per (Full Time Equivalent) FTE due to sickness	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 introduced as part of the Sickness Absence Management Policy approved in October 2016. The results of the 2016 CIPD Absence Management Survey show that the average figure for the public sector is 8.5 days per employee.

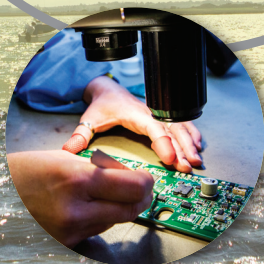
MALDON DISTRICT COUNCIL

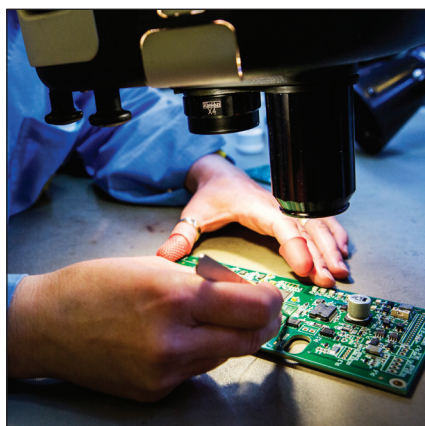
Corporate Plan 2015/19

2017/18 UPDATE



OUR VISION
To make
Maldon District
a better place
to live, work
and enjoy







OUR VISION
To make
Maldon District
a better place
to live, work
and enjoy

Strengthening
communities to
be safe, active
and
healthy

Creating
opportunities
for economic
growth
and
prosperity

Protecting
and
shaping
the District

Delivering
good quality,
cost effective
and valued
services

OUR GOALS AND OBJECTIVES

Strengthening communities to be safe, active and healthy

- people feel safe from crime and anti-social behaviour
- an active population with healthy lifestyles
- safeguard children and vulnerable adults
- support an ageing population
- support the voluntary sector to help strengthen communities

Protecting and shaping the District

- sustainable growth and development in line with the Council's Local Development Plan and national guidance
- protect and enhance the District's distinctive character, natural environment and heritage assets
- achieve a high quality of design in development
- mitigate flood risk
- improve infrastructure to meet the needs of local communities
- meet housing needs
- reduce waste, increased recycling
- a clean local environment

Creating opportunities for economic growth and prosperity

- a vibrant local economy
- foster a positive environment for business
- promote the Maldon District as a destination of choice for businesses and visitors
- raise aspirations and improved skills and training provision
- improve connectivity
- improve infrastructure to meet the needs of the business community

Delivering good quality, cost effective and valued services

- an organisation that lives its core values
- an efficient and resourceful organisation providing value for money
- Council services reflecting the needs and aspirations of our communities
- a democratic structure which facilitates participation and local decision making
- effective and convenient access to public services

Our CORE VALUES guide the way we serve our community

CUSTOMERS

We build positive relationships with our customers by seeing things from their point of view, listening and explaining so we can point our customers to what they need

PROFESSIONALISM

We strive to be professional in everything we do in order to build Maldon District Council's reputation together

EMPOWERMENT

We communicate openly and honestly and take personal ownership of matters as they arise to see them through

VALUE

We look beyond tomorrow in our plans; we are enthusiastic about working in new ways and always strive to deliver quality, affordable services that are value for money

COMMUNITY

We work to make a difference to our community and make sure that no-one is left behind

INTEGRITY

We are honest, open and transparent, and build trust when working with our customers, colleagues and partners

HOW WE WILL ACHIEVE OUR GOALS: KEY CORPORATE ACTIVITIES

Strengthening communities to be safe, active and healthy

- 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)
- implement with partners targeted projects that contribute to the local health and wellbeing needs: (a) obesity (b) old age frailty (c) educational attainment (ONGOING)
- embed the Safeguarding Policy and Procedures across all Council services (MARCH 2018)
- identify and implement Strengthening Communities Strategy projects such as providing at least three volunteer projects within the District's open spaces for improved conservation or improved amenity of those areas (MARCH 2018)

Protecting and shaping the District

- adopt the Local Development Plan for the Maldon District (SEPTEMBER 2017)
- (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)
- work with partners to seek funding / bring forward flood relief projects for identified surface and coastal flooding risk areas in the District (MARCH 2018)
- adopt the Maldon District Design Guide (SEPTEMBER 2017)
- 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)
- work with partners to deliver the new Maldon Health Hub (ONGOING)

Creating opportunities for economic growth and prosperity

- implement the agreed business engagement framework including the development of a Local Business Forum and Chambers (MARCH 2018)
- develop a package to promote the District as a place of choice to start and grow a business (MARCH 2018)
- through partnership working with local businesses and agencies, implement the action plans for the Central Area Master Plan (a) the Causeway Regeneration Area (b) the Leisure Quarter (c) Maldon Central (ONGOING)
- co-ordinate the delivery of an Enterprise Centre for the Maldon District (ONGOING)
- 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)
- develop and implement a strategy to meet the skills need within the District (MARCH 2018)
- agree a vision for, and develop, a Planning Performance Agreement to maximise benefits from the development of a new nuclear power station at Bradwell (Vision - JUNE 2017 and Agreement - MARCH 2018)
- work with partners on the Total Transport Pilot project (MARCH 2018)

Delivering good quality, cost effective and valued services

- 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)
- implement the ICT projects for 2017/18: (a) implement a new telephony system (MARCH 2018) (b) upgrade the email system (AUGUST 2017)
- deliver the Medium Term Financial Strategy to achieve a balanced budget (ONGOING)
- agree the vision for the Council's Transformation Strategy and a programme of transformation projects for implementation (JUNE 2017)
- embed the process for the approval of externally funded corporate projects before submission to Council (ONGOING)
- develop and implement an income generation programme (ONGOING)

MEASURING OUR PROGRESS . . .

Strengthening communities to be safe, active and healthy

- level of reported crime
- number of households where living conditions were improved through Council assistance
- participation in Active Maldon events

Protecting and shaping the District

- % of household & green waste sent for reuse, recycling & composting
- number of fly tipping incidents
- number of complaints received from the public regarding litter and dog fouling
- number of fixed penalty notices issued relating to litter offences and dog fouling
- number of flood alleviation schemes implemented in the District as a result of grant funding/partnership working
- % of planning appeal decisions allowed
- total number of affordable homes delivered
- number of long term (6 months+) empty homes returned to use
- number of applicants who avoided homelessness following assistance from the Council's housing service

Creating opportunities for economic growth and prosperity

- number of employee jobs in the District
- number of participants in apprenticeship schemes in the District
- visitor spend in the District
- number of NEETS (young people not in education, employment or training) in the District
- number of empty business premises in the District
- claimant count (including Job Seekers' Allowance and Out of Work Universal Credit claimants)

Delivering good quality, cost effective and valued services

- average number 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 www.maldon.gov.uk.



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
5 APRIL 2017**

PROPOSED CHANGES TO MANAGEMENT REPORTING LINES

1. PURPOSE OF THE REPORT

- 1.1 To propose changes to the reporting lines within the management structure and staffing resources within the Economic Development Team.

2. RECOMMENDATIONS

- (i) that the proposed changes to reporting lines within the senior management structure as set out at paragraph 3.7 to the report, be agreed;
- (ii) that a Virement of £10,000 from 2017 / 18 Housing salaries budgets to Economic Development salaries budgets to accommodate a regrading of the Economic Development and Partnerships post, be noted;
- (iii) that Members consider adding £20,000 to the base budget to fund an apprentice to sit within the Economic Development Team; and
- (iv) that delegated authority to be granted to the Chief Executive to enable changes to functional management reporting lines into the four Corporate Leadership Team positions in accordance with business need.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council, at its statutory annual meeting in May 2014 agreed that the updated three Director Structure model as set out at **APPENDIX 1** to this report (Minute No. 33 refers). The approved structure has been subject to minor changes since then, with the Benefit Fraud function moving across to our Corporate Fraud and Enforcement team in the Planning and Regulatory Services directorate and removal of the Internal Audit Manager post through the externalisation of the Audit service. Changes to reporting lines have also been made to accommodate interim cover arrangements, so that Environment Services and Housing functions are currently reporting into the Director of Customers and Community and Economic Development to the Chief Executive.
- 3.2 A further permanent change to reporting lines is now proposed to accommodate current needs.

3.3 Economic Development

- 3.3.1 On 5 July 2016 the Department for Communities and Local Government (DCLG) published a consultation paper entitled “Self-sufficient local government: 100% business rates retention”. The conclusions of the consultation set out the Government’s intention to implement a reformed Business Rates Retention system with effect from April 2019. (Note that at the March meeting of the Essex Leaders and Chief Executives, Cllr John Spence of Essex County Council tabled the idea of Essex becoming a pilot two tier area to implement the changes with effect from 2018 / 19.)
- 3.3.2 Business rates income is variable in nature. Local business rates vary over time because of changes in the occupation of property and the construction of new business properties, renovations and demolitions. They are also affected by changes to the rateable value of property following appeals by ratepayers against the rating assessments made by the Valuation Office Agency (VOA).
- 3.3.3 Under the 100% rates retention arrangement, business rates income will become even more critical to the Council, since a larger proportion of our service funding will be dependent on it. Instability in rate income will be a significant corporate risk.
- 3.3.4 This fundamental change in the local government funding mechanism will create a much greater level of competition amongst authorities to attract and retain businesses within their area. Many authorities have already begun to develop packages to promote their locality as a place of choice to start or grow a business. This includes a range of offers including:
- Business rate discounts for new businesses and those relocating to the District;
 - Fast tracked planning and regulatory services;
 - A register of available land;
 - Business support services;
 - A website dedicated to business support and advice, including a page on how to do business with the Council;
 - Sign posting to a range of services;
 - Master planning and support for key employment areas;
 - Coordination and support for locality based business forums.
- 3.3.5 This clearly highlights the need for a step change in the Council’s approach to creating opportunities for economic growth and prosperity. With this in mind it is proposed that the reporting lines for the Economic Development and Partnerships Manager be moved from the Director of Planning and Regulatory Services (DP&RS) to report directly to the Chief Executive. This will enable a greater corporate focus on delivery of this key goal and will, in turn allow the DP&RS to focus on streamlining and delivering first class Planning Services and Regulatory Services. This will not affect Committee reporting arrangements, Economic Development will continue to rest within the terms of reference for the Planning and Licensing Committee.

- 3.3.6 The Table below sets out the current resources allocated to the Economic Development function.

	Grade	Full Time Equivalent (FTE)
Economic Development and Partnerships Manager (vacant)	J (37-40)	1
Economic Development Officer	G (25-28)	1
Economic Development Officer two Year Fixed Term (funded from the Magnox)	G (25-28)	0.4

- 3.3.7 The Job Accountability Statement (JAS) for the Economic Development and Partnerships Manager has recently been updated to emphasise the strategic focus of the role. The main purpose of the job per the updated JAS is:

“To be an ambassador for the Maldon District and play a key role in driving economic growth and infrastructure investment through partnership.

The post holder will be responsible for leveraging investment and exploiting opportunities for exemplar project and programme delivery which will see Maldon flourish. They will raise the awareness of the District and the work of partnership to secure Maldon’s regional profile.

The Manager will be responsible for development and delivery of the Council’s Economic Prosperity Strategy, programmes and action plans”.

- 3.3.8 The updated post has been subject to Job Evaluation (JE), which has resulted in an increase to Grade L, which is a competitive rate comparable to strategic roles in similar authorities. It is hoped that this will help to attract a candidate of the required calibre to drive forward this important agenda for the Maldon District. Additional budgetary resource will be required to accommodate this uplift as set out in the resources paragraph below.
- 3.3.9 It is also proposed that an apprentice be recruited into the Economic Development service to support the day to day operation of the team and expand the corporate capacity and experience in this key service area. A job description, which is in the process of being drawn up, will be subject to JE. Additional budgetary resource will be required to accommodate this as set out in the resources paragraph below. Members are asked to consider adding £20,000 to the base budget to fund an apprentice to sit within the Economic Development Team.

3.4 Management Reporting Lines

- 3.4.1 The need to work with a “one team” approach is instilled in all of our senior managers, not least the Corporate Leadership Team. Their willingness to be flexible in their approach and to work across directorates to deliver projects and develop solutions is essential to ensure a consistent corporate focus on delivery of our goals. With this in mind it is proposed that delegated authority to be given to the Chief Executive to enable changes to functional reporting lines into the four Corporate Leadership Team positions in accordance with business need. This will enable the organisation to be more reactive to changing needs.

4. IMPACT ON CORPORATE GOALS

4.1 The proposals set out in the report will support the following corporate goals

- Creating opportunities for economic growth and prosperity
- Delivering good quality, cost effective and valued services

5. IMPLICATIONS

- (i) **Impact on Customers** – An effective management structure and clear reporting lines will help to ensure that the organisation is more able to meet the challenges of the next five to ten years and ultimately to provide services that meet the needs of our customers.
- (ii) **Impact on Equalities** – Proper implementation of Human Resources (HR) policies will ensure equalities issues are considered and addressed. This will include job evaluating new roles and setting pay grades according to their scores.
- (iii) **Impact on Risk** – The post holders will have a role in the management of corporate risks.
- (iv) **Impact on Resources (financial)** –
 - a) Regrading of the Economic Development and Partnerships Manager post requires an additional £10,000 funding, this can be accommodated from savings that have arisen due to external funding that has been generated within the Housing Department.
 - b) The estimated cost of adding an apprentice post to support the Economic Development team is up to £20,000 to fund the salary and on costs.
 - c) **Impact on Resources (human)** –Implementation of the changes will be undertaken in accordance with the approved Managing Organisational Change and Redundancy Policy.
- (v) **Impact on the Environment** – None.

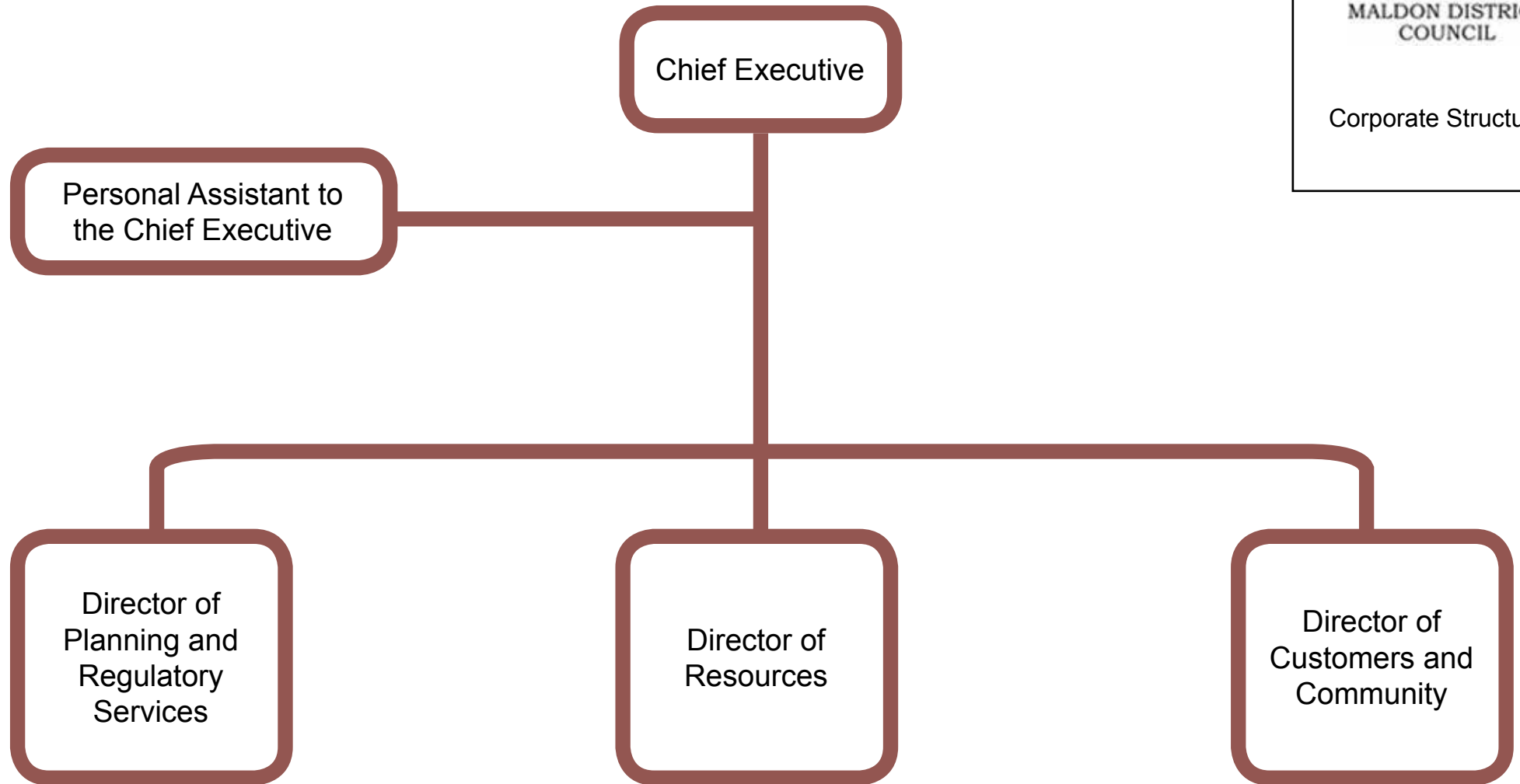
Background Papers: None.

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



MALDON DISTRICT
COUNCIL

Corporate Structure



Strategic Planning
Policy ManagerSpatial Planning
Team LeaderInterim Senior
Policy OfficerSenior Planning
Policy OfficerPlanning Policy
TechnicianSnr Conservation &
Urban Design OffConservation
OfficerSpatial Planning
& Implementation
OfficerLDP Projects
OfficerMajor
Applications
OfficerMajor
Applications
OfficerSnr Planning
Officer Major Apps
OfficerCIL/Section 106/
Monitoring OfficerPlanning Policy
Graduate TraineeDev Management
& Enf ManagerSenior Planning
OfficerSnr Planning
Officer(mat cover)

Tree Officer

Group Manager
Planning ServicesBuilding Control
Team LeaderBuilding Control
OfficersAssistant Building
Control OfficerTechnical Support
OfficerCorporate
Enforcement
OfficerSnr Planning
Officer

Planning Officer

Planning Officer

Admin Officer

Technical Planners

Corporate Fraud & Enforcement Officers

Economic Dev,
Partnerships &
Projects MgrEconomic
Development
Officer
(temporary cover)Economic
Development
OfficerBusiness Dev
& Improvement
OfficerStreet Naming &
Numbering OffLand Charges
OfficerLand Charges
OfficerSenior Admin
Officer

Admin Officers

Strategic Housing
ManagerHousing
Assessment &
Enabling T LdrHousing Projects
OfficerHomelessness
OfficerHomeless
Prevention OfficerChoice Based
Lettings OffChoice Based
Lettings OffHome
Improvements
Team LeaderHousing Options
Team LeaderHomelessness
OfficerHomeless
Prevention OfficerHomeless
Prevention Officer

Housing Surveyor

Home Improvements Officers

Env Health
Technician

Env Health Officer

Environment
OfficerEnv Health
TechnicianEnvironmental
Health & Licensing
Manager

Pest Control Officer

Senior Admin
OfficerEnv Health Mgr -
Commercial

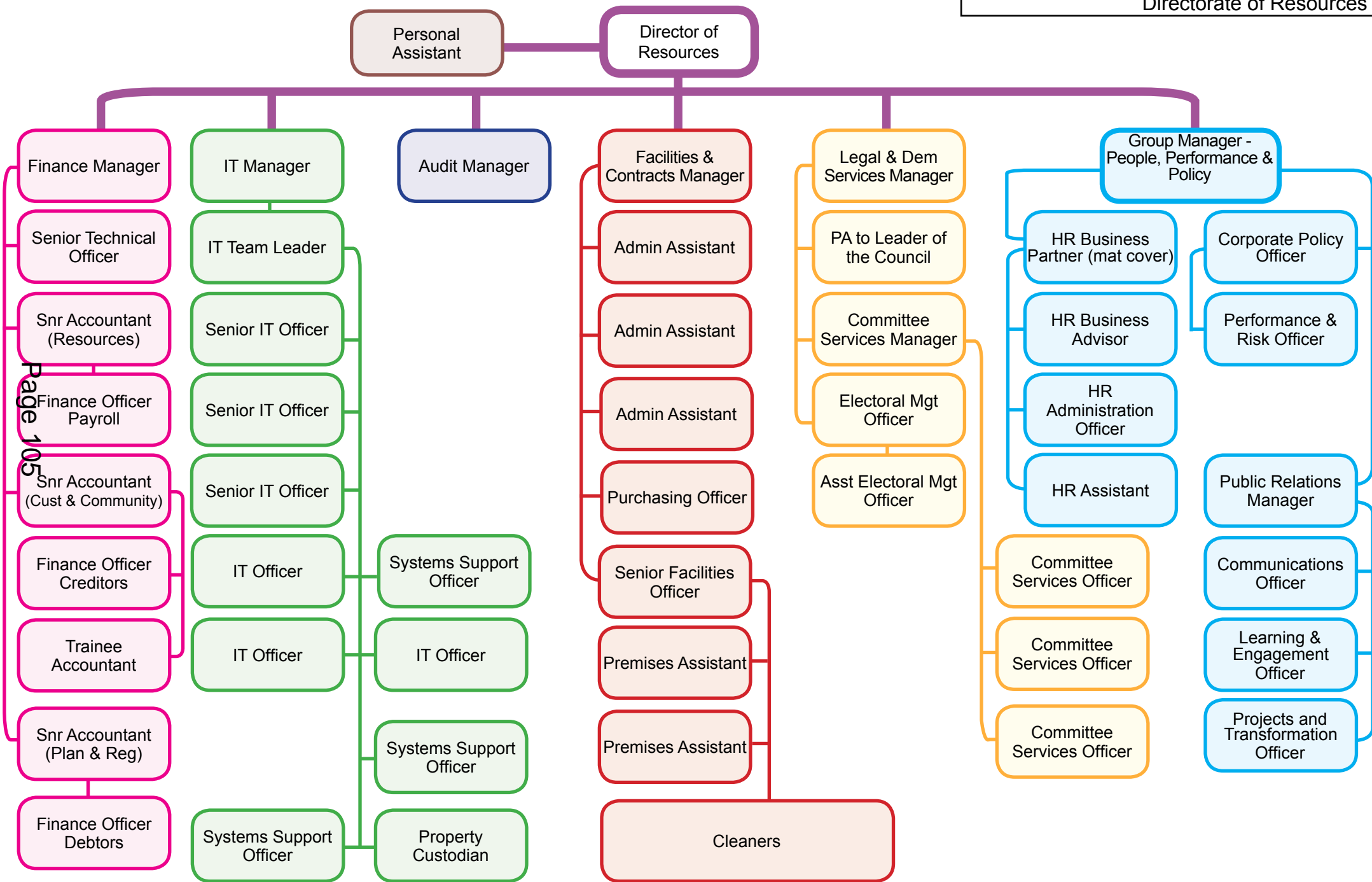
Env Health Officer

Env Health
Technician

Sampling Officer

Env Health Mgr -
Env Protection

Env Health Officer



Personal
AssistantDirector of
Customers &
CommunityDirectorate of Customers and
CommunityC'tryside & Coast
Dev Officer (major apps)Group Manager
Leisure, C'tryside
& Tourism

Admin Officer

Tourism and
Events ManagerLeisure &
Community
ManagerSnr Splash Park
Assistant
FTCSeasonal Splash
Park Assistant
x 5 FTCCemeteries
Officer

TIC Supervisor

TIC Advisors

Dengie Project
OfficerCountryside &
Coast Manager

River Bailiff

Sports
Development
OfficerSports
Development
OfficerFitsteps
Co-ordinatorFootball
Development
OfficerFootball
Development Asst

Gardeners

Maintenance
OfficerAsst Maintenance
Officer

Highway Ranger

Highway Ranger

Parks Coordinator

Parks Supervisor

Horticultural
OfficerSeasonal
Gardener
x 3 FTCGroup Manager
CustomersTechnical Team
LeaderSnr Technical
OfficersTech Officers
Business Rates

Technical Officers

Quality &
Performance
Officer

Apprentice

Snr Recovery
OfficersRevenues
AssistantsProcessing Team
LeaderSnr Processing
OfficerApprentice
Business SupportRevenues
Assistants

Processing Officers

Community
Development
OfficerCustomer Services
Team LeaderGroup Manager
Community & LivingWaste & Street
Scene ManagerWaste Education &
Promotions Officer

Admin Officer

Admin Officer

Community
Safety Partnership
ManagerCommunity
Safety Dev Officer

ASB Co-ordinator

Administration
AssistantCommunity
Safety Officer
- Community
ResiliencePark Rangers
Team LeaderStreet Scene
Enforcement
Officers

Park Rangers

Enforcement
Officerspost shared with
Chelmsford City Council

Customer Services advisors



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
5 APRIL 2017**

COMMITTEE STRUCTURE REVIEW

1. PURPOSE OF THE REPORT

- 1.1 To present the report on the Committee Structure Review undertaken by BDO attached at **APPENDIX 2**.

2. RECOMMENDATIONS

- (i) that the Council considers and notes the report of BDO on the Committee Structure Review attached at **APPENDIX 2**; and
- (ii) that the Council appoints a task and finish working group, comprising the Leader and Deputy Leader and 2 Members from each of the programme committees to consider the conclusions of the review and report back to the Council with a response to each of the recommendations.

3. SUMMARY OF KEY ISSUES

- 3.1 BDO were commissioned to deliver a review of the Council's committee structure. The purpose was to review the governance and identify opportunities to improve the way the Council manages its committee business in a way which balances the needs of efficiency, strategic focus, and political robustness.
- 3.2 The Terms of Reference for the review, attached at **APPENDIX 1** were agreed by the Council at its meeting on 8 September 2016 (Minute No. 490 refers).
- 3.3 BDOs' report, setting out their conclusions and recommendations is attached at **APPENDIX 2** to this report. The report is due to be presented to the Audit Committee on 30 March. A verbal update of their conclusions and any recommendations will be provided at the meeting.
- 3.4 BDO will be presenting the report to members at a specially arranged briefing session at 7.30pm on 30 March 2017.
- 3.5 BDO carried out a survey of all Members and senior officers to provide further evidence to support / refute their initial findings and offer an opportunity to gauge opinion on potential reforms (11 Members and ten Officers responded). The survey conclusions are included in the report.

- 3.6 The recent Local Government Association (LGA) Peer Review feedback concluded that the Council's Committee system needs to be more effective and strategic and the BDO report provides a good opportunity to facilitate change.

4. CONCLUSION

- 4.1 Both the BDO report and the recent Peer review have concluded that there are changes that could be made to the Council's governance arrangements in the interests balancing the needs of efficiency, strategic focus, and political robustness. It is therefore timely to consider the practicality of the recommendations and seek to free up Member and Senior Officer capacity to plan for and manage future challenges and effectively deliver our corporate goals.

5. IMPACT ON CORPORATE GOALS

- 5.1 Effective governance arrangements are critical to ensure that the Council uses all of its resources effectively to delivery our corporate 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 Council's response to the review will help to mitigate the Corporate Risk that the Council's Committee structure is not fit for purpose.
- (iv) **Impact on Resources (financial)** – None arising directly from this report.
- (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.

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

MALDON DISTRICT COUNCIL INTERNAL AUDIT TERMS OF REFERENCE

Audit 5. Committee Structure

2016-17

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Maldon District Council: Committee Structure

BACKGROUND

In accordance with the alternative arrangements under the Local Government Act 2000, Maldon District Council operates a Committee system of governance with an Audit Committee, an Overview and Scrutiny Committee (which also meets as the Crime and Disorder Committee), a Standards Committee, three service committees (Finance and Corporate Services, Community Services and Planning and Licensing), three Area Planning Committees, and an Appointments Committee and Investigating and Disciplinary Committee.

A significant period has elapsed since the Council last reviewed the Committee structure, however it should be noted that the structure has been updated in line with best practice (e.g. the introduction of the Investigating and Disciplinary Committee), it is considered best practice to undertake periodic reviews of the structure to ensure it remains effective in an environment in which funding, service provision and customer expectations are changing.

This will be a joint review led by BDO and undertaken in conjunction with the Centre for Public Scrutiny. An initial presentation was made to Council on 14 July 2016 to explain the purpose, benefits and timescale of the review.

PURPOSE OF REVIEW

The purpose of this review is to review the Council's Committee structure.

SCOPE OF REVIEW

The review will assess the effectiveness and efficiency of the current committee structure arrangements, in particular considering stakeholder views and benchmarking against other Local Authorities in light of external demands and budgetary priorities. The review will also seek to ensure that the Council's committee structure is fit for purpose and deliver the outcomes that would add value to the Council and residents of the District.

EXCLUSIONS

Our work will be restricted to the areas of consideration within the scope of our review.

APPROACH

Our approach will be to conduct interviews with Members and management and attend committee meetings, and to compare and benchmark arrangements with other Local Authorities to enable us to identify and evaluate options for consideration by the Council. Any opportunities identified to improve arrangements will be offered for consideration alongside recommendations to retain good working practices and to resolve any weaknesses identified.

Maldon District Council: Committee Structure

KEY AREAS OF FOCUS

The key aims of an effective committee structure and thus the focus for this review are to ensure the following:

- An efficient, effective and timely decision making process supported by delegation to Members and officers as appropriate, and forward planning
- A strong and productive Member / officer relationship with clarity over roles and responsibilities, enabling efficient and innovative management of services
- The Council communicates appropriately with the public and stakeholders in major decisions
- Committees are able to operate in a way which supports the Council's strategic direction, including effective decision making processes for cross cutting policies
- The committee structure and arrangements incorporate effective provisions to enable the Council to demonstrate accountability.

DOCUMENTATION REQUEST

Please provide the following documents in advance of our review (where possible):

- 2016/17 Schedule of committee meetings
- Membership of Committee meetings
- Detailed governance structure, Terms of Reference and Delegation arrangements
- Outline of results of any other Council Committee structure reviews or feedback (internal or external)
- Details of significant partnerships and related decision making protocols
- Any customer comments, questions or complaints relating to Committee operations.

Any documents provided will assist the timely completion of our fieldwork, however we may need to request further documentation and evidence as we progress through the review process.

Maldon District Council: Committee Structure

APPENDIX 1


TIMETABLE

Audit Stage	Date
Number of audit days planned	20 days
Introductory Presentation to Council	14 July 2016
Discussion and adoption of Terms of Reference	8 September 2016 (Council)
Planned date for issue of the draft report	XX December 2016
Planned date for receipt of management responses	XX December 2016
Planned date for issue of proposed final report	XX January 2017
Planned Council meeting for presentation of report	16 February 2017

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SIGN OFF

On behalf of BDO LLP:		On behalf of Maldon District Council:	
Signature:		Signature:	
Title:	HEAD OF INTERNAL AUDIT	Title:	
Date:		Date:	

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MALDON DISTRICT COUNCIL

COMMITTEE STRUCTURE REVIEW

Report (February 2017)

EXECUTIVE SUMMARY

BDO completed a review of both Maldon District Council's committee structure, and the cultures and behaviours which flow through that structure

Introduction

BDO were commissioned to deliver a review of Maldon District Council's (hereafter 'the Council') committee structure. The purpose of the project was to review the Council's governance and identify opportunities to improve the way the Council manages its committee business in a way which balances the needs of efficiency, a strategic focus, and political robustness. This report summarises the findings of that review. To complete the review BDO:

- Interviewed the Council's Corporate Leadership Team, Leader and Deputy Leader and the Chair and Vice Chairs of each of the Council's Programme Committees and Overview and Scrutiny
- Carried out a survey of all Members and senior Council officers (11 Members responded and 10 officers responded)
- Undertook desktop research of best practice in other committee systems
- Benchmarked the Council against similar local authorities which also operate a committee system

Key findings

There are a number of elements to the Council's committee structure and governance which represent good practice. For example, overall the Council can show a clear golden thread from its goals (e.g. focussing on key projects), high level outcomes which will show whether those goals are being achieved (e.g. mobile waste contract), Key Corporate Activities required to achieve those outcomes (e.g. mobilisation of the waste contract by December 2015). Progress against Key Corporate Activities is then reported regularly to Members on an exception reporting basis to facilitate scrutiny. In addition the Council has recently taken a series of incremental steps to improve its management of committee business. For example:

- Reviewing just recommendations (rather than all minutes) of committees at Full Council
- Agreeing a clear programme for Overview and Scrutiny Committee each year
- Setting a Forward Planning Meeting to manage allocation of cross-committee business
- Agreeing a new protocol for how Members and officers communicate
- Agreeing reforms to increase scope to delegate planning decisions to officers

This report makes some more far-reaching suggestions to build on these positive steps. However, overall there is a clear case for reforming how the Council handles its committee business.

The Council has a disproportionately large committee footprint (in terms of both the frequency and quantum of time spend in committee) - almost double that of its peers.

In turn this leads to higher than average costs for the Council - For example, the Council's committee services costs are £29,936 per 1000 of population, compared to a mean average for peer group of £27,664.

Duplication of business across committees and a greater focus on operational rather than strategic issues are the main cause of the Council's large committee footprint. The Council has a tendency to discuss the same business at multiple committees and/or exercise significant involvement in matters which are operational rather than strategic.

There are a range of options available to the Council to reduce its committee footprint without sacrificing political robustness. These include:

- Add 'Policy' to the remit of Finance and Corporate Services Committee to create a 'Policy, Finance and Corporate Services Committee' to manage strategic issues which cut across multiple committees
- Reducing the quantum of planning applications requiring a political decision, allowing the Council to review current planning committee footprint
- Build on Overview and Scrutiny's already strong focus on the Council's relationship with external organisations and reduce its focus on internal operations as the Council already has a range of forums (programme committees and Task and Finish Groups) to scrutinise its own business
- Use the Council's Forward Planning Meeting to ensure all committee meetings focus on strategic rather than operational issues
- Improve working relationship between Members and officers
- Reduce the number of reports sent to committees for noting

Ultimately these are political decisions. There is no 'right' or 'wrong' way to structure the Council's committees. This report has proposed a number of ways in which the Council could seek to move from a very politically robust (but operational rather than strategic and therefore less efficient) system to a system which strikes a more even balance between political robustness, strategic rather than operational and efficiency, and which, with fewer committee meetings, may also result in more consistent decision making. Clearly it is for Members to decide where the balance best sits.

REPORT STRUCTURE

This report is structured to highlight the case for change (a large committee footprint), then explore the reasons for that large footprint, then identify how the Council could reduce its current footprint if it choses to do so

Structure

This report has four sections:

Section	Description
Case for change	This section draws on benchmarking to show that the Council has a relatively large committee footprint compared to similar councils and the consequences of this - greater cost to the Council.
Explaining the committee footprint I: Duplication	This section uses evidence to show that duplication of business is one cause of the Council’s large committee footprint and therefore a focus area for reform.
Explaining the committee footprint: II: Operational focus	This section uses evidence to show that another cause of the Council’s large committee footprint is its focus on operational rather than strategic matters at committee meetings. Again, if the Council is seeking to reduce the current footprint this should be an area of focus.
Reform options	Based on the previous two areas ripe for reform (Duplication and Operational Focus), this section sets out potential steps the Council could take if it wishes to reduce its committee footprint and improve its general operations, drawing on approaches adopted by other Councils running committee systems, and also responses to the survey carried out for this review.

CASE FOR CHANGE

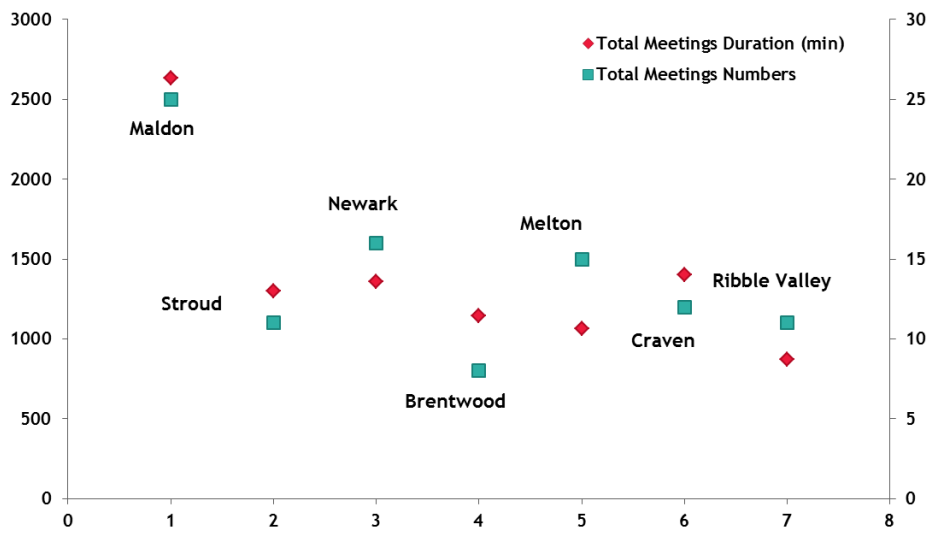
The Council spends considerably more time in committee meetings than similar councils which also operate a committee system. This manifests itself in higher costs to the Council

Footprint size

We compared the Council’s committee footprint (the number of committee meetings it holds and amount of time spent in committee meetings) against councils which fulfilled three criteria:

- They also operated a committee system
- They were a District Council
- They had a local authority characteristic score (a measure of similarity to Maldon) of lower than 0.15 according to the CIPFA near neighbours statistical model (to ensure we were comparing Maldon with areas which might face similar issues which drive committee business - such as types of planning applications)

We then analysed both the number and length of time spent in committee meetings across all of each peer group council’s committees across October, November and December 2015. Our finding - that the Council has a larger committee footprint than similar councils is set out in the chart below - which shows the Council spends approximately double the amount of time in meetings as the average peer group council.



Footprint costs

The Council incurs higher costs than similar councils as a result of its larger committee footprint.

Councils report annually to the Department for Communities and Local Government (DCLG) on their expenditure on a wide range of service lines. One of these service lines is ‘Corporate and Democratic Core’ (CDC). These include policy-making and all other Member-based activities including corporate, programme and service policy making and more general activities relating to the governance and representation of local interests. It also includes costs associated with officer advice and support to members. Therefore expenditure on CDC is a useful proxy for the costs of a Council’s committee footprint. Maldon’s expenditure on CDC is £29,936 per 1000 of population, compared to a mean average of £27,664 for peer group. Furthermore, this does not include all costs - such as writing committee papers/reviewing committee papers which take place within service budgets and the alternative use that could be made of officer time.

In summary the Council spends more time than similar councils in committee meetings, and, consequently, this costs the Council more money. The next two sections highlight reasons why the Council’s committee footprint is larger than similar councils, so that these areas can be targeted for reform.

EXPLAINING THE COMMITTEE FOOTPRINT I: DUPLICATION

The Council frequently brings a report on the same issue to several different committees

Introduction

Having established the large size of the Council’s committee footprint in the previous section (and the financial consequence of that size), the next two sections explore the main reasons for this size - duplication and operational focus.

This section focuses on the Council’s tendency to duplicate business across a range of committees. This tendency manifests itself in two ways:

- The same item of business is discussed several times but at different committees
- The Council’s Overview and Scrutiny Committee focuses on internal scrutiny (which could be achieved through other committees) as well as external scrutiny (where the Committee adds most value)

This section uses evidence to highlight each of these issues in turn

The same item of business is discussed several times but at different committees

Interviews carried out for this review and a review of the Council’s business for the 2015/16 municipal year, indicate that the Council duplicates the same business across a number of different committees. The Table on the right highlights just some examples of where this happened in 2015/16. The survey carried out for this review shows consensus between members and officers on this point, with ‘poor’ the highest scoring category in both surveys.

Clearly there will be some items which will benefit from discussion at more than one committee. For example, it was good practice that whilst the waste contract was approved by Full Council on the 10th September 2015, it was kept under review extensively by the Community Services Committee (17/11/15, 19/1/16, 23/2/16, 12/4/16). However, the examples in the table (below) would arguably have been handled more efficiently through a specialist forum for cross-committee matters followed by ratification at Full Council.

Business	Community Services	Planning and Licensing	Finance & C/S	Council
Community Hospital	✓		✓	✓
Heybridge Flood Mitigation	✓	✓	✓	
Stronger Communities	✓	✓	✓	✓
Customer Strategy	✓	✓	✓	
Superfast Broadband	✓	✓	✓	
Coastal Communities Team	✓	✓		

Q. How would you describe the Council's handling of cross-committee business



Interviews and the survey carried out for this review particularly highlighted Tourism as an area where there is overlap in the current terms of reference between Planning and Licensing Committee and Community Services Committee. For example, the Community Services committee oversees “promotion of sports, arts, heritage, play and other related activities” whilst the Planning and Licensing Committee is responsible for Tourism. This is a potential opportunity to simplify the terms of reference across both committees by better aligning committee terms of reference with officer directorates.

Similarly, Overview and Scrutiny carry out a quarterly review of the Council’s performance indicators, which is also done by each committee individually.

EXPLAINING THE COMMITTEE FOOTPRINT I: DUPLICATION

The Council frequently brings a report on the same issue to several different committees

Several councils in the peer group for this study have introduced a specialist forum within the bounds of a committee system. For example: Ribble Valley has a ‘Policy and Resources Committee’; Craven has a ‘Policy Committee’; Stroud has a ‘Strategic Policy and Resources Committee’; Brentwood has a ‘Policy, Finance and Resources Committee’. Brentwood’s Policy, Finance and Administration Committee is handling the Council’s restructure and oversight of ‘key projects’, reflecting the type of business discussed at these committees.

The Council has recently introduced a liaison meeting between Members and officers to better manage cross-committee business. This is a positive step to overcome this issue.

Role of Overview and Scrutiny Committee

Unlike the leader-cabinet model of local government, the committee system model does not necessarily rely on an overview and scrutiny committee. This is because many councils use their committee structure to perform the scrutiny role as the committee structure already gives more councillors a clearer role in running an authority.

The table below summarises which councils in the peer group for this study have an Overview and Scrutiny Committee and which do not.

Clearly some similar councils have an overview and scrutiny committee (even if by another name) within a committee system.

Council	Overview and Scrutiny Committee? (Y/N)
Maldon	Y
Stroud	N
Newark and Sherwood	N
Brentwood	Y
Melton	N
Craven	Y
Ribble Valley	N

Maldon’s scrutiny has functioned well in the past - for example the Council has previously won awards for its scrutiny work and recommendations from previous reviews have been successfully implemented to positive effect - such as retaining consultants involved in procurements right through to contract mobilisation.

The Centre for Public Scrutiny argue that overview and scrutiny committees add most value in a committee system where it focusses on “wider investigations of partners” (which have been expanded under the Localism Act 2011). The Council’s Overview and Scrutiny Committee already serves this purpose well. For example, during the 2015/16 municipal year it reviewed both the South Essex Parking Partnership, primary school education and the Stowe Maries Aerodrome (which the Council has funded through a loan). With the advent of devolution the importance of effective external partnerships is likely to grow, therefore scrutiny could have a key role in the future success of the District. External-facing scrutiny has proven effective elsewhere, such as Preston Council and Fylde Council’s work on scrutinising potential fracking for shale gas in the local area.

Given that the Council already has a range of programme committees and task and finish groups to scrutinise the Council’s internal business, arguably the Overview and Scrutiny Committee’s terms of reference should be redefined to focus only on external partnerships - as well as discharging statutory responsibilities as a Crime and Disorder Committee. Taking the 2015/16 municipal year alone, the table below shows which other forums the Council could have considered internal-facing business in.

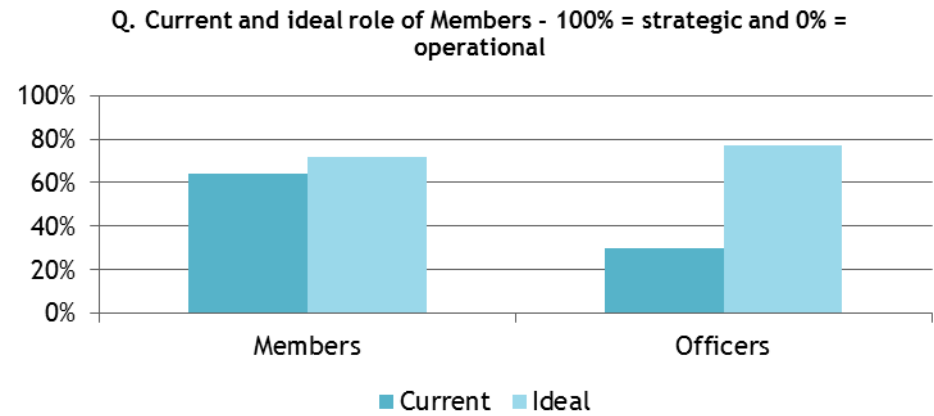
Business	Alternative Forum
Community Hospital	Community Services Committee
Empty Homes Performance	Community Services Committee
Planning Enforcement	Planning and Licensing Committee
Member-Officer Communications	Finance and Corporate Services Committee
Treasury Management	Finance and Corporate Services Committee

EXPLAINING THE COMMITTEE FOOTPRINT II: OPERATIONAL FOCUS

The content of the Council’s committees is more operational than strategic

Introduction

The second main reason for the Council’s larger committee footprint is its relative focus on operational rather than strategic matters. A potential pitfall of committee systems (although far from unique to committee systems) is the danger of Members focussing on operational matters rather than strategic matters - i.e. the routes the waste collection vehicles take or the pricing structure of a leisure centre rather than the outcomes sought from the waste service/leisure service respectively. In reality officers have the expertise, time and salary to do the former, to allow Members space to do the latter. Interviews and the survey carried out for this study indicate that the Council is weaker than it might be in this area. Both Members and officers ‘ideal world’ score (72% and 77% respectively) are higher than the current score (64% and 30% respectively), albeit this issue is seen as a greater issue amongst officers.



The Council’s operational focus manifests itself in two ways: items which are discussed at committee; and the lack of delegation of decisions on planning applications. This section uses evidence to highlight each point in turn.

Items which are discussed at committee

Committees are at their strongest when they are decision making bodies. In their terms of reference, committees have the power to take recommend that Full Council take a course of action. However, interviews for this review suggested that committees consider a large quantity of relatively operational reports for ‘noting’ only.

This was confirmed by analysis. In the 2015/16 municipal year, 33.8% of reports considered at Programme Committees were for ‘noting’. For example the committee noted reports on issues such as Smoke Free (Private Vehicles) Regulations 2015 and DogWatch Scheme. Whilst these matters may be of interest to Members, the opportunity-cost associated with production and presentation of a committee report mean that a verbal briefing, or a discussion outside committee, rather than formal committee might be the best approach to receiving updates on these issues.

The lack of delegation of decisions on planning applications

The way in which the Council manages planning applications is a useful case study of an operational rather than strategic focus. The table below sets out the quantity of planning decided by Members as opposed to officers under delegated powers during three months of the 2015/16 municipal year.

Council	No. committee-based planning decisions
Maldon	69
Stroud	9
Newark and Sherwood	21
Brentwood	14
Melton	21
Craven	20
Ribble Valley	17

The Council acknowledges the operational focus of members in regard to planning (and consequent lack of delegation to officers). In a report to Planning and Licensing Committee on 15 September 2016 it notes that during 2015 only c. 60% of planning applications were dealt with through delegated decision, rising to c. 75% currently but still well below the Government’s target of 90%. The high number of planning applications which receive a political decision carry a direct cost for the Council. A benchmarking exercise from the Planning Advisory Service and Chartered Institute for Public Finance Accountants estimates that a committee decision costs £513 per application compared to £64 per application where an officer delegated decision is taken (Source: Maldon District Council - Review of Delegation Arrangements - Report to Planning and Licensing Committee - 15th September 2016)

EXPLAINING THE COMMITTEE FOOTPRINT II: OPERATIONAL FOCUS

The content of the Council’s committees is more operational than strategic

Also, where a committee votes against an officer recommendation, the Council’s win percentage (i.e. the original decision is upheld) where a decision is appealed is worse when Councillors vote against officer recommendations than when Councillors vote for officer recommendations (see table to the right) (Source: Maldon District Council - Review of Delegation Arrangements - Report to Planning and Licensing Committee - 15th September 2016). This analysis is based on the decisions which went to appeal between January and June 2016. There are legislative risks if the Council does not reduce the number of overturns at appeal. in the Autumn Statement 2015 the Government announced that the threshold for decision overturned on appeal would be lowered from 20% to 10%. The Council is currently at 9.40% - very close to this threshold. Approaches can be taken to minimise this risk, such as cross-referencing to previous similar appeal decisions and member attendance at appeal decisions.

Regarding likelihood of cost award in the event of decision overturn, on the four occasions between January 2016 and June 2016 where the Council paid out costs they were all where Members overturned officer recommendations. Costs paid out totalled £15,912. However it should be noted that there were three rulings against the Council requiring costs to be paid out, which were made over this timeframe, but which the Council had not yet paid by the end of June 2016. The route for these decisions was more evenly split - one was a delegated decision and the other two were made by Members but in accordance with officer recommendation. (Source: Maldon District Council - Review of Delegation Arrangements - Report to Planning and Licensing Committee - 15th September 2016). As the planning reforms introduced by the Council take effect, which may result in more delegated decision making, the Council could monitor the numbers of cost awards by decision route to see if delegation has increased or reduced the costs paid out by the Council.

It should be noted that the Council is already taking steps to address this through reforms to (among other issues) the procedure which allows parish councils to place an item on the agenda of an Area Planning Committee (‘parish trigger’). This would be a positive step as ‘parish trigger’ accounts for c. 46.5% of all applications presented to committee (source: Report to Planning and Licensing Committee, September 2016). However the Council may wish to keep under review whether other routes are used instead to get planning items on the council agenda. For example, Member call-ins which stand at a low level of c. 6% currently, may rise.

Committee (No. applications which went to appeal)	Committee vote against officer recommendations		Committee vote with officer recommendations	
	Council Lose	Council Win	Council Lose	Council Win
Central Area (3 applications)	100% (1)	0% (0)	0% (0)	100% (2)
South Eastern Area (13 applications)	33% (1)	66% (2)	30% (3)	70% (7)
North Western Area (10 applications)	50% (2)	50% (2)	33% (2)	66% (4)

REFORM OPTIONS

There are a range of options the Council could take to reduce the size of its committee footprint, should it choose to do so

This report has shown that the Council has a larger committee footprint than similar councils which also have a committee system. This larger footprint has direct (committee services and officer time writing reports) and indirect costs (increased likelihood of lost planning appeals). However there is nothing intrinsically wrong about the Council’s current committee footprint. The recommendations in the table below are ways in which the Council could maintain the politically robust approach which is essential whilst lowering the actual and opportunity costs related to the committee structure and the behaviours which flow through it. It is for Members to decide, on each recommendation, whether they consider it appropriate for Maldon’s particular context. The survey carried out for this review provided an opportunity to comment on the reform options. A summary of relevant survey responses is provided below in relation to each recommendation.

Recommendation	Summary
Add ‘Policy’ to the remit of Finance and Corporate Services Committee to create a ‘Policy, Finance and Corporate Services Committee’ to manage strategic issues which cut across multiple committees	<p>Analysis of the Council’s committee business in 2015/16 showed considerable duplication of business across committees (even before task and finish groups on re-occurring issues such as the community hospital are taken into account). The Council should consider following the example of other similar councils with committee systems and add ‘Policy’ to the remit of Finance and Corporate Services Committee to handle business which does not sensibly belong in one committee - either because there is a financial implication (and therefore the matter would currently go to Finance and Corporate Services Committee as well as at least one other) - or because it is a matter of longer-term strategic importance to the Council (such as the Community Hospital) which would benefit being discussed in one forum rather than three. Recommendations made by a Policy, Finance and Corporate Services Committee could still be put to Full Council for ratification (as all committee decisions are currently) to ensure member input was as wide as possible. In addition there are various opportunities to reduce duplication within the existing structure such as aligning terms of reference with officer directorates, allocating tourism to Community Services Committee or scaling back Overview and Scrutiny’s focus on quarterly performance indicators, which is undertaken at other committees already.</p> <p>Survey response - This option was unpopular with Members (82% of Members said it was ‘definitely not’ or ‘probably not’ a good idea, whilst 18% said it was ‘probably’ a good idea). It was also not particularly popular with officers either (60% of officers said it was ‘definitely not’ or ‘probably not’ a good idea, whilst 40% said it was ‘probably’ a good idea). The view of officers may be because it was interpreted as an extra committee to support, rather than expansion of an existing committee. Members indicated concern that this could be a route to ‘closed’ decision making confined to committee chairs. There is also a feeling amongst Members that closer adherence to existing terms of reference or using existing planning - enforced through existing planning forums, setting a higher threshold for establishing a specialist working group, or re-aligning committees with directorates (such as bringing economic development and tourism under Community Service Committee) would be more appropriate solutions.</p>

REFORM OPTIONS CONTINUED

Table continued

Reduce the quantum of planning applications requiring a political decision and, once recent reforms have taken effect, formally review whether the Council still requires its three Area Planning Committees

The Council has a significantly higher number of planning applications decided by Members than other similar councils with committee systems. This creates opportunity costs from report writing, reviewing, presenting. Greater delegation would reduce the operational nature of the three Area Planning Committees and potentially reduce business to a more manageable level. The Council has recently agreed steps to amend terms of reference of the Area Planning Committees and, with the aim of reducing the quantum of planning decisions determined by Members. The Council now needs to keep the volume of business discussed at planning committees under careful review to determine whether three Area Planning Committees are still required. Clearly were any steps taken to rationalise the Council's planning committee footprint, there would need to be appropriate provision for Members to input on planning decisions for their local area. Steps such as ensuring members of that committee represented all areas within the Council's boundary and allowing extensive time for representation at Committee from Members who themselves did not sit on the Committee could achieve this.

Survey response - Respondents were not asked to address this question directly. However, a general theme amongst officer responses was the need for greater delegation of decisions to officers.

Limit the role of Overview and Scrutiny Committee to focus on scrutiny of the Council's external relationships

Review of the programme for Overview and Scrutiny in 2015/16 shows it is already proactive at scrutinising the Council's relationship with external partners. This is very positive and in-line with best practice with those councils operating a committee system which do decide to maintain an Overview and Scrutiny Committee. However, those items discussed by Overview and Scrutiny in 2015/16 which were internal facing, could have been dealt with through another of the Council's programme committees. Whilst the composition of the Council is dominated by one party - and therefore Overview and Scrutiny, led by an Independent Member, can create a check and balance - the presence of a non-Conservative Member on each of the programme committees and the Audit Committee allow for continued scrutiny of the controlling Group. Furthermore, interviews for the review suggested that, despite the dominance of one party on the Council, challenge and scrutiny from within the Conservative Group does occur.

Survey response: The proposal to limit Overview and Scrutiny Committee (O/S) to scrutiny of the Council's external relationships was not generally popular with survey respondents. Amongst Members, 60% of respondents felt O/S should conduct internal and external scrutiny, whilst only 40% felt it should be limited to external scrutiny. No Members who responded to the survey felt O/S should be abolished. Amongst officers the response rate was slightly more varied. 50% of officer respondents felt O/S should scrutinise both internal and external matters, 30% felt it should be limited to external factors, and 20% felt the Council should not have an O/S Committee. Free text responses to the survey indicated a further option to improve O/S would be to avoid using it as an 'investigatory' committee to highlight and assign blame for past mistakes, but should be more forward looking about how the Council should tackle big issues facing it in future.

Use the Council's Forward Planning Meeting to limit the committee business to strategic matters requiring a decision (i.e. reduce reports for noting) and divert cross-committee matters to a new 'Policy Committee' (see above)

Feedback from interviews and analysis of the Council's committee business for 2015/16 indicated that the Council's committee business does not currently strike the right balance between strategic and operational (whereby committees are best utilised taking decisions on strategic issues, rather than getting 'stuck in the weeds' of operational issues). The Forward Planning Meeting recently introduced by the Council at the start of each committee cycle is a positive step which can help counter this. However, the Council should ensure that this group is focussed on filtering out inappropriate business to help the Council focus on strategic rather than operational matters, and not just act as a neutral allocator of the existing pipeline of committee business.

Survey response: No question in the survey directly addressed this point. However free text responses from both Members and officers highlighted the need to use existing forums (such as the Forward Planning Meeting and Leader and Chief Executive's Forum) to better plan committee business, and cross-reference committee papers to ensure that, where papers are going to more than one committee, the papers are clearly aligned with each committee's terms of reference.

REFORM OPTIONS CONTINUED

Table continued	
Improve working relationship between members and officers	<p>The interviews and data analysed for this review do not indicate that Maldon has a disproportionate issue with Member-officer relations. However, issues such as a clearer separation of roles (see earlier evidence on the operational rather than strategic focus of Members) do indicate that there is an opportunity for the Council to improve the current working relationship. Members and officers suggested the following practical steps:</p> <ul style="list-style-type: none">MEMBERS: Use officer induction programme to clarify member-officer roles; increased opportunity for informal interaction between members and officers; officers to understand that some operational role for members is inevitable as Members will need to raise issues which members of the public approach them with and some of these will inevitably be operational.OFFICERS: Members to raise questions prior to committee meetings to allow time to collate a more thorough response; introduce more day-time meetings to ensure appropriate officer technical expertise can be present at meetings; use of the member induction programme to clarify the member role is strategic and officer role as operational.
Reduce number of reports sent to committees for noting	<p>The Council could consider minimising the number of reports sent to committee for noting. To reduce time on lengthy production of reports there could be a standard item on committee agendas where relevant officers could give a short verbal update on issues which might previously have produced a report for noting. This may be preferable to adding further content to the ‘Members Bulletin’ which members interviewed for this review indicated they did not tend to read.</p>

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REPORT of INTERIM DIRECTOR OF RESOURCES

**to
COUNCIL
5 APRIL 2017**

EXTERNAL AUDITOR APPOINTMENT – NEW ARRANGEMENTS

1. PURPOSE OF THE REPORT

- 1.1 This report sets out options in relation to new arrangements for appointing this Council's auditor, further to the Local Audit and Accountability Act 2014 (the Act).
- 1.2 The report was considered by the Audit Committee on 8 December 2017 and the Committee resolved to recommend to the Council as follows:

Minute No. 797:

“RESOLVED that Option 3, set out in the report of the options available to the Council for appointing an auditor for the 2018 / 19 accounts and beyond, that Maldon District Council opt into a “sector led body” scheme where specified “appointing person” status has been granted under the relevant Regulations be agreed.”

2. RECOMMENDATION

That Option 3 as set out in paragraphs 3.4 and 4.3 below be approved as considered and resolved by the Audit Committee.

3. SUMMARY OF KEY ISSUES

- 3.1 The Act abolished the Audit Commission as at 1 April 2015 and established new arrangements for the audit of organisations previously audited by the Audit Commission.
- 3.2 Before 1 April 2015, auditors were appointed under contracts let by the Audit Commission. Under transitional arrangements, Public Sector Audit Appointments (PSAA) is responsible for managing the existing contracts which will end when the audit of the 2017 / 18 accounts are completed. PSAA is an independent company limited by guarantee incorporated by the Local Government Association in August 2014.
- 3.3 External auditors must be appointed by 31 December 2017 for the 2018 / 19 accounts, under one of the new processes provided for in the Act. The Council needs to take a decision about which appointment process to adopt so that the appointment may be made in a timely manner no later than 31 December 2017.

- 3.4 There are three options available to the Council for appointing an auditor for the 2018 / 19 accounts and beyond:
- **Option 1:** undertake an individual auditor procurement and appointment exercise;
 - **Option 2:** undertake a joint audit procurement and appointing exercise with other bodies;
 - **Option 3:** opt into a ‘sector led body’ scheme where specified “appointing person” status has been granted under the relevant Regulations.
- 3.5 For **Options 1 and 2**, the Council must establish an **auditor panel**, to advise the Council on:
- selecting and appointing an auditor;
 - whether to adopt a policy on obtaining non-audit services from the auditor;
 - any proposal to enter into a liability limitation agreement;
 - maintaining an independent relationship with its auditor;
 - the outcome of any investigation of an auditor’s resignation from office, or any proposal to remove a local auditor from office.
- 3.6 Under Options 1 and 2, the function of appointing an auditor remains with the Council, but it must consult and take into account the advice of its audit panel. Members of the panel must be wholly or by majority independent members and an independent member of the panel must chair the panel.
- 3.7 For **Option 1**, the Council may:
- set up a Maldon District Council (MDC) only auditor panel, or
 - use an existing MDC Committee or Sub-Committee to act as the auditor panel.
- 3.7.1 Under this option, MDC would bear all the costs of setting up and running the audit panel, and of the procurement exercise.
- 3.8 For **Option 2**, MDC may:
- set up an auditor panel with one or more authorities;
 - ask another authority’s auditor panel to carry out the functions of the Council.
- 3.8.1 The Interim Director of Resources understands that no authority in Essex is considering this option and to go geographically wider to seek to share an audit panel with another authority is an unviable proposition on grounds of practicality.
- 3.9 In relation to **Option 3**, the Secretary of State for Communities and Local Government has specified PSAA as an appointing person. This allows PSAA to make auditor appointments from 2018 / 19 on behalf of relevant principal authorities that opt into its national scheme. Opted-in arrangements will be for a specified period of five financial years beginning 1 April 2018.

- 3.10 Under **Option 3**, MDC would not itself appoint the auditor. However, PSAA must consult an individual authority about any proposed auditor appointment for the Council. PSAA has identified the potential benefits to opting-in as including:
- assured appointment of a qualified, registered, independent auditor;
 - appointment, if possible and requested, of the same auditors to bodies involved in significant collaboration/joint working initiatives or combined authorities, to enhance efficiency and value for money;
 - on-going management of independence issues;
 - securing highly competitive prices from audit firms;
 - minimise scheme overhead costs;
 - savings from procurement of large contracts;
 - distribution of surpluses to participating bodies;
 - a fairer scale of fees which reflects size, complexity and audit risks;
 - a strong focus on audit quality to help develop and maintain the market for the sector;
 - enabling time and resources to be deployed on other pressing priorities;
 - setting the benchmark standard for audit arrangements for the whole of the sector.
- 3.11 The decision has to be that of full Council and therefore the Audit Committee's decision needs to be considered and ratified by Council. PSAA aims to commence consultation on auditor appointments for opted-in authorities from September 2017 with the appointment made by 31 December 2017.

4. CONCLUSION

- 4.1 **Option 1**, will result in additional costs to the Council of:
- recruiting independent appointees to the panel
 - servicing the panel, running a full procurement exercise
 - letting a contract
 - determining, setting and paying allowances to the independent members.
- 4.1.1 The Local Government Association (LGA) estimates initial costs to be about £15,000 with ongoing annual costs.
- 4.2 **Option 2** is not available to the council as discussed in 3.8 above.
- 4.3 **Option 3** (opt into the PSAA national scheme) provides the most appropriate and resilient arrangement for this Council. The council would benefit from the economies of large scale collective procurement arrangements in terms of fee scales from 1 April 2018 whilst at the same time not incurring the cost of establishing and administering a local audit panel. It is therefore, the view of the Interim Director of Resources that **Option 3** is recommended to the Council by the Audit Committee.

5. IMPACT ON CORPORATE GOALS

- 5.1 The external audit of the Council is a statutory requirement that places a judgement on the council's financial position and its arrangements for securing value for money. The external auditor is also required to certify certain grant claims.

6. IMPLICATIONS

(i) **Impact on Customers** – None arising directly from this report.

(ii) **Impact on Equalities** – None arising directly from this report

Impact on Risk – **Option 1** has a risk attached to it of resilience and cost of setting up and administering a whole new arrangement.

Option 3 removes the risks identified in **Option 1**.

(iii) **Impact on Resources (financial)** – External audit fee levels are likely to increase when the current contracts end in 2018 as the current contracts were procured and negotiated nationally by the Audit Commission, offering maximum economies of scale. However, PSAA will operate on a not for profit basis and so any surpluses made will be returned to participants in the scheme.

(iv) **Impact on Resources (human)** – None.

(v) **Impact on the Environment** – None

Background Papers: None

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