

Unrestricted Document Pack

APOLOGIES Committee Services
Tel. 01621 875791

Council Chamber 01621 859677

CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

27 February 2017

Dear Councillor

You are summoned to attend the meeting of the;


FINANCE AND CORPORATE SERVICES COMMITTEE

on **TUESDAY 7 MARCH 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', enclosed within a large, loopy circular flourish.

Chief Executive

COMMITTEE MEMBERSHIP

CHAIRMAN

Councillor D M Sismey

VICE-CHAIRMAN

Councillor I E Dobson

COUNCILLORS

Mrs B F Acevedo

J P F Archer

Mrs H E Elliott

A S Fluker

B E Harker

M R Pearlman

Rev. A E J Shrimpton

Ex-officio non-voting Members:

Councillor B S Beale MBE

Councillor M F L Durham

Councillor Miss M R Lewis

THIS PAGE IS INTENTIONALLY BLANK



AGENDA
FINANCE AND CORPORATE SERVICES COMMITTEE
TUESDAY 7 MARCH 2017

1. **Chairman's notices (please see overleaf)**

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 5 - 58)

To confirm the Minutes of the meeting of the Finance and Corporate Services Committee held on 31 January 2017, (copy enclosed).

4. **Disclosure 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 Participation**

To receive the views of members of the public on items of business to be considered by the Committee (please see below):

1. A period of ten minutes will be set aside.
2. An individual may speak for no more than two minutes and will not be allowed to distribute or display papers, plans, photographs or other materials.
3. Anyone wishing to speak must notify the Committee Clerk between 7.00pm and 7.20pm prior to the start of the meeting.

6. **Chairman's Good News Announcements**

7. **Update to ICT Strategy 2015 / 19** (Pages 59 - 64)

To receive and note the report of the Interim Director of Resources, (copy enclosed).

8. **Pay Policy Statement** (Pages 65 - 72)

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

9. **Supplementary Estimates and Virements: 12 January - 17 February 2017** (Pages 73 - 76)

To receive and note the report of the Interim Director of Resources, (copy enclosed).

10. **Project 180 - St. Cedds House Demolition and Formation of Car Park Final Account** (Pages 77 - 86)

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

11. **Procurement and Contract Management** (Pages 87 - 92)

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

12. **Final Council Tax Setting 2017 / 18**

To receive a verbal report from the Interim Director of Resources.

13. **Any other items of business that the Chairman of the Committee decides are 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

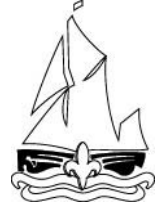
In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

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 monitored and recorded by CCTV.



**MINUTES of
FINANCE AND CORPORATE SERVICES COMMITTEE
31 JANUARY 2017**

PRESENT

Chairman	Councillor D M Sismey
Vice-Chairman	Councillor I E Dobson
Councillors	Mrs B F Acevedo, J P F Archer, A S Fluker, B E Harker, and Rev. A E J Shrimpton
Ex-Officio Non-Voting Member	Councillor B S Beale MBE
Substitute Members	Councillor M F L Durham
In attendance	Councillor E L Bamford

930. CHAIRMAN'S NOTICES

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

931. APOLOGY FOR ABSENCE AND SUBSTITUTION NOTICE

An apology for absence was received from Councillor M R Pearlman.

In accordance with notice duly given Councillor M F L Durham was attending as a substitute for Councillor Pearlman.

932. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 29 November 2016 be approved and confirmed.

933. DISCLOSURE OF INTEREST

Councillor D M Sismey declared a pecuniary interest in relation to Agenda Item 10 – Draft Yearly Treasury Management and Annual Investment Strategy 2017 / 18 as he was an employee of Goldman Sachs.

934. PUBLIC PARTICIPATION

Ms Rosalind Oakley of Bower Garden, Maldon addressed the Committee in relation to Agenda Item 11 – Revised Budget 2016 / 17 and Original Budget 2017 / 18 Budget Estimates and Council Tax 2017 / 18 raising particular concerns on the proposed Maldon cemetery expansion.

935. CHAIRMAN'S GOOD NEWS ANNOUNCEMENTS

The Chairman reported how Legal and Democratic Services was continuing their support to the Maldon District Council work experience programme and had been a very popular choice with students. The Service had already agreed placements for the summer holidays and previous work experience students had voiced their desire to return again for further time with the teams.

The Chairman referred to a recent meeting of the Appointments Committee and announced that Miss Emma Foy would be taking up the role of Director of Resources during the next few months. He welcomed Miss Foy back to the Council and thanked her for attending the meeting.

936. CORPORATE HEALTH AND SAFETY

The Committee received the report of the Director of Resources on corporate health and safety activity for Quarter Three (1 October to 31 December 2016). A summary by Directorate and a description of the reported accidents and near misses were set out in the report and Appendix 1 provided progress with the Health and Safety Action Plan for 2016 / 17.

It was noted that there were very few accidents and incidents and none of the accidents required reporting to the Health and Safety Executive.

RESOLVED

- (i) that the accident and incident statistics for quarter three be noted;
- (ii) that the Health and Safety Action Plan for 2016 / 17 be noted.

937. HUMAN RESOURCES STATISTICS - QUARTER THREE 2016 / 17

The Committee received the report of the Interim Director of Resources presenting human resource statistics for the period 1 October to 31 December 2016 (Quarter Three (Q3)).

Statistics and updates relating to the following areas were detailed in the report:

- Labour Turnover;
- Job Vacancies;

- Agency Workers - Appendix 2 to the report set out agency expenditure for Q3;
- Changes to IR35 (Intermediaries legislation);
- Staff induction procedures;
- Staff sickness levels;
- Workforce statistics – attached as Appendix 1 to the report.

Members noted that the overall sickness figures for Q3 had slightly increased from Quarter Two.

The Chief Executive advised Members that the detail regarding changes to IR35 had not yet been finalised, but the Council was proactively looking into the implications any changes would have on the Council.

In response to a query regarding the vacancy tables shown in section 3.3 of the report, the Interim Director of Resources suggested that for future reports an additional column be added to these tables to show the date a post was appointed to allow easy identification as to whether it was still vacant.

RESOLVED that the contents of the report be noted.

938. PROPOSAL TO ESTABLISH A STRATEGIC HOUSING BOARD

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

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

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

RECOMMENDED

- 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;
- 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.

In accordance with his earlier declaration of interest, Councillor D M Sismey left the meeting at this point

IN THE CHAIR : COUNCILLOR I E DOBSON

939. DRAFT TREASURY MANAGEMENT AND ANNUAL INVESTMENT STRATEGY 2017 / 18

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

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

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

Councillor Sismey returned to the chamber at this point.

IN THE CHAIR : COUNCILLOR D M SISMEY

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

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

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

- the latest information on the provisional Local Government finance settlement 2017 / 18;
- revised General Fund revenue budget estimates 2016 / 17;

- budget growth, savings and income generation in 2017 / 18;
- Essex Region business rates pool to which no changes to the Pool membership had been notified;
- an update on the Pension funding following its revaluation in March 2016 and the deficit options considered;
- discretionary fees and charges, in accordance with policy agreed by the Council. A further update in respect of Land Charges fees was also detailed;
- the tax-base position;
- the Collection Fund surpluses / deficit position;
- the potential Council Tax referendum arrangements for 2017 / 18;
- the Council Tax requirement for 2017 / 18;
- General Fund balance and revenue reserves;
- proposed capital programme 2017 / 18 to 2020 / 21;
- an update on the Medium Term Financial Strategy (MTFS) to reflect the latest revenue budget position and indicated levels of Council Tax;
- risks to the Council's financial position.

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

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

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

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

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

RESOLVED

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

RECOMMENDED

- (iii) that the Council notes that Maldon District Council will continue to be a member of the Essex Business Rates Pool in 2017 / 18 on account of the financial benefit as described in section 3.6 of the report;
- (iv) that the decision to fund the Pension deficit in 2017 / 18 as described in section 3.8 of the report is noted;
- (v) that the following be approved:
 - (a) the Summary Revised 2016 / 17 and Original 2017 / 18 General Fund Revenue Budget Estimates (**APPENDICES 2, 3 and 4** to the Minutes)
 - (b) an average Band D council tax of £187.37 (excluding parish precepts) (2.74% increase) for 2017 / 18 (**APPENDIX 2** to the Minutes);
 - (c) the detailed Fees and charges for 2017 / 18 as set out in **APPENDIX 5** to the Minutes;
 - (d) delegated authority be given to the Chief Executive and Interim Director of Resources in consultation with the Chairman of the Planning and Licensing Committee and the Chairman of the Finance and Corporate Services Committee to agree the land Charges fees and Charges for 2017 / 18;
 - (e) policies on the designated use of financial reserves (**APPENDIX 6** to the Minutes);
 - (f) an increase in the minimum general fund working balance from £2,300,000 to £2,500,000 for 2017 / 18;
 - (g) an injection of £200,000 from General Reserves into the Repairs and Renewals Reserve at 31 March 2017;
 - (h) the Capital Programme for 2017 / 18 to 2020 / 21 (**APPENDIX 7** to the Minutes);

- (v) the prudential indicators set out in section 3.13.2 and 3.13.3 of the report on the Capital Programme and Prudential Code Indicators; and
- (vi) that the Council gives due regard to the Interim Director of Resources' statement on the robustness of budgets and adequacy of reserves in **APPENDIX 8** to the Minutes.

941. PROJECT 180 - ST. CEDDS HOUSE AND CAR PARK

The Committee received the report of the Interim Director of Resources informing Members of the background for the letting of tenders, specifically for project 180. This project included re-configuring the Council office building, demolition of St. Cedds House, Princes Road, Maldon and the formation of additional car parking spaces.

The report set out a number of areas highlighted following investigations into the procurement and letting process for the contracts related to this project.

In response to a number of concerns and questions raised by Members, the Interim Director of Resources provided the Committee with further information regarding the contract, work done to ensure completion of the car park element and the related costs to the Council. The Chief Executive informed the Council that an action plan would be brought back to a future meeting of this Committee to highlight proposals to be strengthened and put in place to respond to the concerns highlighted in respect of this project.

The Interim Director of Resources reported that the final account stage of the project was currently in process of negotiation with the contractor and a further report would be brought to the Committee once all discussions regarding this had been completed.

RESOLVED that the contents of the report be noted.

942. EXCLUSION OF THE 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 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.

943. DISPOSAL OF PROPERTY

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

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

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

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

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

RESOLVED

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

RECOMMENDED

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

There being no further items of business the Chairman closed the meeting at 8.45 pm

D M SISMEY
CHAIRMAN

Treasury Management Strategy Statement and Annual Investment Strategy 2017 / 18

1. INTRODUCTION

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

2. EXTERNAL CONTEXT

2.1 Economic background

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

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

2.2 Credit outlook

- 2.2.1 Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.
- 2.2.2 Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however continue to fall.

2.3 Interest rate forecast

- 2.3.1 The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.
- 2.3.2 Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a possibility, to keep long-term interest rates low.
- 2.3.3 A more detailed economic and interest rate forecast provided by Arlingclose is attached at **Appendix A**.
- 2.3.4 For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.25%.

3. LOCAL CONTEXT

- 3.1 As at 9 December 2016 the Council has no borrowing and £20.8m of investments. This is set out in further detail at Appendix B.
- 3.2 The Council is currently debt free and its capital expenditure plans do not currently imply any need to borrow over the forecast period. Investments are forecast to fall to £16m as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget.
- 3.3 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three

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

4. BORROWING STRATEGY

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

4.2 Objectives

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

4.3 Strategy

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

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

4.4 Sources

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

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

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

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

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

4.5 Municipal Bond Agency

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

4.6 Short-term and Variable Rate loans

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

5. INVESTMENT STRATEGY

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

5.2 Objectives

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

5.3 Strategy

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

5.4 Approved Counterparties

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

Table 2: Approved Investment Counterparties and Limits

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

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

This table must be read in conjunction with the notes below

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

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

5.7 Specified Investments

5.7.1 The CLG Guidance defines specified investments as those:

- Denominated in pound sterling,
- Due to be repaid within 12 months of arrangement,
- Not defined as capital expenditure by legislation, and
- Invested with one of:
 - The UK Government
 - A UK local council, parish council or community council, or
 - A body or investment scheme of “high credit quality”.

5.7.2 The Council defines “high credit quality” organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of A- or higher.

5.8 Non-specified Investments

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

Table 3: Non-Specified Investment Limits

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

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

5.9 Investment Limits

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

Table 4: Investment Limits

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

5.10 Liquidity Management

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

6. TREASURY MANAGEMENT INDICATORS

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

	Target
Portfolio average credit score	6

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

	Target
Total cash available within 3 months	£5m

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

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

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

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

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

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

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

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

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

7. OTHER ITEMS

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

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

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

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

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

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

8. FINANCIAL IMPLICATIONS

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

9. OTHER OPTIONS CONSIDERED

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

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

Appendix A - Arlingclose Economic & Interest Rate Forecast November 2016

Underlying assumptions

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

Forecast

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

APPENDIX 1

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

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

Appendix B - Existing Investment & Debt Portfolio Position

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

This page is intentionally left blank

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

KEY:

ECC - Essex County Council

NDR - Non-Domestic Rates

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

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

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

REVISED 16/17 budget		Direct Costs				Recharges		Income				Government Grant	Net Budget
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £			
		0	0	103,100	20,100	0	80,600	0	(581,600)	0		0	(377,800)
TOTAL Highways, Roads & Transport Services		0	0	130,000	20,100	2,500	84,700	0	(744,000)	0		0	(506,700)
		0	0	109,400	20,100	2,200	103,400	0	(581,600)	0		0	(346,500)
Housing Services													
204	Rent Allowances			15,642,700						(535,200)		(15,226,300)	(118,800)
		0	0	15,690,700	0	0	0	0	0	(781,700)		(15,100,400)	(191,400)
203	Housing Benefits Admin			38,300			390,900					(179,600)	249,600
		0	0	11,800	0	0	478,100	0	0	0		(163,200)	326,700
591, 592, 593, 598	Other Housing Services	0	0	40,300	0	300	672,500	0	(32,100)	(4,000)		0	677,000
		0	0	26,100	0	200	686,700	0	(30,900)	(21,100)		0	661,000
TOTAL Housing Services		0	0	15,721,300	0	300	1,063,400	0	(32,100)	(539,200)		(15,405,900)	807,800
		0	0	15,728,600	0	200	1,164,800	0	(30,900)	(802,800)		(15,263,600)	796,300
Non Distributed Costs													
257	Non Distributed Costs	0	0	0	0	0	0	0	0	0		0	0
		0	0	0	0	0	0	0	0	0		0	0
TOTAL Non Distributed Costs		0	0	0	0	0	0	0	0	0		0	0
		0	0	0	0	0	0	0	0	0		0	0
Other Services													
224	Misc Land & Property			12,900	0		35,300		(25,500)				22,700
		0	0	1,100	0	0	12,700	0	(60,800)	0		0	(47,000)
225	Industrial Sites			3,600			12,400		(120,500)				(104,500)
		0	0	2,100	0	0	10,300	0	(122,800)	0		0	(110,400)
TOTAL Other Services		0	0	16,500	0	0	47,700	0	(146,000)	0		0	(81,800)
		0	0	3,200	0	0	23,000	0	(183,600)	0		0	(157,400)
SUB TOTAL		8,475,200	113,400	22,244,500	1,158,400	0	12,199,400	(12,199,400)	(3,494,300)	(2,934,400)		(15,610,900)	9,951,900
		8,388,800	120,400	21,282,900	1,046,600	0	12,038,300	(12,039,200)	(3,491,800)	(2,841,900)		(15,418,300)	9,085,800
Less Vacancy/Savings Allowance 1%		(81,000)											(81,000)
TOTAL AGREED		8,475,200	113,400	22,244,500	1,158,400	0	12,199,400	(12,199,400)	(3,494,300)	(2,934,400)		(15,610,900)	9,951,900
		8,307,800	120,400	21,282,900	1,046,600	0	12,038,300	(12,039,200)	(3,491,800)	(2,841,900)		(15,418,300)	9,004,800

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

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

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

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

This page is intentionally left blank

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

Page 832

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

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

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

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

	VAT	Charge	VAT	2017/18	2016/17
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly	Yes	43.33	8.67	52.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		
minimum 15 tickets			Discount of 10%		
minimum 20 tickets			Discount of 15%		
Friary Fields (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 3 hours	Yes	1.50	0.30	1.80	1.80
3 to 4 hours	Yes	2.00	0.40	2.40	2.40
over 4 hours	Yes	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly	Yes	43.33	8.67	52.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		
minimum 15 tickets			Discount of 10%		
minimum 20 tickets			Discount of 15%		
Public sector partners (Monday - Friday)			Discount of 50%		
High St. East (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 1 hour	Yes	0.83	0.17	1.00	1.00
1 to 2 hours	Yes	1.08	0.22	1.30	1.30
2 to 3 hours	Yes	1.50	0.30	1.80	1.80
3 to 4 hours	Yes	2.00	0.40	2.40	2.40
over 4 hours	Yes	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.00	1.00
Sunday All Day	Yes	0.83	0.17	1.00	1.00
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly	Yes	43.33	8.67	52.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		
minimum 15 tickets			Discount of 10%		
minimum 20 tickets			Discount of 15%		
Public sector partners (Monday - Friday)			Discount of 50%		
Maldon Promenade (Monday to Sunday - 8am to 8pm)					
Car: up to 1 hour	Yes	0.92	0.18	1.10	1.10
1 to 2 hours	Yes	1.83	0.37	2.20	2.20
2 to 4 hours	Yes	4.58	0.92	5.50	5.50
all day	Yes	5.83	1.17	7.00	7.00
Coach: up to 2 hours	Yes	5.50	1.10	6.60	6.60
over 2 hours	Yes	10.00	2.00	12.00	12.00
Coach park - coach / bus season tickets	Yes	166.67	33.33	200.00	200.00
Non residents season ticket	Yes	66.67	13.33	80.00	80.00
Residents season ticket	Yes	50.00	10.00	60.00	60.00
Market Site					
Season ticket: annual	Yes	533.33	106.67	640.00	640.00
6 months	Yes	266.67	53.33	320.00	320.00
monthly	Yes	47.50	9.50	57.00	57.00
Silver Street					
Season ticket: annual	Yes	483.33	96.67	580.00	580.00
6 months	Yes	241.67	48.33	290.00	290.00
monthly			Pro rata charge		
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		
minimum 15 tickets			Discount of 10%		
minimum 20 tickets			Discount of 15%		

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

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

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

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

Planning Services Pre-Application Fees and Charges 2017/18

20%

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

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

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

TABLE A - NEW DWELLINGS
Dwelling-houses and Flats not exceeding 300m2

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

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

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

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

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

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

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

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

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

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

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

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

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

Capital Programme 2016/17 - 2020/21						
Project Title	Original	Revised	Original	Original	Original	Original
	2016/17	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Council Offices site						
St Cedds Shared Accomodation		143				
Vehicle and Plant Replacement						
Parks Vehicle - Rolling replacement programme	20	40	22	22	22	22
New Rangers Vehicle	14	14				
Emergency Planning Vehicle	12	12				
Purchase of Waste Vehicle		12				
Maintenance Team Vehicle			30			
Information and Communication Technology						
PC and Printer Replacement Programme	35	35	35	45	35	35
Telephony Review/ Upgrade		5				
Parks and Tourist Information Centre (TIC) Network Upgrade		8				
CRM Project - Selection, installation and deployment of a corporate CRM facilitating enhanced customer access, self service and underpinning our IT Strategy and Customer Strategy.	53	53	0			
IT project officer - One Fixed term post to assist with the rollout of a number of key IT capital projects such as Share point, CRM)	50	50	50			
I-Dox Application and Database upgrades	22	22				
SharePoint Phase 2	40	40				
E-Mail replacement - Upgrade of Exchange and Enterprise Vault			60			
Corporate upgrade of Windows from version 7 to version 10				26		
Maldon Promenade Park						
Parks Drains - purchase of surveying equip		1				
Close Circuit Television (CCTV) Upgrade Promenade Park		14				
Adventure Golf		30				
New Service and splash Park kiosk		160				
Promenade Park Road Repairs	10	50	55			
Bollard Lighting Promenade Park Footpaths	18	18				
Entrance Refurbishments		10				
All weather Car Parking improvements			60	50		
New accessible play site			48			
Ampitheatre Fencing			10			
Promenade Park Depot Electronic Gates		15				
Leisure and Sports Centres						
Leisure Centres Planned Maintenance Programme		111				
Leisure Contract Capital Contribution		295				
Tip Road Resurfacing (match funding)	80	80				
Promenade Park Winter car parking	10	10				
Parks and open Spaces						
Riverside Park footpaths		9				

Project Title	Original	Revised	Original	Original	Original	Original
	2016/17	2016/17	2017/18	2018/19	2019/20	2020/21
	£000	£000	£000	£000	£000	£000
Riverside Park Information boards and		20				
Riverside Park skate park area final section	12	12				
Sea Wall path resurfacing Riverside Park	11	11				
Playsite Resurfacing - St Georges Field and West Maldon Community Centre	30	30				
Riverside Park depot screening			40			
Mobile Welfare facility trailer			15			
Housing						
Mandatory Disabled Facilities Grants	320	420	420	420	420	420
Cemeteries						
Burnham-on-Crouch Cemetery Roadway	57	57				
Heybridge Cemetery Chapel Roof			25			
Rivers						
Coastal and Communities match funding		18				
Replacement Thirslet Buoy	20	20				
River Enforcement Project – Purchase of 2 Personal Water Crafts	15	15				
Car Parks						
Phase 2 CCTV upgrades and new equipment - Maldon High Street and Car Park System Upgrade	30	30				
New Car Park signage (Town and Promenade Park)			14			
Environmental Waste						
Purchase of Bins		588				
Elections						
Replacement of Polling booths			25			
Total Capital Programme	859	2419	909	563	477	477
Funding						
Capital Receipts		1999	489	143	57	57
Govt Grant		420	420	420	420	420

This page is intentionally left blank

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

Introduction

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

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

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

(b) The adequacy of the proposed financial reserves.

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

This includes reporting and taking into account:

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

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

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

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

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

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

1. My recommendations are conditional upon:

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

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

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

Assurance

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

Kamal Mehta
Interim Director of Resources

REPORT of INTERIM DIRECTOR OF RESOURCES

to

FINANCE AND CORPORATE SERVICES COMMITTEE

7 MARCH 2017

UPDATE TO ICT STRATEGY 2015-19

1. PURPOSE OF THE REPORT

- 1.1 To provide an update of progress on projects in the Information Communications Technology (ICT) Strategy 2015-19.

2. RECOMMENDATION

That the contents of this report are noted.

3. SUMMARY OF KEY ISSUES

- 3.1 This report is for Members' information only.
- 3.2 The ICT Strategy 2015-19 was approved by Members in March 2015. It set the framework and direction for ICT and the key projects to be delivered. An initial update report was made to Finance and Corporate Services Committee in January 2016. This is a further update on the progress of the projects which were proposed in Part 3 of the ICT Strategy. The status of these projects is as shown in **APPENDIX 1**.
- 3.3 For the remaining two years of the ICT Strategy, current projects are shown in **APPENDIX 1** and additional projects which have been identified since the ICT Strategy was approved are shown in **APPENDIX 2**. They will concentrate on IT infrastructure and supporting systems. As stated in the ICT Strategy, IT is one of the key enablers for transformation so additional IT projects will be added as required to support outcomes to be defined by the Transformation Board with the caveat that sufficient resource is available to progress them and existing commitments. Priorities will be rearranged if sufficient resource is not available.

4. CONCLUSION

- 4.1 The ICT Strategy programme has been modified and added to in the light of changing requirements as was always envisaged, but the original intentions of it are still sound and it will provide a firm platform for transformation going forward.

5. IMPACT ON CORPORATE GOALS

- 5.1 The ICT Strategy supports and underpins all corporate goals, and has specific relevance to all high level outcomes under “Delivering good quality, cost effective and valued services” as well as supporting and re-enforcing most of our core values.

6. IMPLICATIONS

- (i) **Impact on Customers** – This is detailed in the ICT Strategy and the January 2016 Progress Report. It will be considered when delivering outcomes required by the Transformation Board.
- (ii) **Impact on Equalities** – None at present.
- (iii) **Impact on Risk** – Risks are already recorded on the corporate risk system. Risks from additional projects will be added to the system as required.
- (iv) **Impact on Resources (financial)** – As detailed in the ICT Strategy and the January 2016 Progress Report. Additional resources will be requested if required.
- (v) **Impact on Resources (human)** – As detailed in the ICT Strategy and the January 2016 Progress Report. Additional resources will be requested if required.
- (vi) **Impact on the Environment** – None at present.

Background Papers: ICT Strategy 2015 – 2019, ICT Strategy Progress Report January 2016

Enquiries to: Andrew Mowbray, IT Manager (Tel: 01621 875772)

Status of Projects listed in the ICT Strategy Part 3 - Draft Programme of Activities

Project	Status
SharePoint	SharePoint is a collaboration tool that manages information storage, sharing and communication. The initial proof of concept was not completed as the project was put on hold pending the appointment of the new IT Manager who has now reviewed it and presented options to CLT. It could be an enabler for the transformation programme, but will require significant capital and revenue to implement and run. Therefore it has been decided by the Transformation Board not to proceed with SharePoint at present. Instead use of existing systems will be maximised.
CRM	Customer Record or Relationship Management systems (CRM) hold data on customers in a central place and make it accessible to other systems. Most are not designed for local government. The IT Manager has presented to CLT to demonstrate that Customer Portal Systems (CPS) are more appropriate for local government. This would be an online system that could completely manage enquires and requests from customers reducing the number of emails, calls and personal visits that the Council gets. These transactions cost considerably more than ones through a CPS would so savings in both revenue and resource could be made. However such systems cost a considerable amount to buy and run so a decision on this will this will be made by the Transformation Board in due course.
Telephony	MDC's current line contract runs until January 2018 and the current maintenance contract runs until October 2017. Options for a replacement telephone system have been assessed and CLT will make a decision on this.
Mobile working	It is now possible to give access to the Council's systems remotely including from mobile devices. However some systems do not present very well via remote access and there is also the requirement to able to work on some systems when a connection to the Internet is not present or convenient to use. Revenues and Benefits visiting officers now have mobile working solution which is accessible on a mobile device even when not online and similar facilities are available for tree work when required. The IT Manager is liaising with colleagues in Planning and Environmental Health to introduce similar systems for their officers to use when on site.
Cloud-based Committee Management	The Modern.Gov system that provides this is now live.
Comino Activities (EDMS)	The Civica W2 Electronic Document Management System (EDMS) also known as Comino is an electronic repository for documents which removes the need to keep them on paper. It also allows workflows and processes to be setup to make administration of tasks more efficient. An ongoing work programme is in place to update and expand the use of W2. Going forward it could play a key part in transformation and will be one of the systems whose use will be maximised in lieu of purchasing SharePoint.
Integration Software	NDL- Metascybe, the integration system which links systems and forms together has been upgraded and is in use. Its contract expires on 31 st March 2018. It is expensive and resource intensive and the volume of transactions it handles are likely to remain low so its future will be considered in the coming year.
e-Forms	The e-forms renewal project was delayed due to major security concerns about the system raised by the previous

Project	Status
	IT Manager. These have now been resolved and the project will go ahead in the current year.
Remote Access / Personal Device Use: Review of current Network Architecture	The Council's network which connects all the computers and other devices. It has been experiencing minor delays in certain part of the building. A network expert from Thurrock Council has produced an initial report stating that the network is in good condition, but some improvements could be made which are being actioned. A more detailed analysis of his findings is now awaited and any further recommendations will be implemented.
Remote Access / Personal Device Use: Deployment of Ericom Access Now & Gateway	This gateway device facilitates remote access to the Council's network. It was deployed in 2015. It needed to be upgraded as the existing version was end of life. It only allows access from Internet Explorer using the Windows 7 operating system or older, limiting its use to PCs or laptops. The upgraded version will allow remote access from any browser on any device. It will also allow more direct access to emails, calendars etc. This has been installed and is currently being tested. It is due to be live by March.
Remote Access / Personal Device Use: Deployment of EOLP Token	This system provides the dual factor authentication required when logging in remotely to the Council's network. It provides the PIN number required to log in. It is now deployed and live.
Remote Access / Personal Device Use: Review and deployment of Good Technologies Direct Access products	The Ericom upgrade mentioned above will allow access from any device so this is no longer required.
e-Mail upgrade/Replacement	Our current email and calendar system software reaches end of life this year so will be upgraded to the latest version Microsoft Exchange 2016 in 2017/18.

Additional Projects for the ICT Strategy going forward

Project	Status
Upgrade to the Windows 10 operating system	The operating system used by the Council's PCs and laptops reaches end of life in January 2020. It is planned to upgrade to Windows 10 in 2018/19 and this is in the MTFS.
Upgrade to the Windows Server environments	The operating system used by the Council's servers reaches end of life in January 2020. It is planned to upgrade to the latest version in 2019/20.
Ongoing use of Microsoft Office 2010	Support for this product continues until 2020. However it is now two versions behind the current one and continued use with other third party software may become an issue in the coming years so this will be kept under review to decide the most prudent time to upgrade it.

This page is intentionally left blank



REPORT of INTERIM DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
7 MARCH 2017**

PAY POLICY STATEMENT

1. PURPOSE OF THE REPORT

- 1.1 To meet the statutory requirement to annually seek the Council's approval of a Pay Policy Statement.

2. RECOMMENDATION

To the Council:

That the Pay Policy Statement attached at **APPENDIX 1** to this report be adopted for the financial year 2017 /18.

3. SUMMARY OF KEY ISSUES

- 3.1 The Localism Act 2011 requires that Councils publish a Pay Policy Statement describing the approach of the authority to the remuneration of the highest ("Chief Officers") and lowest paid staff. The Pay Policy Statement was originally put in place on 1 April 2012. This has to be annually approved by the elected Members of the Council.
- 3.2 The Department for Communities and Local Government has published formal Guidance in respect of meeting this requirement. This defines a large number of specific issues which must be addressed in the Statement but leaves it to the completely to the discretion of each authority as to what their policy is toward these matters.
- 3.3 The Pay Policy Statement has been reviewed and is attached at **APPENDIX 1**. It reflects the current arrangements for pay at Maldon District Council. No substantial changes have been needed.

4. CONCLUSION

- 4.1 To meet the requirements of the Localism Act 2011 the Committee is requested to recommend to the Council the re-adoption of the Pay Policy Statement attached at **APPENDIX 1**.

5. IMPACT ON CORPORATE GOALS

- 5.1 The publication of a Pay Policy Statement aids transparency in line with the corporate goal of “Delivering good quality, cost effective and valued services”.

6. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – Part of the government rationale for the publication of the Pay Policy Statement is to highlight the relative pay of the highest and lowest paid staff.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to:

Dawn Moyse, Group Manager: People, Performance and Policy, (Tel: 01621 875869).

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

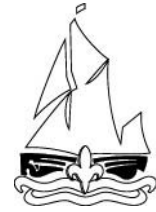
3.1 Definition

- 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.

This page is intentionally left blank



REPORT of INTERIM DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
7 MARCH 2017**

SUPPLEMENTARY ESTIMATES AND VIREMENTS: 12 JANUARY TO 17 FEBRUARY 2017

1. PURPOSE OF THE REPORT

- 1.1 To report virements and supplementary estimates agreed under delegated powers to this Committee.
- 1.2 To inform Members of procurement exemptions granted in the period.

2. RECOMMENDATION

That the Procurement Exemptions granted during the period, as detailed in paragraph 3.3 below, are noted.

3. SUMMARY OF KEY ISSUES

3.1 Rules and Regulations

- 3.1.1 The approval and reporting arrangements in relation to virements and supplementary estimates are set out in the Financial Regulations and Financial Procedures. These are as follows:

Virements (movements) within the same budget head:

- Agreed by the relevant Director and the Director of Resources.

Virements between different budget heads:

- Up to £20,000 – Director and Director of Resources and reported in monthly Members Bulletin;
- Over £20,000 up to £50,000 – Director, Director of Resources, in Consultation with relevant Standing Committee Chairman and reported to the next Finance and Corporate Services Committee;
- Over £50,000 - the Finance and Corporate Services Committee.

Supplementary estimates:

- Up to £20,000 – Director, Director of Resources and Chief Executive in consultation with the Chairman of the Finance and Corporate Services Committee and the Leader of the Council and reported to the next meeting of the Finance and Corporate Services Committee;
- Over £20,000 – the Finance and Corporate Services Committee.

3.1.2 The Contract Procedure Rules provide information in relation to procurement exemptions. The exemption enables the council to waive any requirements within the contract procedure rules for specific projects.

3.1.3 Procurement exemptions should be signed by the Officer and countersigned by the Director of Resources and where appropriate the Chairman of the Finance and Corporate Services Committee.

3.2 Virements

3.2.1 There were no virement requests to report.

3.3 Supplementary Estimates

3.3.1 Since the meeting of the Committee on 31 January 2017 at which the supplementary estimates up to then were reported, no further supplementary estimates have been approved under delegated authority.

3.4 Procurement Exemptions

3.4.1 Exemption request from Finance Services

3.4.1.1 A procurement exemption request was received from Finance Services to waive the three quotes process for the Asset Valuation Services required for the Year End Accounts closure. A professional valuation of the assets is required with identification of impairment for the Council's 2016 / 17 financial statements in accordance with the regulatory requirements. The professional valuer who it is proposed engage has undertaken similar valuations for the Council in the past and therefore already has knowledge of the assets together with the prior information needed to enable the valuations to be undertaken in a shorter time frame and at a competitive price. The available budget for this work over this year (2016 / 17) and the following year (2017 / 18) will be £19,000.

3.4.2 Exemption request from Leisure, Countryside and Tourism Services

3.4.2.1 As part of the Coastal Communities Fund - Dengie Gateway Project, Council Officers have worked with graphic designers to produce a range of bespoke visitor signage and 'Saltmarsh Coast hubs'. Officers propose the commissioning of a bespoke and unique visitor hub for the Council owned Riverside Park in Burnham-on-Crouch. The hub will provide visitor information, be a local landmark and visitor attraction. The proposed installation would be a 70ft traditionally rigged sail mast reflecting the vast sailing heritage in Burnham-on-Crouch.

3.4.2.2 Owing to the unusual nature of the project and the specialist skills required and despite a comprehensive desktop search and several contactors being approached directly with an invitation to quote; only one contractor said they had the skills and capacity necessary to undertake the project. Therefore only one quote has been received for this project. It is therefore proposed to commission the visitor hub with the one contractor able to undertake the work. The indicative cost for this procurement is £20,000.

4. CONCLUSION

4.1 This report sets out the delegated decisions made regarding exemptions from the requirements of the procurement rules and the reasons for granting them.

5. IMPACT ON CORPORATE GOALS

5.1 The adherence to the Financial Regulations and Financial Procedures contributes towards the corporate goal of 'Delivering good quality, cost effective and valuable services'.

6. IMPLICATIONS

- (i) **Impact on Customers** – None identified.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – None identified.
- (iv) **Impact on Resources (financial)** – These are discussed above.
- (v) **Impact on Resources (human)** – None identified.
- (vi) **Impact on the Environment** – None identified.

Background Papers: None.

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

This page is intentionally left blank



REPORT of INTERIM DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
7 MARCH 2017**

PROJECT 180 - ST. CEDDS HOUSE DEMOLITION AND FORMATION OF CAR PARK FINAL ACCOUNT

1. PURPOSE OF THE REPORT

- 1.1 To present to the Committee the final cost statement for Project 180 and to seek approval for a supplementary estimate for the final payment to the contractor.

2. RECOMMENDATIONS

- (i) that Members note the final account for the demolition and formation of the carpark contract (**APPENDIX B**);
- (ii) that the Committee approves a supplementary estimate of £11,046 for the final payment to the Contractor.

3. SUMMARY OF KEY ISSUES

- 3.1 Members are fully aware that the completion of the project was significantly delayed, the reasons which are wholly attributable to the contractor.
- 3.2 On 15 December 2016 Council considered and approved a report of the Interim Director of Resources which is attached at **APPENDIX A** together with the Minute. The purpose of the report was to ensure that the Council had an approved capital budget for the amount of the contracted sum for the demolition of St. Cedds House and the formation of the car park.
- 3.3 The Committee on 31 January 2017 considered a report of the Interim Director of Resources in respect of Council Minute 835(iii). The Interim Director of Resources had informed the Committee that Officers were in negotiations with the contractor to agree the final sum for the contract to demolish St.Cedds House and the formation of the car park and once completed a further report would be brought to the Committee (Minute No. 941 refers.)
- 3.4 The car park was completed and handed over to the Council on 19 December 2016. The negotiations pertaining to the final account have been concluded and it has been ascertained that a further supplementary estimate is required in order to settle the final contract sum for the contract. The reason for the need for a supplementary estimate is that additional works were required which could not be fully identified before the

demolition of St.Cedds House. This was due to the poor ground condition beneath the building which could not be verified prior to its demolition, necessitating the removal of unsuitable sub-base material and importation of crushed stone and concrete.

- 3.5 A statement of final account is shown in **APPENDIX B** together with the budgetary approvals and expenditure to date in this financial year. The balance of the budget available is £3,985. The amount required as a supplementary estimate net of the balance available is £11,046 giving a total budget of £15,031.
- 3.6 It should be noted that negotiations with the Contractor on the final account resulted in a reduction of £3,896.82 giving the final sum of £157,811.36 (**APPENDIX B**). The negotiations were conducted at a meeting with the Contractor on the basis of a line by line discussion, challenge and consideration of all the additional items and variations claimed by the Contractor.
- 3.7 Delegated authority exists for the approval of the supplementary estimate under Financial Procedure Rule - Appendix F 1.3 (c)(i) to the Interim Director of Resources and Chief Executive in consultation with the Chairman of the Finance & Corporate Services Committee and the Leader and reported to the next Finance & Corporate Services Committee. However, it is considered that in view of the previous discussions by the Committee on this project that this report is brought to the Committee for decision. It is important to note that the matter of the adequacy of the contingency sum of £10,000 in this contract in the context of not knowing the ground condition beneath St.Cedds House was reflected on at the Committee meeting on 31 January 2017.

4. CONCLUSION

- 4.1 This report identifies the cost of the additional works and therefore the amount of supplementary estimate (£11,046) that is now required to meet the contractual obligation of the Council for the demolition of St.Cedds House and formation of the car park contract.
- 4.2 The report sets out the financial background to the contract and the results of the negotiations undertaken by the Officers resulting in an agreed final contract sum of £157,811.36.

5. IMPACT ON CORPORATE GOALS

- 5.1 The wider project has delivered the Council's high level outcomes of:
- (i) supporting the voluntary sector to help strengthen communities by providing accommodation within the Council Offices to a number of voluntary sector organisations;
 - (ii) an efficient and resourceful organisation providing value for money through working in partnership with the voluntary sector in creating a public and voluntary sector hub;
 - (iii) effective and convenient access to public services (and voluntary sector services.)

6. IMPLICATIONS

- (i) **Impact on Customers** – Effective and convenient access to public services and voluntary sector services.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – Contractual risk of default by the council if the final payment is not made or is delayed beyond the terms and conditions of the contract.
- (iv) **Impact on Resources (financial)** – The supplementary estimate of £11,046 will be financed from the usable capital receipts reserve. The financing of the contingency sum of £10,000 has already been discussed and explained in report at **APPENDIX A**.
- (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: Kamal Mehta, Interim Director of Resources. (01621 875762).

This page is intentionally left blank

**REPORT of
INTERIM DIRECTOR OF RESOURCES**

**to
COUNCIL
15 DECEMBER 2016**

URGENT ITEM OF BUSINESS

SUPPLEMENTARY ESTIMATE – ST. CEDDS HOUSE AND CAR PARK PROJECT

1. PURPOSE OF THE REPORT

- 1.1 To bring to Members attention the fact that it has been established there is a shortfall in the budget available for the St. Cedds House and Car Park Project including the works that were required in the Council Offices to relocate the tenants.
- 1.2 To seek approval for a supplementary estimate of £39,000 for the capital project, of which £10,000 relates to the contingency sum allowed for within the contract not all of which may be required. The source of the funding for the contingency sum is explained in paragraphs 3.8 and 4.3 below.
- 1.3 This matter is brought forward for consideration with the agreement of the Chairman as a decision is required prior to the next meeting of the Finance and Corporate Services Committee (F&CS) at the end of January 2017 on account of the imminent completion of the contract and therefore the final account once agreed will require settlement before then.

2. RECOMMENDATIONS

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

3. SUMMARY OF KEY ISSUES

- 3.1 Members are aware that the Council demolished St. Cedds House and is constructing a car park on the site to increase the capacity of the car parking available for the Council and its tenants from Monday to Friday and for public use on Saturday, Sundays and Bank Holidays.
- 3.2 As part of the overall project, the Council relocated the tenants / occupiers of St. Cedds House into the main Council Offices building for which alterations were carried out to various parts of the building.
- 3.3 This project has been ongoing since 2014 / 15 and is coming to completion this month when the car park will be completed and handed over to the Council.
- 3.4 The funding for the overall project was approved by the Council as follows:

	Amount requested (£)	Amount Approved (£)	Committee
2014 / 15	75,000	75,000	Council
2015 / 16	235,000	220,000	F&CS / Council
Total Budget	310,000	295,000	

- 3.5 A reconciliation asked for by the Interim Director of Resources shows that the following amounts have been spent against the budget on works to the Council Offices to accommodate the relocation of the tenants / occupiers from St. Cedds House.

2014 / 15	£ 34,000
2015 / 16	£161,000
2016 / 17	£ 3,000
Total	£198,000 (Less £295,000 budget = £97,000 balance left)

- 3.6 The total tender sum approved for the demolition of St. Cedds House and formation of the car park on the site was £126,000 plus a contingency sum of £10,000. To date £51,000 relating to the demolition has been paid, leaving £81,000 for the formation of the car park to pay.
- 3.7 Therefore, the current position with regards to the contract for the demolition of St. Cedds House and the formation of the car park is as follows

Available budget left		£97,000
Less Demolition Works and site clearance – paid		£51,000
Balance of Budget left		£46,000
Required for formation of car park	£81,000	
Less Liquidated Damages accrued	£6,000	
Net Amount Required for Formation of Car Park		£75,000
Shortfall in Budget Provision		£29,000
Plus Provision for Contingency Sum		£10,000

- 3.8 The provision for the contingency amount will be funded, if needed, either in whole or part from non-ringfenced grant funding available from the Department for Work and Pensions (DWP) for the implementation of the Universal Credit and the use of which includes any physical works to the offices to accommodate staff. The purpose of the grant is to allow authorities to prepare for the introduction of the Universal Credit benefits scheme.
- 3.9 The Interim Director of Resources instigated a review of all expenditure recorded against this project to ascertain that there is no expenditure included that should have been charged elsewhere. This work has been completed and the above amounts reflect the true and correct position.
- 3.10 It is deeply disappointing to have to present this report to the Council; however, the Council is in a contractual arrangement whereby upon completion of the car park the contractor will require payment for part of which there is no budgetary permission or authority.
- 3.11 Since his arrival on 24 October 2016, the Interim Director of Resources has concentrated his efforts to get the contractor back on site to complete the car park which has already been delayed and for which liquidated damages of £500 per week have been accruing against the contractor which will amount to £6,000 in total at completion of the works. The Interim Director of Resources was informed that adequate budgetary provision was in place for the demolition and formation of the car park.

4. CONCLUSION

- 4.1 It has been ascertained by the Interim Director of Resources that there is a shortfall in the available budget provision of £29,000 net of liquidated damages of £6,000 based on the accepted contract sum of £125,780.90 plus a contingency sum of £10,000 for the demolition of St. Cedds House and the formation of the car park.
- 4.2 As part of the project the tenants from St. Cedds House were relocated into the Council offices building for which various alteration works in the building had to be undertaken. The total cost of these works was £198,000.
- 4.3 The total cost of the project will be £324,000 plus any agreed calls on the £10,000 contingency sum once the final account for the formation of the car park is received against an approved total budget provision of £295,000. The budget provision for the contingency sum is to be funded from the DWP non-ringfenced grant for the introduction and implementation of the Universal Credit benefits scheme. Some of the works relating to alteration to the Council Offices can be properly charged to the grant and therefore as part of the whole project can be used to fund the contingency items.
- 4.4 The Council is in a contractual obligation to pay the contractors on completion of the car park, notwithstanding the accrual of liquidated damages against the contractor for not completing the works in time.

- 4.5 The Interim Director of Resources has concentrated his efforts to require the contractor to complete the works on the understanding that budget provision was in place.

5. IMPACT ON CORPORATE GOALS

- 5.1 Additional funding for this project will mean that capital resources are being used at a faster rate than had been planned for to deliver the corporate goals in the future.

6. IMPLICATIONS

- (i) **Impact on Customers** – The Council has been able to provide improved office accommodation to its voluntary sector partner organisation. It has and continues to extend the public and voluntary sector into offer with Moat Housing, One Support and Job Centre Plus all also occupying space in the building.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – Ownership of St. Cedds House was a liability to the Council in terms of maintenance of an old building which has now been removed saving around £15,000 per annum on an ongoing basis.
- (iv) **Impact on Resources (financial)** – This is covered in the Impact on Corporate Goals. The Interim Director of Resources has instructed Finance Services to undertake an assurance exercise on all projects across the Council to ensure that proper and meaningful budgetary control is exercised by budget managers and supported by Finance staff and to also ensure that financial and contract procedure rules are adhered to without exceptions.

The savings on the maintenance and running cost of St. Cedds House built into the medium term financial plan is around £15,000 per annum. This excludes any car parking income.

It should be noted that improved space utilisation has also opened up options for further income from potential shared accommodation arrangements with other public sector partners. Annual rental income will be received from Essex Police in respect of the Police relocating to the Council Offices.

- (v) **Impact on Resources (human)** – None arising from the final phase of the project.
- (vi) **Impact on the Environment** – St. Cedds House contained asbestos which was removed and disposed of safely in accordance with regulations.

Background Papers: None.

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

Minute of the Council meeting on 15 December 2016**835. SUPPLEMENTARY ESTIMATE - ST. CEDDS HOUSE AND CAR PARK PROJECT**

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

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

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

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

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

RESOLVED

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

Statement of Final Contract for St. Cedds House Demolition and formation of car park project			
Original Contract figures	£	Final Contract figures	£
A Contract Sum	125,780.90	Cost of works as per Tendered Schedule	125,780.90
Contingency Sum	10,000.00	Add Variations	6,568.25
Total Contract Value	135,780.90		132,349.15
		Additional Works: Ground Condition and Levels	25,462.21
			157,811.36
		Less: Liquidated Damages	7,000.00
		Total Agreed Amount Due to the Contractor	150,811.36
		Payments Made	
		Payment Number 1 - Demolition Works	45,000.00
		Payment Number 2 - Formation of Car Park	90,780.90
		Total	135,780.90
		Balance of Amount Due to the Contractor	15,030.46
		Shortfall in Contingency Sum Provision:	
		Contingency Sum	10,000.00
		Less: Variations	6,568.25
		Balance of Contingency Sum left	3,431.75
		Less: Additional Works: Ground Condition and Levels	25,462.21
			-22,030.46
		Less: Liquidated Damages	7,000.00
		Shortfall in Contingency Sum Provision	-15,030.46
		Budget Provision	£
		Balance at 1 April 2016	104,000.00
		Add Supplementary Estimate	
		Council 15 December 2016	39,000.00
		Total Budget Available in Year	143,000.00
		Less Expenditure to date:	
		Payment Number 1 to Contractor	45,000.00
		Payment Number 2 to Contractor	90,780.90
		Other project related miscellaneous expenditure in Council Offices	3,234.38
		Balance of Budget left	3,984.72
		Balance of Amount Due to the Contractor	15,030.46
		Supplementary Estimate Required	11,045.74



REPORT of INTERIM DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
7 MARCH 2017**

PROCUREMENT AND CONTRACT MANAGEMENT

1. PURPOSE OF THE REPORT

- 1.1 At its meeting on 31 January 2017 during the discussion on Agenda Item No.12 Project 180 – St. Cedds House and Car Park, the Committee was informed that a further report would be brought back to the Committee to outline some of the steps the Council can take to improve its procurement practices and more importantly contract management once the contract has been awarded.

2. RECOMMENDATION

That the Committee considers and comments on the report for Officers so that they can be given due regard in implementing a culture of consistently good procurement and contract management practices in the Council.

3. SUMMARY OF KEY ISSUES

- 3.1 In the short period since the last meeting of the Committee on 31 January 2017, the Interim Director of Resources has undertaken a general review of the procurement procedures and support available to within the organisation and the requirements for good contract management be it a works or a services contract.
- 3.2 A number of points have already been highlighted regarding the use of the correct procurement contract and route, hence the documents to use in the procurement of works, goods and services have already been highlighted in the report to the Committee on 31 January 2017 in respect of works contracts.
- 3.3 There is a significant amount of procurement guidance and procedures including checklists on the Council's intranet for procuring officers to access. Furthermore, the Council is a member of the Essex Procurement Hub and has access to a shared but dedicated Procurement Officer who attends the offices one day a week but is also available to be contacted at any other time. The Officer is not employed by the Council but is a resource that is provided by the Procurement Hub. The lead authority for the Procurement Hub is Braintree District Council. At the present time the cost of the Procurement Officer is wholly met by the Hub by way of the rebates that are negotiated and received on the Framework contracts procured by the Hub.

- 3.4 Although there is information and guidance available on procurement, there is a need for the same on contract management.
- 3.5 The Procurement Officer reports to the Facilities and Asset Manager under whose remit procurement falls and provides support and advice to all parts of the Council including running procurement exercises up to contract award.
- 3.6 Whilst, there are good practices being observed and followed in some areas of the Council, it is inconsistent across the Council. It is important that procurement rules and procedures are observed and applied within the Council consistently. Some of the ways by which it can be achieved is set out in the following section.
- 3.7 **Good Practice.**
- 3.7.1 Procurement and contract management

Project management

Treat procurement as a project. Adopt a structured approach for all medium and high-risk projects. Involve procurement and other professional advisers from an early stage.

Project organization

Be clear about roles and responsibilities including members, senior managers and the project team. The project needs to be owned at senior level. Must be a dedicated project manager.

Risk management

The process of identifying, analysing and controlling risks throughout the project

Procurement cycle.

More than tendering, procurement is a cycle beginning with the identification of needs and a business case and continuing till the contract ends/end of the asset's life.

Gateway review process

Independent review of major procurement projects at key points in the cycle.

Contract management

Foundations are laid during the procurement process. Determine arrangements and involve contract manager at an early stage. Focus on benefits (outcomes).

Supplier relationships

Aim to build sound relationships with key suppliers as well as controlling the contract. Market the authority.

Source: I&DeA

3.7.2 Critical success factors: contract management

3.7.2.1 The critical success factors below are applicable to all services contracts and most of them will also apply to works/construction contracts as well.

- Requirements specified in comprehensive specification
- Involve the contract manager at the outset of the project
- Accurate understanding of the service requirement or works required
- Good supplier selection (although this is somewhat constrained by government procurement rules)
- Relationship built during procurement process and actively managed
- Clear roles and responsibilities
- Good knowledge of the contract
- Identification, allocation and management of risk
- Encouragement of continuous improvement
- Focus on realising the benefits identified in the business case (outcomes)
- Management of performance shortfalls
- Adequate tools to tackle poor performance
- Continuity of knowledge throughout the procurement cycle
- Control of change (variations)
- Robust financial control
- Exit strategy

Source: I&DeA

3.7.3 A number of actions that can be taken to improve procurement and bring about consistency across the Council are:

(i) **Guidance, Direction and Support**

- Each Director takes a strong lead in providing direction for compliance with corporate requirements.
- Review all checklists and document templates from a 'fit for purpose' perspective and amend or create new templates. There should be suite of standard templates thus minimising risk to the Council as minimum legal and regulatory requirements would be covered in the templates. This should fall within the remit of the Facilities and Asset Manager and the Procurement Officer support by Legal Services and overseen by Director of Resources.
- A guidance document together with a comprehensive checklist specifically designed for contract management should be drawn up for use by contract managers.

(ii) **Management of Contracts**

Critical success factors: contract management

The critical success factors below are applicable to all services contracts and most of them will also apply to works/construction contracts as well.

- Requirements specified in comprehensive specification
- Involve the contract manager at the outset of the project
- Accurate understanding of the service requirement or works required
- Good supplier selection (although this is somewhat constrained by government procurement rules)
- Relationship built during procurement process and actively managed
- Clear roles and responsibilities
- Good knowledge of the contract
- Identification, allocation and management of risk
- Encouragement of continuous improvement
- Focus on realising the benefits identified in the business case (outcomes)
- Management of performance shortfalls
- Adequate tools to tackle poor performance
- Continuity of knowledge throughout the procurement cycle
- Control of change (variations)
- Robust financial control
- Exit strategy

Source: I&DeA

(iii) **Capital Projects Bids and the Delivery of the Capital Programme**

- The Council has an annual process for approving capital project bids. It is important that when bids are being put together that each bid is fully costed and allow adequate provision for professional fees and specific contract management resources and any contingency sums where appropriate. The bids should include whole life costings so that the ongoing revenue impact and cyclical maintenance requirements are identified at the outset.
- Essentially, there should a performance management process for the delivery of the capital programme. Good practice suggests that as minimum progress on the capital programme should be monitored on a quarterly basis through a Director led capital projects monitoring group where the progress of each approved capital project should be reported and monitored. This would highlight and pick up any financial issues or of performance at an early stage to allow any corrective actions to be taken. It would also provide a focus as the group would be chaired by a Director whereby any significant matter can be escalated and dealt within the Corporate Leadership Team (CLT) thus minimising delays.

(iv) **Actions already in place and new actions being implemented.**

- The Interim Director of Resources meets with the Procurement Officer on a fortnightly basis to keep an overview on the procurement activity in the Council. The Procurement Officer refers matters to seek direction and/or decision from the Director on a regular basis.
- The Interim Director of Resources is enforcing a policy of 'No Order No Payment'. The object of this policy is to ensure that purchasing officers in the Council raise an official order at the time they order goods or services. Invoices from the suppliers will have to have the order number quoted on them otherwise it will be sent back unpaid. The Financial and Contract Procedure Rules contain this requirement already and therefore the actions will ensure consistent observance and application of it across the Council.

4. CONCLUSION

- 4.1 Consistent good procurement and contract management practices aid in delivering the council's objectives and goals.
- 4.2 It important to ensure that oversight of the Council's capital programme occurs at a senior level in the Council whereby corrective actions and any issues can be dealt with minimum delay and that the capital programme delivery is tracked at least on a quarterly basis.
- 4.3 Operationally arrangements are already in place in respect the oversight on procurement activity and ensuring the observance in the organisation of the Financial and Contract Procedure Rules

5. IMPACT ON CORPORATE GOALS

- 5.1 The corporate goal of 'delivering good quality, cost effective and valued services'.

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** – Good and Best procurement and contract management practices minimise reputational risk to the Council.
- (iv) **Impact on Resources (financial)** – Good and Best procurement and contract management practices minimise financial risk to the Council.
- (v) **Impact on Resources (human)** – Procurement and contract management should be adequately resources either directly or through financial provision being made in the contract budget for expert advice as appropriate.

(vi) **Impact on the Environment** – None arising directly from this report.

Background Papers: None.

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