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CHIEF EXECUTIVE'S OFFICE
CHIEF EXECUTIVE
Fiona Marshall

31 January 2018

Dear Councillor

You are summoned to attend the;

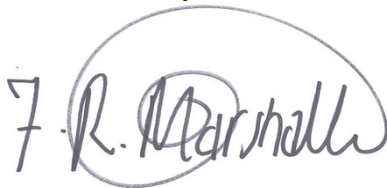
MEETING OF THE MALDON DISTRICT COUNCIL

on **THURSDAY 8 FEBRUARY 2018** at **7.30 pm**.

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

A copy of the agenda is attached.

Yours faithfully

A handwritten signature in black ink, appearing to read 'F.R. Marshall', enclosed within a large, hand-drawn oval.

Chief Executive

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**AGENDA
COUNCIL**

THURSDAY 8 FEBRUARY 2018

1. **Chairman's notices**

2. **Apologies for absence**

3. **Minutes - 14 December 2017** (Pages 7 - 14)

To confirm the Minutes of the extraordinary meeting of the Council held on 14 December 2017, (copy enclosed).

4. **Minutes - 21 December 2017** (Pages 15 - 24)

To confirm the Minutes of the meeting of the Council held on 21 December 2017 (copy enclosed).

5. **Declarations of Interest**

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

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

Local Government Finance Act 1992 – Section 106

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

6. **Public Questions**

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

7. **Chairman's Announcements**

8. **Minute Book**

To consider the Minutes of the under mentioned Committees (copies to follow):

Please note that the following Minutes contain recommendations to the Council. For Members' information the Minute references for these recommendations are listed.

Community Services Committee	16 January 2018
<ul style="list-style-type: none">Minute No. 742 – Maldon Health Hub Project+	

Planning and Licensing Committee	25 January
<ul style="list-style-type: none">Minute No. 762 - Local Development Scheme 2018	

Finance and Corporate Services Committee	30 January
<ul style="list-style-type: none">Minute No. 777 – Document Retention PolicyMinute No. 778 – Annual Report on the Whistleblowing PolicyMinute No. 779 – 2017 / 18 to 2020 / 21 Capital Programme*Minute No. 780 – Discretionary Fees and Charges*Minute No. 781 – Revised 2017 / 18 Estimates, Original 2018 / 19 Budget Estimates and Council Tax 2018 / 19*Minute No. 785 – Maldon Health Hub Project+	

* Please see Agenda Item 11 – 2018 / 19 Budget and Medium Term Financial Strategy

+ Please see Agenda Item 19 – Maldon Health Hub Project

9. **Recommendation of the Joint Standards Committee for Decision by the Council**
(Pages 25 - 28)

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

10. **Minutes of Meetings of Committees**

To note that since the last meeting of the Council, up until Wednesday 31 January 2018 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

Minutes published:

Central Area Planning Committee	13 December 2017
North Western Area Planning Committee	8 January 2018
South Eastern Area Planning Committee	15 January

Minutes NOT finalised for publication:

Overview and Scrutiny Committee	10 January 2018
Central Area Planning Committee	24 January

11. **2018 / 19 Budget and Medium Term Financial Strategy**

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

Local Government Finance Act 1992

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

- a) Discretionary Fees and Charges 2018 / 19 (Pages 29 - 48)
- b) Revised 2017 / 18 and Original 2018 / 19 Budget Estimates and Council Tax 2018 / 19 (Pages 49 - 100)
- c) Council Tax 2018 / 19 (Pages 101 - 110)
- d) Medium Term Financial Strategy 2018 / 19 to 2021 / 22 (Pages 111 - 146)

12. **Questions in accordance with Procedure Rule 6 (2) of which notice has been given**

13. **Corporate Plan, Key Activities, Indicators and Targets 2018 / 19** (Pages 147 - 184)

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

14. **Corporate Peer Challenge** (Pages 185 - 194)

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

15. **Little Totham Parish Council - Request to Review Electoral Arrangements** (Pages 195 - 200)

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

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

17. **Exclusion of Public and Press**

To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

18. **Llys Helig Update** (Pages 201 - 204)

To consider the report of the Director of Customers and Community, (copy enclosed).

19. **Maldon Health Hub Project** (Pages 205 - 208)

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

NOTICES

Sound Recording of Meeting

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

Fire

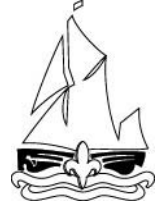
In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

Health and Safety

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

Closed-Circuit Television (CCTV)

This meeting is being monitored and recorded by CCTV.



**MINUTES of
COUNCIL (EXTRAORDINARY)
14 DECEMBER 2017**

PRESENT

Chairman Councillor H M Bass

Councillors J P F Archer, E L Bamford, B S Beale MBE,
Mrs P A Channer, CC, R P F Dewick, M F L Durham, CC,
Mrs H E Elliott, P G L Elliott, A S Fluker, M S Heard,
M W Helm, J V Keyes, S J Savage, Rev. A E J Shrimpton,
Mrs M E Thompson and Miss S White

684. CHAIRMAN'S NOTICES

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

685. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs B E Acevedo, Miss A M Beale, R G Boyce MBE, I E Dobson, Mrs B D Harker, B E Harker, Miss M R Lewis, M R Pearlman, Mrs N G F Shaughnessy and D M Sismey.

686. DISCLOSURE OF INTERESTS

Councillor S J Savage declared a non-pecuniary interest as he was a Member of Maldon Town Council and also a Member of Bradwell Site Local Community Liaison Council (LCLC).

Councillor Mrs P A Channer, CC declared a non-pecuniary interest as she was a Member of Essex County Council, she was on the Bradwell Party Working Group, the Bradwell Site LCLC and was a Member of Joint Member Bradwell Board.

Councillor P G L Elliott declared a non-pecuniary interest as he was a Member of Bradwell Site LCLC.

Councillor B S Beale MBE declared that he was a Member of Bradwell Site LCLC.

Councillor M F L Durham, CC declared that he was also a Member of Essex County Council and was a Member of the Joint Member Bradwell Board.

Councillor A S Fluker declared in the interests of openness and transparency that he was a member of the Joint Member Bradwell Board and belonged to the Bradwell Site

LCLC. He confirmed that the Bradwell Site LCLC related to the Bradwell A site, however, this application was dealing with the Bradwell B site.

Councillor H M Bass declared that he had been a Member of committees referred to by other Members, but since he had been Chairman of the Council he was no longer a Member of them.

687. FUL/MAL/17/01128 - LAND EAST OF BRADWELL POWER STATION, DOWNHALL BEACH, BRADWELL-ON-SEA, ESSEX

The Committee received the report of the Chief Executive and determined the following planning application, having taken into account all representations and consultation replies received, including those listed on the Members' Update circulated at the meeting.

Application Number	FUL/MAL/17/01128
Location	Land East Of Bradwell Power Station, Downhall Beach, Bradwell-On-Sea, Essex
Proposal	Application to carry out preliminary ground investigations and associated works in connection with a potential new Nuclear Power Station at Bradwell-on-Sea, use existing building as core storage area and form site compound with associated parking area.
Applicant	Dr Stephen Mannings
Agent	Mr Ian Bryant
Target Decision Date	17 January 2018
Case Officer	Anna Tastsoglou, TEL: 01621 875741
Parish	BRADWELL-ON-SEA
Reason for Referral to the Committee / Council	Major Application. This application is presented to before Members of the Council as it is of strategic and corporate merit.

Following the Officers' presentation of the report, Mrs J Lea from the Maldon Society, an Objector and Dr Stephen Mannings, the Applicant, addressed the Council.

Councillor M F L Durham proposed approval of this application in accordance with the Officers' recommendation. This was duly seconded.

Members debated this application and the following questions were asked:

- Section 3.1.2.9 of the report stated that "... borehole drilling and trial pitting would be restricted to daylight hours." However, the Conditions did not mention daylight hours. Was it necessary to include this proviso in the Conditions?
- There was a temporary structure included in the application that was stated to be not more than 10m high. However, the report did not state how large it could be.

In response, the Group Manager – Planning Services advised that a Condition relating to daylight would not be precise and could not, therefore, be successfully enforced.

Conditions regarding hours of work were important in relation to noise. A restriction to daylight hours would be because of feasibility and safety of undertaking the work.

There was a need to demonstrate harm and there was a proposed condition relating to noise which would protect the neighbouring public.

The plan showed the structure and the floor area.

In response to a further question the Group Manager – Planning Services advised that there was a condition restricting lighting to the compound and stores. Therefore, any night time working would be unfeasible and if such work was necessary then it would need to be subject to a separate application.

There was a further question asking if any thought had been given to the colour of the fencing and buildings. However, Officers were of the opinion that the structures would have very little impact on the character of the area as it was not really visible.

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

The voting was as follows:

For the recommendation:

Councillors J P F Archer, E L Bamford, B S Beale MBE, Mrs P A Channer CC, R P F Dewick, M F L Durham CC, Mrs H E Elliott, P G L Elliott, A S Fluker, M S Heard, M W Helm, J V Keyes, S J Savage, Rev. A E J Shrimpton, Mrs M E Thompson and Miss White.

Abstention:

Councillor H M Bass

RESOLVED that this application be **APPROVED**, subject to the following conditions:

- 1 The development hereby permitted shall be begun before the expiration of three years from the date of this permission.
- 2 The development hereby permitted shall be carried out in complete accordance with approved drawings PP-291462-01, PP-06291462-002, PP-06291462-003 and details included within Planning Statement (dated October 2017), Ecological Appraisal Report (dated October 2017), Noise Appraisal (dated October 2017), Heritage Statement (dated October 2017), Flood Risk Assessment (dated October 2017) and Contaminated Land Desk Study (dated October 2017).
- 3 The Main Campaign Ground Investigations shall not exceed the following type of intrusive works, unless otherwise agreed in writing by the Local Planning Authority:
 - Rotary Drilled (Cored) Exploratory Holes - 30 boreholes.
 - Cable Percussion Boreholes - 35 boreholes
 - Seismic Cone Penetration Test Probes - 35 probes
 - Delft Sampling Exploratory Holes - 30 holes
 - Trial and observation pits – 10 pits in totalThe Potential Additional Ground Investigations shall not exceed the following type of intrusive works, unless otherwise agreed in writing by the Local Planning Authority:

- Rotary Drilled (Cored) Exploratory Holes – 6 boreholes.
 - Delft Sampling Exploratory Holes - 20 holes
 - Observation trenches - 2 trenches
- 4 The proposed ground investigation hereby permitted shall cease no later than 16 months from the commencement of the development.
- 5 No additional ground investigations shall take place, until details of the proposed works have been submitted to and approved in writing by the Local Planning Authority.
- 6 No ground investigations and associated works shall take place within 10m of any drainage ditch, as measured from the top of the bank, unless otherwise agreed in writing by the Local Planning Authority.
- 7 The use of the existing corrugated steel building within the southern boundary of the application site shall be restricted to being used as a logging and core storage area, solely for purposes related to soil logging and sampling and to store site-won soil cores during, and shall not be used for any other purposes falling within Class B8 of the Town and Country Planning Use Classes Order 1987 (as amended).
- 8 The temporary structures in the proposed Site Compound area shall not exceed a height of 10m.
- 9 The temporary structures in the proposed Site Compound area shall be completely removed within 2 months from the completion of the proposed intrusive ground investigation works or within 18 months from the commencement of the development hereby permitted.
- 10 No development shall take place outside hours between 7.00 and 20.00 Mondays to Fridays and alternate weekends (Saturdays and Sundays), with no working on Bank Holidays.
- 11 At the boundary of the nearest noise sensitive premises levels of noise from the drilling work shall not exceed:
- 55 dB LAeq, 1hour between 1900 to 2000 hours, Monday to Friday
 - 55 dB LAeq, 1hour between 0700 to 2000 hours on Saturdays and Sundays
 - 65 dB LAeq, 1hour between 0700 to 1900 hours, Monday to Friday
- 12 With the exception of the PIR (passive infra-red sensor) lighting to the Site Compound and Core Storage Area, no other means of external illumination of the site shall be installed unless otherwise agreed in writing by the Local Planning Authority.
- 13 After the completion of rotary drilling trials on site, a methodology shall be submitted to set out the approach to rotary drilling. The methodology shall include details of the following components:
- (1) Borehole design;
 - (2) The drilling fluid (or other method) to be used;
 - (3) Details of aquifer protection measures;
 - (4) Confirmation of the use of aquifer protection measures for all rotary drilled boreholes; OR

Confirmation of the approach to establishing the presence of any contamination in the proposed location of rotary drilled boreholes; including the methods of identifying evidence of contamination (which

may not be detectable from visual and olfactory sources) and how this influences aquifer protection measures; and

- (5) The approach to re-circulating borehole fluid. Rotary drilling (post trails) shall not be commenced until such time as the methodology has been submitted to, and approved in writing by, the Local Planning Authority. The methodology shall be implemented as approved.
- 14 No drainage systems for the infiltration of surface water drainage into the ground shall be implemented, unless details have been submitted to and approved in writing by the Local Planning Authority. The development shall be carried out in accordance with the approved details.
- 15 In the event of any pollutant linkages are created during the works or contamination not previously identified is found to be present at the site, then the development shall cease in the affected area until information is submitted to and approved in writing by the local planning authority, detailing how this unsuspected contamination or pollutant linkages shall be dealt with in the context of the investigation works.

No later than three months after the completion of all ground investigations hereby approved or at such time that ground investigations have not accrued for a period of three months the completion of the ground investigations hereby approved at the site, a site investigation and risk assessment (the scheme) must be undertaken by qualified persons and a written report of the findings must be produced, which shall be submitted to and approved in writing by the Local Planning Authority. The report of the findings must include:

- (i) a survey of the extent, scale and nature of contamination;
- (ii) an assessment of the potential risks to:
- Human health,
 - Property (existing or proposed) including buildings, crops, livestock, pets, woodland and service lines and pipes,
 - Adjoining land,
 - Ground waters and surface waters,
 - Ecological systems
 - Archaeological sites and ancient monuments;
- (iii) an appraisal of required remedial options, and proposal of the preferred option(s).

The scheme shall also include information regarding the treatment of arising from drilling and excavations, contingency measures to address pollutant linkages caused during the investigation works and aftercare on completion of the works.

This scheme must be conducted by a qualified person and in accordance with the Department for Environment, Food and Rural Affairs (DEFRA) and the Environment Agency's 'Model Procedures for the Management of Land Contamination, CLR 11' and the Essex Contaminated Land Consortium's 'Technical Guidance for Applicants and Developers'.

- 16 No later than three months after the approval of “the scheme” referred to condition 15 above a remediation and aftercare scheme shall be submitted to the Local Planning Authority for its approval. The scheme must include all works to be undertaken, proposed remediation objectives and remediation criteria,

timetable of works and site management procedures. The scheme must ensure that the site will not qualify as contaminated land under Part 2A of the Environmental Protection Act 1990 in relation to the intended use of the land after remediation. The Local Planning Authority must be given two weeks written notification of commencement of the remediation scheme works. The approved remediation and aftercare scheme must be carried out in accordance with the approved details.

The approved scheme of remediation shall be fully implemented in accordance with the approved timetable of works.

Following completion of the measures identified in the approved aftercare scheme, a verification report that demonstrates the effectiveness of the remediation carried out and be submitted to and approved in writing by the Local Planning Authority. This must be conducted by a qualified person and in accordance with DEFRA and the Environment Agency's 'Model Procedures for the Management of Land Contamination, CLR 11' and the Essex Contaminated Land Consortium's 'Technical Guidance for Applicants and Developers' and is subject to the approval in writing of the Local Planning Authority.

- 17 Prior to the completion of the development a remediation and aftercare scheme shall be submitted to and approved in writing by the Local Planning Authority. The scheme must include all works to be undertaken, proposed remediation objectives and remediation criteria, timetable of works and site management procedures. The scheme must ensure that the site will not qualify as contaminated land under Part 2A of the Environmental Protection Act 1990 in relation to the intended use of the land after remediation. The Local Planning Authority must be given two weeks written notification of commencement of the remediation scheme works. The approved remediation and aftercare scheme must be carried out in accordance with the approved details

Following completion of measures identified in the approved aftercare scheme, a verification report that demonstrates the effectiveness of the remediation carried out and be submitted to and approved in writing by the Local Planning Authority. This must be conducted by a qualified person and in accordance with DEFRA and the Environment Agency's 'Model Procedures for the Management of Land Contamination, CLR 11' and the Essex Contaminated Land Consortium's 'Technical Guidance for Applicants and Developers' and is subject to the approval in writing of the Local Planning Authority.

- 18 Any active bearded tit nests within 300m of planned drilling or excavation works and/or vehicle access routes will be identified by pre-works checks of suitable reedbed habitat within the borrow dyke section of the SSSI, during the breeding season (March to August inclusive). If present active bearded tit nests will be shielded from disturbance, using noise attenuating barriers (e.g. comprising hay bales) deployed around works within 300m of any nests or by other appropriate means to be agreed with the Ecologist / Ornithologist, including changes to working practices and limiting the number of exploratory locations being drilled nearby. Also where deemed necessary, to be directed by the Ecologist or Ornithologist, a further precaution would be to avoid excavation / drilling within 300m of active bearded tit nests during the early morning period (within three hours of dawn) when bearded tits tend to be most active.
- 19 Prior to carrying out any site investigation works on land within 250m of the Dengie or Blackwater Estuary Special Protection Areas (SPAs) and Ramsar

- sites, or within key areas of functionally linked land comprising winter wheat and oil seed rape, as shown on Figure 5.3 of the Ecological Appraisal, dated 16 October 2017, a Phasing Plan should be submitted to Maldon District Council demonstrating that ground investigations within these specified areas would be scheduled to take place outside of the winter period between October – March inclusive as far as possible. The phasing of site investigation activities should be carried out in accordance with the approved Phasing Plan unless otherwise agreed by the Local Planning Authority.
- 20 On land within 250m of the Dengie or Blackwater Estuary Special Protection Areas (SPAs) and Ramsar sites, or within key areas of functionally linked land comprising winter wheat and oil seed rape, as shown on Figure 5.3 of the Ecological Appraisal, dated 16 October 2017, a temporary acoustic barrier of a minimum of 2.5m in height shall be erected around operating plant undertaken for the approved works, between October and March, to minimise the potential for noise and visual disturbance on wintering birds. The scheduled works should be timed to coincide with low tide where possible.
- 21 During prolonged periods of cold weather between October – March inclusive, all work likely to result in disturbance to wildfowl, waders or any other similar species must be suspended. Prolonged periods of cold weather is defined as that which would trigger either a voluntary or statutory suspension of wildfowling, known as a ‘winter wildfowling ban’ or ‘severe weather alert for the shooting of wildfowl and waders’. In the event of a works suspension due to prolonged cold weather, work can resume after three days of thaw. After a continuous week of cold weather (i.e. frozen conditions for seven consecutive days), advice should be sought from the Site Ecologist or Ornithologist who shall base their guidance on the advice contained within the website of the Joint Nature Conservation Committee regarding a “Scheme to reduce disturbance to waterfowl during severe winter weather” or any other advice amending or revoking that advice.
- 22 The development shall be carried out in accordance with the submitted Scheme of Archaeological Investigation (Appendix C) submitted as part the Heritage Statement (dated October 2017).

There being no further items of business the Chairman closed the meeting at 8.04 pm

CLLR H M BASS
CHAIRMAN

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**MINUTES of
COUNCIL
21 DECEMBER 2017**

PRESENT

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

688. CHAIRMAN'S NOTICES

The Chairman referred to the notices printed on the agenda.

689. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J P F Archer, Miss A M Beale, I E Dobson, J M Keyes, Miss M R Lewis, R Pratt and Miss S White.

690. MINUTES - 2 NOVEMBER 2017

RESOLVED

- (i) That the Minutes of the meeting of the Council held on 2 November 2017 be received.

Minute 539 – Petition to Reinstate the Marine Lake, Promenade Park, Maldon

Councillor R G Boyce raised the following amendments to this Minute which were agreed.

- Page 436 fourth paragraph – “Councillor R G Boyce advised the Council *that if the motion on the floor was not supported he wished to move another motion to the recommendations in the report...*”
- Page 437 “Councillor R G Boyce *referred to the recommendations set out in the report and proposed that the Council agree the alternative action and not take the action requested by the Petition (to reinstate Maldon Prom Swimming Lake and Paddle Boats) for the following reasons*”

Minute 545 – Llys Helig Update

In response to a query it was noted that a report would be brought to a future meeting of the Council.

RESOLVED

- (ii) That subject to the above amendments, the Minutes of the Council held on 2 November 2017, be adopted.

691. DECLARATIONS OF INTEREST

Councillor D M Sismey declared a prejudicial interest in the recommendation regarding Treasury Management on Agenda Item 7 – Recommendations of Committees for Decision by the Council as he was an employee of Goldman Sachs.

Councillor Mrs P A Channer declared a non-pecuniary interest as a Member of Essex County Council and any matters in the reports that relate to that Authority, highlighting Agenda Item 9 – The Maldon District Design Guide.

Councillor M F L Durham declared a non-pecuniary interest as a Member of Essex County Council and any matter pertaining to that organisation.

692. PUBLIC QUESTIONS

There were none.

693. CHAIRMAN'S ANNOUNCEMENTS

The Chairman thanked everyone who had attended the Chairman's Civic Carol Service in Southminster and advised that he had attended a number of events which are detailed below.

The Chairman wished everyone a happy Christmas and enjoyable new year and invited those present to join him for light refreshments after the meeting.

06/11/2017	Girl guiding Essex and Jack Petchey Foundation Award evening
06/11/2017	Funeral of the Chief Executive of Chelmsford City Council and former Chief Executive of Maldon District Council, Steve Packham
06/11/2017	Jack Petchey Foundation and Girl Guiding Essex - Awards Presentation
07/11/2017	Tolleshunt D'Arcy St Nicholas School, meeting The Rt. Rev. Stephen Cottrell
07/11/2017	Conservation and Design Awards
09/11/2017	Unveiling of Saltmarsh Hub
12/11/2017	Remembrance Sunday Services, Maldon, Wickham Bishops, Burnham-on-Crouch, Stow Maries

14/11/2017	Grand Opening of the New Barge Tea Rooms (<i>Vice-Chairman</i>)
16/11/2017	Essex Police Rural Crime Strategy Launch
16/11/2017	Small Business Saturday Bus Tour (<i>Vice-Chairman</i>)
17/11/2017	Funeral of former Maldon District Councillor, David Fisher OBE, JP
22/11/2017	Launch of Patrick Chaplin's Book - Going with the Flow
23/11/2017	Visit to Wickham Engineering, Tollesbury
23/11/2017	Visit to Crowne Plaza Hotel and Spa, Tolleshunt Knights
27/11/2017	Trucam Launch
02/12/2017	Maldon District Council (MDC) Annual Day of Dedication at Maldon Cemetery
07/12/2017	Visit to Morley Skips, Tolleshunt Knights
07/12/2017	Visit to the Secret Hamper, Tolleshunt Major
08/12/2017	MDC Chairman's Civic Carol Service
13/12/2017	Visit to Community Policing Team
13/12/2017	Visit to Maldon Ambulance Station
14/12/2017	Visit to St Peter's Hospital
14/12/2017	Visit to Burnham-on-Crouch Fire Station
14/12/2017	Visit to the Royal National Lifeboat Institute, Burnham-on-Crouch
15/12/2017	Visit to the Museum of Power
17/12/2017	Burnham-on-Crouch Town Council Civic Carol Service (<i>Vice-Chairman</i>)
18/12/2017	Delivery of Food Pantry Donations
18/12/2017	Visit to Maldon Fire Station

694. RECOMMENDATION OF COMMITTEES FOR DECISION BY THE COUNCIL

(a) REPORT OF THE CHIEF EXECUTIVE

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

The Chairman drew Members' attention to an addendum which had been circulated prior to the meeting.

Planning and Licensing Committee – 16 November 2017

Minute 590 - Taxi and Private Hire Criminal Convictions Policy, Licensing Conditions and Scheme of Delegation

Councillor Mrs P A Channer, Chairman of the Planning and Licensing Committee advised that in response to the last paragraph of this Minute, discussions between herself, the Council's Legal Advisor and Environmental Health Officer had taken place and appropriate wording agreed. She explained that in respect of the policy and conditions the Chief Executive in consultation with legal and herself would ensure that they were appropriately worded particularly in relation to the phrase 'reasonable period' along with cross referencing where necessary.

RESOLVED

- (i) that the policy for the taxi and private hire trade in relation to the suitability of new applicants and current licence holders with criminal convictions be endorsed;
- (ii) that the licensing conditions and scheme of delegation be updated and changed to reflect the policy.

Minute 591 – Taxi and Private Hire Medical Exemption Policy

RESOLVED

- (iii) that the policy for the exemption of taxi and private hire drivers from the duties placed upon them by the Equality Act 2010 be endorsed;
- (iv) that the amendments to the taxi and private hire licensing conditions (as detailed below) be agreed.

'The driver shall carry a disabled person's dog (e.g. guide or hearing dogs) and allow it to remain with that person or, if a driver of a designated wheelchair accessible vehicle, wheelchair passengers, at no additional cost, as specified in sections 165 and 168 of the Equality Act 2010, unless exempted by the Council on medical grounds.'

Minute 594 – Brownfield Land Register

RESOLVED

- (v) That the publication of the Brownfield Land Register on the Council's website be approved.

Minute 597 – Code of Good Practice and Guidance on the Conduct of Planning Matters

An addendum circulated at the meeting detailed a revision to recommendation (ii) which was agreed.

RESOLVED

- (vi) that the Code of Practice and Guidance on the Conduct of Planning Matters be endorsed and adopted as an annexe to the Constitution;
- (vii) that the changes to constitutional arrangements as set out below, be agreed.

Procedure Rule 13 – Voting

Add to (1) – If a Member has not been present at the meeting for the whole of the consideration of a planning application or related matter, or has not undergone fundamental induction training once such a programme has been introduced he/she shall not vote on the matter.

Minute 588 – Councillor Engagement in Pre-Application Discussions and Local Development Plan Discussions (Developer Meetings)

An addendum circulated at the meeting advised that this Minute, although shown as a resolved, should be a recommendation to the Council and Members were therefore being asked to consider it tonight.

In response to a question regarding the number of strategically important major development criteria for residential dwellings, Councillor Mrs Channer advised that she would clarify this figure and advise Members accordingly outside of the meeting.

RESOLVED

- (viii) That the Councillor Engagement in Pre-Application Discussions and Local Development Plan Discussions (Developer meetings) be amended as set out in Appendix B to the addendum.

Finance and Corporate Services Committee – 28 November 2017

Councillor D M Sismey, Chairman of the Finance and Corporate Services Committee reported that budget proposals were a resolution of the Committee at its last meeting and that proposals regarding capital would be brought back to a future meeting of the Committee.

Minute 638 – Discretionary Rate Relief Scheme and Approval of Annual Rural Settlement List

RESOLVED

- (ix) that the proposed Discretionary Non Domestic Rate Relief Scheme be approved.

Minute 639 – Local Council Tax Support Scheme 2018 / 19

RESOLVED

- (x) that a cost of living increase in line with the Department for Work and Pensions schemes be included in the Local Council Tax Support Scheme (LCTS) for 2018 / 19 for Pensioners only;
- (xi) that any legislative changes being introduced to the Housing Benefit Scheme for 2018 / 19 are mirrored in the Councils LCTS scheme to ensure consistency;
- (xii) that a disregard of low value income changes notified electronically by the Department of Work and Pensions be allowed for;
- (xiii) that in all other respects the Local Council Tax Support Scheme and Hardship Scheme remain unchanged, and that this decision has been made following Members' careful reading of, and regard to the Equality Impact Assessment.

Minute 640 – Annual Review of Financial Regulations

It was noted from the Addendum to the report that there was a minor amendment to the Minute extract detailed.

In response to a question regarding the time limit of previous debts Members were advised that this would be in perpetuity.

RESOLVED

- (xiv) that subject to the above amendment, the Financial Regulations be approved.

Minute 642 – Replacement Commissioning and Procurement Strategy and contract Procedure Rules

RESOLVED

- (xv) That the updated Commissioning and Procurement Strategy and Contract Procedure Rules be agreed.

Minute 648 – Council Tax Base 2018 / 19

RESOLVED

That in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012 the amount calculated by the Maldon District Council as its Council Tax Base for the year 2018 / 19 shall be set at 24,193.2.

In accordance with his earlier declaration, Councillor Sismey left the chamber at this point.

Councillor A S Fluker presented the following recommendation of the Finance and Corporate Services Committee to the Council.

RESOLVED

- (xvi) that the proposed amendment to the Treasury Management Strategy 2017 / 18 relating to Prudential Indicators for an Operational Boundary for External debt and an Authorised limit for External debt, be approved;
- (xvii) that the proposed amendments in relation to investment strategy be approved.

Councillor Sismey returned to the chamber at this point.

(b) MINUTES OF MEETINGS OF COMMITTEES

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 13 December 2017 for which Minutes had been published.

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

There were none.

696. MALDON DISTRICT DESIGN GUIDE - ADOPTION AS SUPPLEMENTARY PLANNING DOCUMENT

The Council considered the report of the Chief Executive presenting the Maldon District Design Guide (MDDG) for adoption as a Supplementary Planning Document. It was noted that the final MDDG was available as a background paper to the report and Appendix 1 detailed the amendments and additional considered by the Planning and Licensing Committee at its meeting on 14 September 2017.

RESOLVED that the Maldon District Design Guide be adopted as a Supplementary Planning Document (SPD) to supplement Policy D1 Design Quality and Built Environment of the Local Development Plan (LDP).

697. COMMITTEE STRUCTURE REVIEW - PROPOSED CONSEQUENTIAL CONSTITUTIONAL CHANGES

The Council considered the report of the Chief Executive seeking approval of a proposed consequential change to the Council's constitutional documentation as a result of a decision taken by the Council at its last meeting.

It was noted that the decision to discontinue the Parish Trigger and replace it with a revised Member call-in facility impacted on the Terms of Reference of the Area Planning Committees and Appendix A to the report set out the proposed consequential changes.

In response to a question regarding a dedicated email address for Members call-in, the Leader of the Council advised that he would look into this.

RESOLVED that the proposed change to the Terms of Reference of the Area Planning Committees, be approved.

698. INVESTIGATING AND DISCIPLINARY PANEL

The Council considered the report of the Chief Executive seeking Members' approval of a revision to the constitutional arrangements for the Investigating and Disciplinary Panel in terms of its actual membership.

The report provided background information regarding the panel and its introduction following a recent change in the law. The report sought a pool of Members (politically balanced) to serve on the panel, when required.

RESOLVED

- (i) That the update be noted and endorsed;
- (i) that the following pool of Members be appointed to the Investigating and Disciplinary Panel:
 - Councillors E L Bamford, B S Beale MBE, R G Boyce MBE, Mrs P A Channer CC, P G L Elliott, Mrs B D Harker, M W Helm, N R Pudney, D M Sismey and A K M St. Joseph
- (ii) that the following Independent Persons be invited to serve on the Investigating and Disciplinary Panel:
 - Mr N Hodson and Mr S Anthony
 - Reserve – Ms C Gosling

699. SCHEDULE OF MEETINGS 2018 / 19

The Council considered the report of the Director of Resources presenting for approval the Schedule of Meetings for 2018 / 19 (attached as Appendix 1 to the report).

RESOLVED that the Schedule of Meetings for 2018 / 19 be approved.

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

There were none.

701. BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES CONSIDERED BY THE CHAIRMAN TO BE URGENT

Councillor R P F Dewick proposed that under Procedure Rule 5(15) that procedure rules be suspended in order to discuss how future Minutes of Committee meetings were presented to the Council such as in Agenda Item 7. This proposal was duly seconded and agreed.

RESOLVED that procedure rules be suspended.

702. RECEIPT OF COMMITTEE MINUTES BY THE COUNCIL

Councillor R P F Dewick explained that in relation to the presentation of Committee Minutes to the Council, there appeared to be a significant amount of confusion and he did not think that the current way of presenting the Minutes worked.

Councillor Dewick proposed that the Council return to the original (Minute book) system of presenting Committee Minutes to the Council, a simpler and easier system. He suggested that an alternative way of presenting such Minutes could be investigated but in the meantime the Council should return to the original system. This proposal was duly seconded by Councillor B E Harker who suggested that this apply to just the three programme Committees and Audit Committee. Councillor Dewick agreed to amend his proposition accordingly.

Members debated the proposition and there was some discussion regarding paperless working and having a Working Group to look at alternative ways of presenting Minutes to the Council.

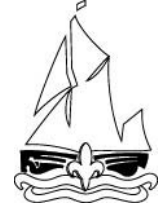
The Chairman put the proposal in the name of Councillor Dewick which upon a vote being taken was agreed.

RESOLVED that presentation of Committee Minutes return to the old Minute Book format but only Minutes from the Audit, Community Services, Finance & Corporate Services and Planning & Licensing Committees will be included in the Minute Book.

There being no further items of business the Chairman closed the meeting at 8.10 pm.

H M BASS
CHAIRMAN

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REPORT of CHIEF EXECUTIVE

**to
COUNCIL
8 FEBRUARY 2018**

RECOMMENDATION OF THE JOINT STANDARDS COMMITTEE FOR DECISION BY THE COUNCIL

1. PURPOSE OF THE REPORT

- 1.1 To present for the decision of the Council the recommendation of the Joint Standards Committee.

2. RECOMMENDATION

That Members consider the recommendation from the Joint Standards Committees contained in section 3 of this report, not previously reported to the Council:

3. JOINT STANDARDS COMMITTEE – 19 OCTOBER 2017

- 3.1 **Web link to agenda, reports and Minutes for the above meeting**
<https://democracy.maldon.gov.uk/ieListDocuments.aspx?CId=148&MIId=1247>
- 3.2 **MINUTE 517 – CONSTITUTIONAL AND OPERATING ARRANGEMENTS FOR THE JOINT STANDARDS COMMITTEE**
- 3.2.1 Minute Extract:

The Committee considered the report of the Monitoring Officer seeking adoption of a written summary of the Conduct Complaints Process to replace the existing flowcharts. The proposed summary was attached as Appendix 1 to the report.

It had been agreed at the last meeting that flowcharts had become complicated and were difficult to follow. It was common practice now for authorities to summarise the Process in published constitutional documentation. The proposed summary had been updated to include the further revisions agreed at the last meeting of the Council.

Arising from questions raised, it was agreed that the summary be revised to ensure that the point 1 of Stage 1 made it clear that potential complaints might only come from Officers. It was also agreed that an addition be made to point 4 of Stage 1 as to the ability for a Councillor the subject of a complaint to seek the views of the Independent Person at any stage of the process.

The Committee noted that arrangements were in hand to deliver Code of Conduct training in accordance with a recent decision of the Council.

Reference was made to an email Members and Officers had received that day from Councillor Miss M R Lewis as to certain further deficiencies she felt existed in the Conduct Complaints Process. Officer advised that this should be looked at by the Monitoring Officer and a response prepared in liaison with the Chairman of the Committee.

3.2.2 Committee recommendation:

That the Council approves the Conduct Complaints Process Summary, at **APPENDIX 1** to this report, and adopts it as part of the Council's constitutional documentation in place of the Complaints Process Flowcharts.

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

CODE OF CONDUCT COMPLAINTS PROCESS – WRITTEN SUMMARY**Stage I**

1. If a complaint has been made by an Officer of the District Council against a District Councillor it shall not normally be referred to the Monitoring Officer (MO) unless it has first been dealt with under the Member/Officer Relations Protocol.
2. Upon receipt of complaint, an initial assessment will be undertaken by the MO to establish the exact nature of the complaint and whether there is a potential breach of the Code of Conduct.
3. All complaints will be acknowledged and the Councillor complained of notified within five working days of receipt. The Leader of the Council will be notified of all complaints against District Councillors and generally kept advised.
4. The MO will seek further information as required from either the Councillor complained of or the complainant within 15 working days of receipt of the complaint. If the subject Councillor declines to co-operate with the MO without good reason, then the MO may move directly to consult with the Independent Person (IP) – this in itself could constitute a separate breach of the Code of Conduct.
5. The MO will then consider the complaint in discussion with the IP and reach a conclusion as to the likelihood of a breach of the Code and a way forward. A conclusion will normally be reached within 25 working days of receipt of the complaint, and the respective parties notified. Options for conclusion at this stage are:
 - No further action
 - Refer to Political Group Leader for action (MO / IP to reconsider if no action taken)
 - Informal resolution
 - Refer to Police (if potential criminal issues involved)
 - MO / IP decide to put straight to **investigation** (internal) and then Stage II **Hearing**
 - Move to Stage II (with or without further discussion with parties to complaint)

Stage II

1. Refer to Joint Standards Committee (JSC) – two possible decisions/outcomes –
 - **Investigation** (and Group Leader informed)
 - No further action (all parties including IP to be notified immediately and rationale / detailed reasoning to be provided within 10 working days of the decision)

2. **Investigation** outcomes –
 - NO BREACH
 - No further action
 - Copy of report and findings to all parties including IP
 - Report to JSC for information

 - BREACH
 - MO / IP consider and pursue possible **informal resolution**
 - **JSC Hearing** (which may also be convened to hear outcome of Stage I investigation by MO or a failure to achieve informal resolution under Stage II)

3. **Hearing** findings to be notified to all parties immediately and any rationale/detailed reasoning for decision to be provided within 10 working days of the hearing. Decision notice to be published on Council’s website as soon as is practicable after notification.



**REPORT of
DIRECTOR OF RESOURCES**

to
COUNCIL
8 FEBRUARY 2018

DISCRETIONARY FEES AND CHARGES 2018 / 19

1. PURPOSE OF REPORT

- 1.1 To approve the fees and charges of the Council that are then included in the 2018 / 19 budget. The proposed 2018 / 19 fees and charges (that generate >£2,000) contained in this report were considered by the Finance and Corporate Services (F&CS) Committee on 30 January 2018 and their recommendations are contained in this report for consideration and approval.
- 1.2 Fees and charges that generate less than £2,000 per annum are reviewed and set by the Director of Resources under delegated powers.

2. RECOMMENDATION

The detailed Fees and charges for 2018 / 19 as set out in **APPENDIX 1** be agreed.

3. SUMMARY OF KEY ISSUES

- 3.1 The proposed fees and charges for 2018 / 19 are set out in **APPENDIX 1** and are based on the policy decisions recently updated and agreed by F&CS Committee on 28 November 2017.
- 3.2 The 2017 / 18 and 2018 / 19 budgets for income generated from these fees and charges are detailed in the following table:

Service	2017/18 Budget £000	2017/18 Forecast £000	2018/19 Budget £000
Environmental Protection	10	8	7
Food Safety, and hygiene	1	2	2
Taxis and Private Hire Licensing	33	33	33
Premises Licensing	52	54	56
Animal Licensing	6	10	10
Gambling Licensing	4	2	3
Pest Control	39	31	32

Service	2017/18 Budget £000	2017/18 Forecast £000	2018/19 Budget £000
Green Waste Bin Service	420	422	437
Cemeteries	129	132	126
Off Street Parking	977	1044	1044
Funfairs and Circuses	16	14	16
Parks Sports Pitches	6	6	8
River Moorings	14	14	14
River Wharfage	16	26	26
Splash Park	110	94	110
Building Control - Chargeable Services	182	135	135
Land Charges - Full Searches	155	119	122
Pre-Application Advice	28	44	44

NB – Forecast 2017 / 18 and Budget 2018 / 19 are provisional figures

3.2.1 The table above excludes any income that is generated from statutory fees and charges.

3.3 Refuse and recycling containers for new properties

3.3.1 A new policy has been approved to charge for refuse and recycling bins for new housing developments. The fee for each bin will be charged where a new development has five or more properties.

3.4 Administration of Parish Council elections and a neighbourhood referendum

3.4.1 The fee is an administration charge based on full cost recovery of officer time and consumables required by Parish Council elections or referenda.

3.5 Residential Moorings

3.5.1 The new fee relates to boat owners who use their vessels as residential berths on the river. The fee is charged based on the size of the boat, in line with the Council's other mooring charges.

4. CONCLUSIONS

4.1 Fees and Charges are updated in accordance with the agreed policies.

5. IMPACT ON CORPORATE GOALS

5.1 Income from fees and charges is a key financial resource that enables the delivery of all Council goals.

6. IMPLICATIONS

- (i) **Impact on Customers** – This has been considered when setting fees and charges policies.
- (ii) **Impacts on Equalities** – There are not considered to be any issues.
- (ii) **Impact on Risk** – The actual income generated from fees and charges is subject to fluctuation based on changes in demand. This risk is managed by factoring potential losses into the calculation of the minimum general fund balance used in the budget setting process.
- (iii) **Impact on Resources (Financial)** – Fees and charges are a major financial resource of the Council. The financial implications of the changes to fees and charges have been incorporated into the 2018 / 19 budget proposals.
- (iv) **Impact on Resources (human)** – None.
- (v) **Impact on the Environment** – Sustainability has been considered, as far as possible, when setting Fees and Charges policies.

Background Papers: Fees and Charges Policies. – Finance and Corporate Services Committee 28 November 2017, 2018 / 19 Budget Proposals report.

Enquiries To: Carrie Cox, Finance Manager, (Tel: 01621 875799).

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APPENDIX 1

PLANNING AND REGULATORY SERVICES	Charge	VAT	2018/19	2017/18
	£	£	£	£
Hackney Carriage Licences				
Driver licence (Hackney or Dual) - 3 yrs duration	212.00	-	212.00	207.00
Vehicle licence (excludes vehicles test) - 1 yr duration	230.00	-	230.00	224.00
Licence fee reduced for wheelchair accessible vehicles 25%				
Town & Police Clauses Act 1847				
Local Government Miscellaneous Provisions Act 1982				
Sex establishment licence: application	2,565.00	-	2,565.00	2,500.00
renewal	513.00	-	513.00	500.00
variation	205.00	-	205.00	200.00
Private Hire Licences				
Driver licence (PH or Dual) - 3 yrs duration	212.00	-	212.00	207.00
Private hire operators licence (1 car) - 5yrs duration	213.00	-	213.00	208.00
Vehicle licence (excludes vehicles test) - 1 yr duration *	230.00	-	230.00	224.00
* Licence fee reduced for wheelchair accessible vehicles 25%				
MOBILE HOMES ACT 2013				
Application to transfer a site licence	315.00	-	315.00	307.00
Deposit of Site Rules	58.00	-	58.00	57.00
Annual Fee				
Band 1 (1-8 Pitches)	0.00	-	0.00	-
Band 2 (9-24 Pitches)	267.00	-	267.00	260.00
Band 3 (25-99 Pitches)	451.00	-	451.00	440.00
Band 4 (100-199 Pitches)	708.00	-	708.00	690.00
Band 5 (more than 200 Pitches)	911.00	-	911.00	888.00
New Site Licence Application and renewals				
Band 1 (1-8 Pitches)	596.00	-	596.00	581.00
Band 2 (9-24 Pitches)	683.00	-	683.00	666.00
Band 3 (25-99 Pitches)	946.00	-	946.00	922.00
Band 4 (100-199 Pitches)	1,140.00	-	1,140.00	1,111.00
Band 5 (more than 200 Pitches)	1,377.00	-	1,377.00	1,342.00
Application to amend a site Licence fee				
Band 1 (1-8 Pitches)	349.00	-	349.00	340.00
Band 2 (9-24 Pitches)	359.00	-	359.00	350.00
Band 3 (25-99 Pitches)	373.00	-	373.00	364.00
Band 4 (100-199 Pitches)	379.00	-	379.00	369.00
Band 5 (more than 200 Pitches)	402.00	-	402.00	392.00
SCRAP METAL DEALERS LICENCES				
Scrap metal dealers collectors licence (3yrs duration)	190.00	-	190.00	185.00
Scrap metal dealers collectors licence renewal (3yrs duration)	143.00	-	143.00	139.00
Scrap metal dealers site licence (3yrs duration)	315.00	-	315.00	307.00
Scrap metal dealers site licence renewal (3yrs duration)	258.00	-	258.00	251.00
Scrap metal dealers variation of a licence	52.00	-	52.00	51.00
PEST CONTROL - COMMERCIAL				
Insects and rodents per hour (excluding materials)	100.83	20.17	121.00	118.00
Rodent contract work	By negotiation - minimum charge £100			
Treatment for squirrels	100.83	20.17	121.00	118.00
Treatment for moles	100.83	20.17	121.00	118.00

APPENDIX 1

PLANNING AND REGULATORY SERVICES	Charge	VAT	2018/19	2017/18
	£	£	£	£
PEST CONTROL - DOMESTIC				
Call out charge	58.33	11.67	70.00	68.00
Ants (each property)	82.50	16.50	99.00	96.00
Bedbug infestation: 1-3 bed property	85.83	17.17	103.00	100.00
4-5 bed property	90.83	18.17	109.00	106.00
> 5 bed property	By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge				
Bees	58.33	11.67	70.00	68.00
Brown-tailed moth	Based on hourly rate			
Fleas infestation: 1-3 bed property	85.83	17.17	103.00	100.00
4-5 bed property	90.83	18.17	109.00	106.00
> 5 bed property	By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge				
Lice and cockroaches	58.33	11.67	70.00	68.00
Mice	58.33	11.67	70.00	68.00
Rats	58.33	11.67	70.00	68.00
Wasps nests	58.33	11.67	70.00	68.00
additional nest (treated at same time as first)	27.50	5.50	33.00	32.00
RECYCLING				
Green bins: standard annual fee	43.00	-	43.00	40.00
direct debit payers and internet payers annual fee	38.00	-	38.00	35.00
(standard fee: monthly pro rata for new customers)				
Green Bin Delivery	20.00	-	20.00	17.00
REFUSE COLLECTION				
Household Bulky Waste - 1 to 3 items	27.00	-	27.00	26.00
Household Bulky Waste - 4 to 6 items	54.00	-	54.00	52.00
Household Bulky Waste - 7 to 9 items	81.00	-	81.00	78.00
Household Bulky Waste - 10 to 12 items (maximum)	108.00	-	108.00	104.00
Residential Homes Roadside Collection				
1100ltr bin or equivalent - annual charge	1,070.00	-	1,070.00	1,048.00
NEW PROPERTIES (6 or more properties)				
Cost per refuse / recycling container to developers including delivery (<i>New Charge</i>)	45.00	9.00	54.00	

APPENDIX 1

CUSTOMERS AND COMMUNITY SERVICES

	Charge	VAT	2018/19	2017/18
	£	£	£	£
CEMETERIES				
Hire of bier	22.00	-	22.00	21.00
Search in burial register	25.00	5.00	30.00	29.00
Use of chapel	128.00	-	128.00	125.00
Plot choosing: non-resident	103.00	-	103.00	100.00
resident	51.00	-	51.00	50.00
Collection of ashes	34.17	6.83	41.00	40.00
Bronze Memorial Plaques				
Bench plaque: 8" x 2.5"	169.00	-	169.00	165.00
Plaque on plinth: 6" x 4"	327.50	65.50	393.00	383.00
Wall plaque: 5" x 3"		-	Deleted	
6" x 4"	150.00	-	150.00	130.00
7" x 5"	163.00	-	163.00	159.00
Charges for Right to Place Monument				
Under 16 years		Free		
Additional inscription	79.00	-	79.00	77.00
Full kerb set	211.00	-	211.00	206.00
Full kerb set & headstone up to 1m	309.00	-	309.00	301.00
Headstone up to 1m	135.00	-	135.00	131.00
Other memorials (<i>cremated remains memorials</i>)	104.00	-	104.00	102.00
Exclusive Right of Burial - Non Resident				
All ages: 5 years	232.00	-	232.00	226.00
10 years	410.00	-	410.00	400.00
15 years	576.00	-	576.00	561.00
30 years	1,042.00	-	1,042.00	1,016.00
Ashes: 30 years	344.00	-	344.00	335.00
99 years	530.00	-	530.00	516.00
Ashes - woodland glades: 30 years	378.00	-	378.00	368.00
99 years	628.00	-	628.00	612.00
Traditional: 99 years	1,603.00	-	1,603.00	1,562.00
Transfer of exclusive rights of burial	34.00	-	34.00	34.00
Woodland glades (<i>inc memorial tree</i>): 30 years	1,257.00	-	1,257.00	1,225.00
99 years	1,867.00	-	1,867.00	1,820.00
Exclusive Right of Burial - Resident				
All ages: 5 years	116.00	-	116.00	113.00
10 years	203.00	-	203.00	198.00
15 years	286.00	-	286.00	279.00
30 years	522.00	-	522.00	508.00
Ashes: 30 years	172.00	-	172.00	167.00
99 years	266.00	-	266.00	259.00
Ashes - woodland glades: 30 years	188.00	-	188.00	184.00
99 years	314.00	-	314.00	306.00
Traditional: 99 years	802.00	-	802.00	782.00
Transfer of exclusive rights of burial	34.00	-	34.00	34.00
Woodland glades (<i>inc memorial tree</i>): 30 years	627.00	-	627.00	612.00
99 years	1,533.00	-	1,533.00	1,494.00
Grave Digging				
Under 16 years		Free		
16 years and over - single depth	462.00	-	462.00	450.00
16 years and over - single depth Saturday	524.00	-	524.00	511.00
16 years and over - double depth	492.00	-	492.00	479.00
16 years and over - double depth Saturday	554.00	-	554.00	540.00
Ashes - single depth	90.00	-	90.00	87.00
Ashes - single depth Saturday	95.00	-	95.00	93.00
Ashes - double depth	95.00	-	95.00	93.00
Ashes - double depth Saturday	101.00	-	101.00	98.00

APPENDIX 1

CUSTOMERS AND COMMUNITY SERVICES

	Charge	VAT	2018/19	2017/18
	£	£	£	£
Interment - Non Resident				
Under 16 years	Free			
16 years and over	973.00	-	973.00	949.00
Ashes	298.00	-	298.00	291.00
Ashes - woodland glades	363.00	-	363.00	354.00
Burial plot adjacent to path or end of row	442.00	-	442.00	431.00
Scattering of ashes:				
under 16 years	Free			
16 years and over	154.00	-	154.00	150.00
Saturday 10.00 - noon only	588.00	-	588.00	573.00
Interment - Resident				
Under 16 years	Free			
16 years and over	487.00	-	487.00	475.00
Ashes	150.00	-	150.00	146.00
Ashes - woodland glades	183.00	-	183.00	178.00
Burial plot adjacent to path or end of row	221.00	-	221.00	215.00
Saturday 10.00 - noon only	294.00	-	294.00	287.00
Scattering of ashes:				
under 16 years	Free			
16 years and over	79.00	-	79.00	77.00
Memorialisation Scheme				
Memorial climber / shrub	150.00	-	150.00	51.00
Memorial garden seat: Traditional	1,100.00	-	1,100.00	817.00
Rustic	900.00	-	900.00	713.00
Memorial plaque (plastic): single			Deleted	72.00
double			Deleted	135.00
Memorial tree including planting	200.00	-	200.00	107.00
OFF STREET PARKING				
Vehicles that display up to date disabled persons badge	Free			
OFF STREET PARKING				
Maldon District Council offices: Weekends				
Pay & display: Saturday (8am to 5pm) up to 1 hour	0.83	0.17	1.00	1.00
Saturday (8am to 5pm) 1 to 2 hours	1.08	0.22	1.30	1.30
Saturday (8am to 5pm) 2 to 3 hours	1.50	0.30	1.80	1.80
Saturday (8am to 5pm) 3 to 4 hours	2.00	0.40	2.40	2.40
Saturday (8am to 5pm) over 4 hours	3.33	0.67	4.00	4.00
Saturday Evening 5pm to 10pm	0.83	0.17	1.00	1.00
Sunday All Day	0.83	0.17	1.00	1.00
Butt Lane (Monday to Saturday - 8am to 5pm)				
Pay & display: up to 1 hour	0.83	0.17	1.00	1.00
1 to 2 hours	1.08	0.22	1.30	1.30
2 to 3 hours	1.50	0.30	1.80	1.80
3 to 4 hours	2.00	0.40	2.40	2.40
over 4 hours	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	0.83	0.17	1.00	1.00
Sunday All Day	0.83	0.17	1.00	1.00
Season ticket:				
annual	483.33	96.67	580.00	580.00
6 months	241.67	48.33	290.00	290.00
monthly	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%			

APPENDIX 1

CUSTOMERS AND COMMUNITY SERVICES

	Charge	VAT	2018/19	2017/18
	£	£	£	£
Friary Fields (Monday to Saturday - 8am to 5pm)				
Pay & display: up to 3 hours	1.50	0.30	1.80	1.80
3 to 4 hours	2.00	0.40	2.40	2.40
over 4 hours	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	0.83	0.17	1.00	1.00
Sunday All Day	0.83	0.17	1.00	1.00
		-		
Season ticket: annual	483.33	96.67	580.00	580.00
6 months	241.67	48.33	290.00	290.00
monthly	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	0.83	0.17	1.00	1.00
1 to 2 hours	1.08	0.22	1.30	1.30
2 to 3 hours	1.50	0.30	1.80	1.80
3 to 4 hours	2.00	0.40	2.40	2.40
over 4 hours	3.33	0.67	4.00	4.00
Weekday & Saturday Evening (5pm to 10pm)	0.83	0.17	1.00	1.00
Sunday All Day	0.83	0.17	1.00	1.00
Season ticket: annual	483.33	96.67	580.00	580.00
6 months	241.67	48.33	290.00	290.00
monthly	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	0.92	0.18	1.10	1.10
1 to 2 hours	1.83	0.37	2.20	2.20
2 to 4 hours	4.58	0.92	5.50	5.50
all day	5.83	1.17	7.00	7.00
Coach: up to 2 hours	5.50	1.10	6.60	6.60
over 2 hours	10.00	2.00	12.00	12.00
Coach park - coach / bus season tickets	166.67	33.33	200.00	200.00
Non residents season ticket	133.33	26.67	160.00	80.00
Residents season ticket	100.00	20.00	120.00	60.00
Market Site				
Season ticket: annual	533.33	106.67	640.00	640.00
6 months	266.67	53.33	320.00	320.00
monthly	47.50	9.50	57.00	57.00
Silver Street				
Season ticket: annual	483.33	96.67	580.00	580.00
6 months	241.67	48.33	290.00	290.00
monthly				
Bulk purchases (Monday - Saturday): minimum 10 tickets		Pro rata charge		
minimum 15 tickets		Discount of 5%		
minimum 20 tickets		Discount of 10%		
		Discount of 15%		
White Horse Lane (Monday to Saturday - 8am to 5pm)				
Pay & display: up to 1 hour	0.83	0.17	1.00	1.00
1 to 2 hours	1.08	0.22	1.30	1.30
2 to 3 hours	1.50	0.30	1.80	1.80
3 to 4 hours	2.83	0.57	3.40	3.40
over 4 hours	6.67	1.33	8.00	8.00
Weekday & Saturday Evening (5pm to 10pm)	0.83	0.17	1.00	1.00
White Horse Lane				
Maldon Schools permit	166.67	33.33	200.00	
Town Centre Car Parks				
Residents season ticket (Monday 5pm-10pm All Day Sunday)	60.00	12.00	72.00	72.00

APPENDIX 1

CUSTOMERS AND COMMUNITY SERVICES

	Charge	VAT	2018/19	2017/18
	£	£	£	£
Pop Up Marquee Hire				
Peak Time (School Holidays/Bank Holidays/ Event Days)				
Day Hire	154.17	30.83	185.00	180.00
Week Hire	769.17	153.83	923.00	900.00
Off Peak				
Day Hire	102.50	20.50	123.00	120.00
Week Hire	513.33	102.67	616.00	600.00
Community / Charity				
Day Hire	71.67	14.33	86.00	84.00
Week Hire	359.17	71.83	431.00	420.00
For all Council equipment the hirer will be responsible for insuring the goods				
Any damage caused will be the responsibility of the hirer, and the cost of repair will be recharged in full				
Beach Hut Hire - Promenade Park				
Daily Charge				
High Season (July, August & school holidays in April, May & September)	34.17	6.83	41.00	40.00
Mid-Season (April, May, June, September & school holidays in October & December)	25.00	5.00	30.00	25.00
Low-Season (January, February, March, October, November & December)	17.50	3.50	21.00	20.00
<i>A minimum charge of £10 (Inc. VAT) will apply for part days and later bookings</i>				
Beach Hut Packages				
Gold Package - (Peak season beach hut hire, 2 all day splash park wristbands and all day car parking at Prom)	41.67	8.33	50.00	50.00
Silver Package - (Mid season beach hut hire, 2 all day splash park wristbands and all day car parking at Prom)	33.33	6.67	40.00	40.00
FUNFAIRS AND CIRCUSES				
Circus at Promenade Park				
Daily ground rate (whilst circus is in operation)	144.00	-	144.00	140.00
Daily ground rate (whilst circus is not in operation)	72.00	-	72.00	70.00
Travelling Funfair at Promenade Park				
Daily ground rate (whilst fair is in operation)	460.00	-	460.00	448.00
Daily ground rate (whilst fair is not in operation)	185.00	-	185.00	180.00
PARKS AND OPEN SPACES				
Memorial Benches				
Rustic bench	627.00	-	627.00	611.00
Cast iron bench	1,180.00	-	1,180.00	1,150.00
Disabled access picnic table	1,492.00	-	1,492.00	1,454.00
Advertising and Sponsorship				
Events Banners per week (main gate entrances on railings x2 + free electronic advert)	25.83	5.17	31.00	30.00
Events Banners per week (community / charity)	15.00	3.00	18.00	18.00
Electronic Advert (per day minimum 1 week)	0.83	0.17	1.00	1.00
Internal park adverts (per week)	15.00	3.00	18.00	18.00
Vehicle advertising (per day)	102.50	20.50	123.00	120.00
Sponsorship	By negotiation			
Council owned Land Hire for Concessions				
Peak Time (School Holidays/Bank Holidays/ Event Days)				
Small (Single Operator)	51.00	-	51.00	50.00
Medium (Team of 2 - 5 Operators)	148.00	-	148.00	144.00
Large (Team of 5+ Operators)	222.00	-	222.00	216.00
Charitable Concession			Free	
Off Peak Time				
Small (Single Operator)	35.00	-	35.00	34.00
Medium (Team of 2 - 5 Operators)	82.00	-	82.00	80.00
Large (Team of 5+ Operators)	148.00	-	148.00	144.00
Charitable Concession			Free	
Pop Up Trading				
Peak Time (School Holidays/Bank Holidays/ Event Days)				
Market Stall (Frame with Canopy)	52.00	-	52.00	51.00
Wheelie Cart	46.00	-	46.00	45.00
Wheelie Cart including Fridge	51.00	-	51.00	50.00
Electricity	10.83	2.17	13.00	12.00

APPENDIX 1

CUSTOMERS AND COMMUNITY SERVICES

	Charge	VAT	2018/19	2017/18
	£	£	£	£
Off Peak Time		-		
Market Stall (Frame with Canopy)	42.00	-	42.00	41.00
Wheelie Cart	37.00	-	37.00	36.00
Wheelie Cart including Fridge	42.00	-	42.00	41.00
Electricity	10.83	2.17	13.00	12.00
PARKS AND SPORTS PITCHES				
Football (per game)				
Adult	41.67	8.33	50.00	49.00
Junior	31.67	6.33	38.00	37.00
Changing rooms (only)	11.67	2.33	14.00	13.00
RIVERS				
Moorings				
Annual charge: up to 7.99 metres	116.67	23.33	140.00	132.00
8 to 9.99 metres	191.67	38.33	230.00	220.00
10 to 14.99 metres	266.67	53.33	320.00	297.00
15 metres and above	341.67	68.33	410.00	385.00
Mooring registration fee	104.17	20.83	125.00	125.00
Transfer of mooring	50% of annual mooring fee			
Residential Mooring Charges (New Charge)				
up to 9.99 metres (per month)	102.50	20.50	123.00	
10 to 14.99 metres (per month)	154.17	30.83	185.00	
15 metres and above (per month)	205.00	41.00	246.00	
Wharfage - Hythe Quay Maldon and Burnham Pontoon				
Daily fees: vessels and multihulls	17.50	3.50	21.00	21.00
Quarterly fees: vessels of 8 metres and over or multihulls *	812.50	162.50	975.00	975.00
240/32 Amp Supply - Daily Charge (Maldon)	3.33	0.67	4.00	4.00
Static Events on vessels using the Hythe Quay / Burnham (Daily charge)	100.00	20.00	120.00	120.00
Exclusive use of visitor pontoons Maldon / Burnham (Daily charge)	100.00	20.00	120.00	120.00
Visitor Pontoon - Weekly Winter charge Oct - April (Maldon)	41.67	8.33	50.00	30.00
SPLASH PARK				
First Aid Cover per hour for Private Bookings			Deleted	24.00
Private bookings (per hour)	175.00	35.00	210.00	180.00
Private bookings (per half hour)	108.33	21.67	130.00	100.00
Single use ticket	2.08	0.42	2.50	2.50

APPENDIX 1

PLANNING AND REGULATORY SERVICES	Charge	VAT	2018/19	2017/18
	£	£	£	£
BUILDING CONTROL				
New dwellings		See attached - table A		
Work to a single dwelling		See attached - table B		
All other non-domestic work		See attached - table C		
DEVELOPMENT CONTROL				
Designs and Patents Act 1989				
Street Naming and Numbering				
Adding / removing a name	Free	-	Free	Free
Renaming / renumbering a property	40.00	-	40.00	40.00
Naming / numbering 1-5 properties (per property) inc flats*	40.00	-	40.00	40.00
Naming / numbering 6-25 properties (per property) inc flats*	30.00	-	30.00	30.00
Naming / numbering 26-75 properties (per property) inc flats*	25.00	-	25.00	25.00
Naming / numbering 76+ properties (per property) inc flats*	20.00	-	20.00	20.00
Naming a street (per street)**	100.00	-	100.00	100.00
Change to development after notification	50.00	-	50.00	50.00
Street renaming at residents request	150.00	-	150.00	150.00
Written confirmation of postal address details	Free	-	Free	Free
* 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): standard fee</i>	120.83	24.17	145.00	142.00
<i>additional fee for non-residential searches</i>	21.67	4.33	26.00	25.00
<i>LLC1</i>	22.00	-	22.00	22.00
<i>additional fee for non-residential searches</i>	32.50	6.50	39.00	25.00
<i>CON29O (part 2) enquiry - per question: Q4-5 only (if purchased with full search)</i>	15.00	3.00	18.00	18.00
<i>Q6-21</i>	15.00	3.00	18.00	18.00
<i>Q22 only</i>	21.67	4.33	26.00	25.00
<i>Additional enquiry</i>	31.00	6.20	38.00	37.20
<i>Additional parcel of land LLC1</i>	5.00	-	5.00	5.00
<i>Additional parcel of land CON29</i>	15.00	3.00	18.00	18.00
<i>Copy of duplicate search</i>	10.00	2.00	12.00	12.00
<i>Search confirmation (up to 3mths old)</i>	10.00	2.00	12.00	12.00
Personal Searches				
<i>CON29R standard enquiry (when viewed in person)</i>		Free		Free
<i>Local land charges register (in person): print out</i>		Free		Free
<i>view</i>		Free		Free
<i>Local land charges LLC1 certificated</i>	22.00	-	22.00	22.00

Planning Services Pre-Application Fees and Charges 2018/19

	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.	85.00	17.00	102.00
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.	161.67	32.33	194.00
Smallscale commercial development (Written advice)	Includes proposals for: Change of use up to 200m2 Extensions to commercial properties under 50m2 1-3 Advertisements Amendments to Previously Approved Schemes	85.00	17.00	102.00
Smallscale commercial development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: Change of use up to 200m2 Extensions to commercial properties under 50m2 1-3 Advertisements Amendments to Previously Approved Schemes	161.67	32.33	194.00
Minor development (Written advice)	Includes proposals for: 1-4 residential units or gross external floorspace of up to 499m2 Change of use between 200 and 499m2 Extensions to commercial properties over 50m2 Over three advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	214.17	42.83	257.00
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 between 200 and 499m2 Extensions to commercial properties over 50m2 Over three advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	482.50	96.50	579.00
Medium development (Written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	321.67	64.33	386.00
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	535.83	107.17	643.00
Major development (Written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	535.83 (Plus additional £20 +VAT per dwelling to a maximum of 74 dwellings)	107.17	643.00

APPENDIX 1

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	1,072.50	214.50	1,287.00
(Plus additional £20 +VAT per dwelling to a maximum of 74 dwellings)				
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.	63.33	12.67	76.00
Alterations/Extension to Listed Building (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.	214.17	42.83	257.00
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.	523.33	104.67	628.00
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.	161.67	32.33	194.00
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.	471.67	94.33	566.00
Minor Tree advice (Tree within a conservation area only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees	63.33	12.67	76.00

APPENDIX 1

Minor Tree advice (TPOs only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	85.00	17.00	102.00
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	214.17	42.83	257.00
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	429.17	85.83	515.00
Inspection of compliance with Enforcement Notice	Written confirmation that an enforcement notice has been complied with.	214.17	42.83	257.00
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	161.67	32.33	194.00
Compliance with S.106 Agreement requests	Written confirmation that all/some S.106 obligations have been agreed per obligation	107.50	21.50	129.00
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	161.67	32.33	194.00

*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

PLANNING SERVICES

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 10m ²	Net VAT Total	96.00 19.20 115.20	96.00 19.20 115.20	48.00 9.60 57.60	48.00 9.60 57.60	211.00 42.20 253.20	106.00 21.20 127.20	268.00 - 268.00
New charge									
D01	Separate single storey extension with floor area exceeding 10m ² but not exceeding 40m ²	Net VAT Total	192.00 38.40 230.40	383.00 76.60 459.60	96.00 19.20 115.20	192.00 38.40 230.40	632.00 126.40 758.40	316.00 63.20 379.20	805.00 - 805.00
D02	Separate single storey extension with floor area exceeding 40m ² but not exceeding 100m ²	Net VAT Total	192.00 38.40 230.40	479.00 95.80 574.80	96.00 19.20 115.20	240.00 48.00 288.00	738.00 147.60 885.60	369.00 73.80 442.80	939.00 - 939.00
D03	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m ²	Net VAT Total	192.00 38.40 230.40	431.00 86.20 517.20	96.00 19.20 115.20	216.00 43.20 259.20	685.00 137.00 822.00	343.00 68.60 411.60	872.00 - 872.00
D04	Separate extension with some part 2 or 3 storeys in height and a total floor area exceeding 40m ² but not ex 100m ²	Net VAT Total	192.00 38.40 230.40	575.00 115.00 690.00	96.00 19.20 115.20	288.00 57.60 345.60	843.00 168.60 1,011.60	422.00 84.40 506.40	1,073.00 - 1,073.00
D05	A building or extension comprising SOLELY of a garage, carport or store - total floor area not exceeding 100m ²	Net VAT Total	192.00 38.40 230.40	192.00 38.40 230.40	96.00 19.20 115.20	96.00 19.20 115.20	421.00 84.20 505.20	211.00 42.20 253.20	536.00 - 536.00
D06	Detached non-habitable domestic building with total floor area not exceeding 50m ²	Net VAT Total	192.00 38.40 230.40	287.00 57.40 344.40	96.00 19.20 115.20	144.00 28.80 172.80	527.00 105.40 632.40	264.00 52.80 316.80	670.00 - 670.00
Conversions									
D07	First floor & second floor loft conversions	Net VAT Total	192.00 38.40 230.40	383.00 76.60 459.60	96.00 19.20 115.20	192.00 38.40 230.40	632.00 126.40 758.40	316.00 63.20 379.20	805.00 - 805.00
D08	Other work (e.g. garage conversions)	Net VAT Total	192.00 38.40 230.40	192.00 38.40 230.40	96.00 19.20 115.20	96.00 19.20 115.20	421.00 84.20 505.20	211.00 42.20 253.20	536.00 - 536.00
Alterations (including underpinning)									
D09	Renovation of a thermal element	Net VAT Total	96.00 19.20 115.20	96.00 19.20 115.20	48.00 9.60 57.60	48.00 9.60 57.60	211.00 42.20 253.20	106.00 21.20 127.20	268.00 - 268.00
D10	Replacement of windows, roof lights, roof windows or external glazed doors	Net VAT Total	96.00 19.20 115.20	96.00 19.20 115.20	48.00 9.60 57.60	48.00 9.60 57.60	211.00 42.20 253.20	106.00 21.20 127.20	268.00 - 268.00
D11x	Cost of work not exceeding £1,000	Net VAT Total	72.00 14.40 86.40	120.00 24.00 144.00	36.00 7.20 43.20	60.00 12.00 72.00	211.00 42.20 253.20	106.00 21.20 127.20	268.00 - 268.00
New charge									
D11a	Cost of work exceeding £1,001 but not exceeding £2,000 (Incl Renewable Energy systems)	Net VAT Total	96.00 19.20 115.20	144.00 28.80 172.80	48.00 9.60 57.60	72.00 14.40 86.40	263.00 52.60 315.60	132.00 26.40 158.40	335.00 - 335.00
D11	Cost of work exceeding £2,001 & not exceeding £5,000 (Incl Renewable Energy systems)	Net VAT Total	144.00 28.80 172.80	192.00 38.40 230.40	72.00 14.40 86.40	96.00 19.20 115.20	369.00 73.80 442.80	185.00 37.00 222.00	469.00 - 469.00
D12	Cost of work exceeding £5,001 & not exceeding £25,000	Net VAT Total	192.00 38.40 230.40	239.00 47.80 286.80	96.00 19.20 115.20	120.00 24.00 144.00	474.00 94.80 568.80	237.00 47.40 284.40	603.00 - 603.00
D13	Cost of work exceeding £25,001 & not exceeding £100,000	Net VAT Total	239.00 47.80 286.80	479.00 95.80 574.80	120.00 24.00 144.00	240.00 48.00 288.00	790.00 158.00 948.00	395.00 79.00 474.00	1,006.00 - 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 VAT Total					201.00 40.20 241.20	n/a n/a n/a	255.00 - 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

PLANNING SERVICES

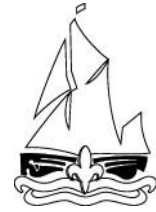
TABLE C - ALL OTHER NON-DOMESTIC WORK
Limited to work not more than 3 storeys above ground level

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

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REPORT of DIRECTOR OF RESOURCES

**to
COUNCIL
8 FEBRUARY 2018**

REVISED 2017 / 18 ESTIMATES, ORIGINAL 2018 / 19 BUDGET ESTIMATES AND COUNCIL TAX 2018 / 19

1. PURPOSE OF THE REPORT

- 1.1 The Council is required under the Local Government Finance Act 1992 to set the Council Tax for its area by no later than 11 March. The Council has always aimed to approve the budget in advance of this to ensure prompt despatch of bills.
- 1.2 The revised 2017 / 18 and proposed 2018 / 19 budgets estimates contained in this report were considered by the Finance and Corporate Services Committee (F&CS) on 30 January 2018 and their recommendations are contained in this report for consideration and approval.
- 1.3 Members should note that at the time of writing this report, the Final Local Government Finance Settlement had not been announced and therefore the 2018 / 19 core grant for the authority could potentially change. The final settlement is expected to be announced at the end of February.
- 1.4 The Council will have suffered a cumulative loss of approximately 52% (£1.272m) of core grant over the life of the Spending Review period (i.e. 2016 / 17 – 2019 / 20), see paragraph 3.3.1 below. This is a significant challenge to the Council and savings of £1.489m will need to be found to close the budget gap assuming Council Tax levels included in this report. Whilst the Council's focus remains on safeguarding front line services, it will be increasingly difficult to find recurring efficiencies of this magnitude.
- 1.5 Prior to the current spending review, the Council's core grant had already depleted by 43% (£1.858m) from 2009 / 10. Therefore when combined with the current reductions, core grant funding will have actually reduced by 73% (£3.137m).

2. RECOMMENDATIONS

- (i) that the following be approved:
 - (a) the Summary Revised 2017 / 18 and Original 2018 / 19 General Fund Revenue Budget Estimates (**APPENDICES 1, 2 and 3**)
 - (b) an average Band D council tax of £192.97 (excluding parish precepts) (2.99% increase) for 2018 / 19 (**APPENDIX 1**);

Agenda Item no. **11b**

- (c) the policies on the designated use of financial reserves (**APPENDIX 5**);
- (d) an increase in the minimum general fund working balance from £2,500,000 to £2,600,000 for 2018 / 19;
- (e) the Capital Programme for 2018 / 19 to 2021 / 22 (**APPENDIX 8**);
- (ii) that the Council gives due regard to the Director of Resources statement on the robustness of budgets and adequacy of reserves in **APPENDIX 9**.

3. SUMMARY OF KEY ISSUES

3.1 The Council has continued to face further decreases in income received from central government whilst at the same time the demands on some of its services and inflation has increased. Consumer Price Index (CPI) has accounted for over a 5% increase in contracted spend over the period since 2015 / 16, and is forecast to affect our contracts by a further 3% in 2018 / 19.

3.2 The requirement to set a balanced budget requires robust processes to identify and deliver efficiencies, preserve as far as possible front line services, retain the ability to generate income and recognise the increasing demand for services.

3.3 Provisional Local Government Finance Settlement 2018 / 19

3.3.1 The provisional 2018 / 19 local government finance settlement was announced on 19 December 2017. The below table shows the reduction in the Government's assessment of what we retain from Business rates.

	2015 / 16 Adjusted	2016 / 17	2017 / 18	2018 / 19	2019 / 20
	£m	£m	£m	£m	£m
Settlement Funding Assessment – Maldon	2.447	1.964	1.601	1.474	1.173
Annual % Change		-19.7%	-18.5%	-7.9%	-20.4%
Cumulative % Change		-19.7%	-34.6%	-39.8%	-52.1%

3.3.2 The Council agreed to take up the offer in the 2016 / 17 Settlement for the opportunity for councils to accept a multi-year settlement offer, to give greater certainty of funding until the end of the Parliament. The offer included:

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

- 3.3.3 For 2018 / 19, Central Government Funding is now limited to us keeping a proportion of the Business Rates income we bill and collect. Revenue Support Grant is no longer received and Transition Grant has been removed from 2018 / 19 onwards. In 2019 / 20 a new Tariff top up payment of £330,000 is due to be payable by the Authority.
- 3.3.4 The New Homes Bonus (NHB) Scheme was introduced in 2011 / 12 as a way to encourage local authorities to facilitate housing growth. For each additional property built or brought back into use, the government match funds the additional council tax, with an additional amount for affordable homes. From 2018 / 19, the NHB rewards all net additions in an area for four years, previously five years. We expect further changes to the NHB Scheme in future years.
- 3.3.5 The Council will see a reduction in funding as a consequence of the reduction to NHB legacy payments in 2018 / 19 of £158,000. The future of New Homes Bonus is not certain and historically the Council has used this funding as a core ongoing source of revenue to provide services. This is not considered to be sustainable and therefore the Council is phasing out reliance on this funding stream to reduce the budget gap. The Medium Term Financial Strategy (MTFS) has been updated to remove future years contribution of NHB for each of the next four years. Therefore, by 2021 / 22 this income stream is totally ringfenced and no longer a source of income for the budget.

3.4 Revised General Fund Revenue Budget Estimates 2017 / 18

- 3.4.1 The Quarter Two (Q2) budgetary outturn report, taken to the Finance and Corporate Services Committee (F&CS) on 28 November 2017, reported a reduction in planning income. This drop in income of £230,000 combined with the repayment of additional Business Rate surplus of £241,000 reported in the 2016 / 17 outturn report has resulted in a predicted outturn taking £1,168,000 from General Fund Reserves, against the original approved budget of £695,000.
- 3.4.2 In addition to the variances report above, there has also been a reduction of £82,000 in the Building Control and Land charge fee income that is being received, and an increase in staff entered into the pension scheme resulting in £48,000 additional expenditure. Business Rates are also higher than that budgeted for due to the nationwide Business Rates Revaluation. These have been countered by £104,000 additional income from the Council Tax Sharing Agreement that has exceeded budget, and has now been built into the 2018 / 19 core budget.
- 3.4.3 Additional income is also being generated from growth in Local Business Rates and pooling arrangements within the Essex Region Business Rates Pool. For 2016 / 17, the Authority's benefit from being included within the pool was £175,000.
- 3.4.4 Revenue Supplementary Estimates agreed during the year, and now built in to the budgets, total £120,900 and are as follows:

Description	£	Date of approval
Maternity Cover for Solicitor	20,000	29/04/17
Temp Community Protection Officer	10,100	14/06/17
Corporate core - recruitment and other costs	30,000	14/06/17

Description	£	Date of approval
Planning Policy - recruitment and other costs	23,000	14/06/17
Economic Development - recruitment and other costs	17,800	14/06/17
Development Control - recruitment and other costs	13,700	14/06/17
Building Control - recruitment and other costs	6,300	14/06/17
GRAND TOTAL	120,900	

3.5 General Fund Revenue Budget Estimates 2018 / 19

3.5.1 The proposed 2018 / 19 net operating budget after adjusting for statutory adjustments, but before any non-service specific funding and use of reserves totals £7.951m and is therefore £0.832m (9.5%) lower than 2017 / 18 (£8.783m). The main reduction is due to the three year forward funding of the pension deficit, £1.7m was funded in 2017 / 18 that has given a zero budget in each of the 2018 / 19 and 2019 / 20 budget years. There is also growth included within the 2018 / 19 budget; for inflation at 1.03%, the allowance provided within the MTFS for this was £270,000, the provisional growth bid proposals of £352,000 and a net reduction in planning income since the 2017 / 18 original budget, of £141,000. It is projected that in 2018 / 19, there will be no change to General Fund balances, and £201,000 contributed to earmarked reserves. Council Tax increase is considered in section 3.9.7. Proposals for the usage of earmarked reserves are discussed in more detail in Section 3.10 (**APPENDICES 1 and 3**).

3.5.2 2018 / 19 Budgets have initially been built up as follows:

- Zero based budget;
- Inflation assumptions on existing contracts, (2% for pay), contractual inflation on goods and services based upon Consumer Price Index (CPI) or other indexes built into contracts;
- Modifications to fee and grant income;
- Implications of statutory and contractual changes;
- Growth and savings, as discussed later in this report.

3.5.3 The MTFS currently includes a payroll inflationary increase of 2% for the next two years. This is in line with the proposal that is currently being considered by the Local Government Unions. It is intended that the Council will continue to apply the UK Living Wage which ensures that lower scale points are brought up to a national standard.

3.6 Budget Growth, Savings and Income Generation in 2018 / 19

3.6.1 The programme committees considered reports on the budget growth for 2018 / 19 in the previous cycle of meetings. These proposals have all been built into the core budget, and the proposals are at **APPENDIX 4**. If Members decide to not approve any of these proposals, then the bids will be removed from the budget, and the equivalent budget requirement will go back into Earmarked balances to be used against the Pension Deficit requirement in 2020 / 21.

3.6.2 Furthermore, the F&CS on 28 November 2017 agreed non-recurring growth in 2018 / 19 in relation to repairs and renewals of Council assets which would not form part of the capital programme; this totals £54,000 and will be funded from a draw down from the Repairs and Renewals reserve.

3.7 **Essex Region Business Rates Pool**

3.7.1 As agreed by the Council in October 2015, the Council joined the Essex Region Business Rates Pool in April 2016. The Pool will continue to operate in 2018 / 19. The Council will continue to benefit by being in the Pool in 2018 / 19.

3.8 **Interest on Investments**

3.8.1 Interest from investment income is an integral part of the budget considerations. The current economic climate has seen the Bank of England base rate increase for the first time in ten years to 0.5%. The Treasury Management and Investment Strategy has been revised to enable Officers to increasingly diversify the Council's investment portfolio. In the last year, the Council's investment income now includes returns from a diversified income fund. The MTFs includes an estimates investment return of 1.6% compared to an actual investment return in 2016 / 17 of 1.18%.

3.9 **Council Tax**

3.9.1 The Council's net expenditure budget (excluding parish precepts but after service specific funding and contribution from reserves) for 2018 / 19 is £7,020,000 (**APPENDIX 1**). The Budget Summary set out in **APPENDIX 1** has been restated for 2017 / 18 to adjust for the removal of recharges between services.

3.9.2 The tax base to be used for setting the 2018 / 19 Council Tax was agreed by the Council at its meeting on 21 December 2017. The tax base consists of 24,193.2 "Band D equivalent" properties, after allowing for a non-collection rate of 1.7%. This tax base is now fixed for the purposes of setting the 2018 / 19 Council Tax.

3.9.3 In terms of the Collection Fund projection, Maldon District Council's share of the net surplus, which is used to reduce our Council Tax, is £229,708, comprised of a surplus distribution on Council Tax of £158,864 and a surplus distribution on Business Rates of £70,844.

3.9.4 The income raised from Council Tax (excluding parish precepts) required from council taxpayers in 2018 / 19 for Council services is summarised below:

	£
Maldon District Council Net budget to be Funded	7,020,000
Local Business Rates Retention	-2,192,183
Council Tax Collection Fund Adjustment	-159,000
Maldon District Council Council Tax Requirement	4,668,517

3.9.5 In accordance with the legislation under the Local Government Finance Act 1992, all parish precepts must be charged to the Council's General Fund. At the time of writing this report not all parish precepts had been received. It is envisaged that all the parish

precepts will be reported at the Council meeting on 8 February 2018 for Council Tax setting purposes.

- 3.9.6 The Council Tax referendum threshold set by the Secretary of State for 2018 / 19 was announced as part of the Provisional Settlement and for Maldon, the threshold has been set at 3% increase over 2017 / 18 or £5 whichever is the greater. Any Council proposing increases in excess of the threshold faces the substantial cost of conducting a local referendum and if it results in a 'No' vote, the rebilling cost as well.
- 3.9.7 The Budget estimates have been constructed on the basis that the Council is proposing to increase council tax by £5.60 (2.99%). This represents a prudent approach having regard to the balance of the risks and opportunities facing the Council in future years with subsequent increases to be reviewed each year in the light of emerging risks. Whilst the budget for 2018 / 19 is balanced, there remain significant risks and budget gaps in the medium term.
- 3.9.8 Council Tax increases become part of the base of the MTFS income for future years. Paragraph 3.10.2 below shows that over the duration of the MTFS, there is still a budget deficit that needs to be funded. The proposed increase in Council Tax generates an additional £136,000 of income compared to 2017 / 18. If the increase were not approved for 2018 / 19 then the gap in future years widens and any necessary Council Tax increase would then be greater.

3.10 **General Fund Balance and Revenue Reserves**

- 3.10.1 Detailed policy information for each earmarked revenue reserve is set out in **APPENDIX 5** and appropriations to and from them is detailed in **APPENDIX 1**.
- 3.10.2 Officers have been tasked with increasing the level of reserves and this budget allows the Council to increase the approved minimum working balance level from £2.5m to £2.6m, this will be regularly reviewed in the light of changing circumstances.
- 3.10.3 At **APPENDIX 6** the latest MTFS assuming a 2.99% increase in Council Tax requires an estimated savings £475,000 in 2019 / 20, £723,000 in 2020 / 21 and £291,000 in 2021 / 22 and an overall medium term savings requirement of £1,489,000.
- 3.10.4 Looking forward over the current MTFS, significant pressures and risks on our revenue budget are detailed below:
- In 2020 / 21 the Council will be required to make an additional contribution to the deficit on the defined benefit pension scheme. In 2017 / 18, a three year deficit payment was approved of approximately £1.7m.
 - This budget assumes a pay increase of 2% on the basis that this is the increase proposed by the employer arm of the Joint Negotiating Committee. However, since this has been proposed it has been rejected by the Trade Unions who are requesting higher pay increases.
 - The Council currently receives approximately £750,000 per annum in business rates relating to renewable energy production across the District. There will be a new revaluation and Business Rates reset in 2021 / 22 and there is a risk

at this point that they will not allow us to separately retain this additional business rates income as it is over and above our baseline.

- The Government is committed to a fairer funding review which will look to reallocate current levels of core funding between local authorities. Due to the pressures in funding both Child and Adult Social Care this Council could see a reduction in funding as funding is transferred to Councils with the greatest need and funding gap.
- Some flexibility on Council Tax increases has been provided for 2018 / 19 but this is a one year offer and has not been confirmed for future years, in fact levels of increases could be brought down to much lower levels in future years.
- It was proposed in the 2017 / 18 budget to return the Local Council Tax Support Scheme (LCTS) Reserve to balances in 2018 / 19 to manage the savings requirement, this is deemed no longer necessary due to collection rates to date and therefore it is proposed that part of this reserve is released and transferred to a new Pension Deficit reserve.
- In 2017 / 18, a payment was made of £1.7m for three years pension deficit, which enabled revenue savings of £80,000 to be realised. This will become a decision for 2020 / 21 as to whether another three year forward funding arrangement is entered into. It is proposed that funds are set aside to enable this to happen and a Pension Deficit Reserve has been created for this purpose. The MTFS reflects the contribution to and use of this reserve.

3.10.5 A summary of the proposed use of reserves is summarised in the table below. This is based on our future budget projections. The Council's objective is to ensure that reserves do not fall below £2.6m.

Balances Movement (taking into account known movements in 2017 / 18 budget)	2017 / 18	2018 / 19
	£000	£000
Balance brought forward		
General Fund Reserves	4,339	3,171
Earmarked Reserves	2,653	2,048
Total	6,992	5,219
Projected Movement		
General Fund Reserves	-1,168	0
Earmarked Reserves	-605	228
Total	-1,773	228
Balance carried forward		
General Fund Reserves	3,171	3,171
Earmarked Reserves	2,048	2,276
Total	5,219	5,447

3.11 2018 / 19 Capital Programme

3.11.1 The 2018 / 19 capital project bids set out in **APPENDIX 7** have been categorised by Officers into three main categories:

- Essential (E): Failure to carry out the project is likely to have health and safety implications and/or will have fundamental impact on service provision;
- Service failure (SF): Relating to an operational asset that requires capital funding to ensure continued reliability or service provision;
- Service improvement (SI): An asset that can be updated / upgraded to improve performance or function;

3.11.2 As part of the budget strategy the broad principles adopted in relation to capital are that expenditure is financed from existing capital reserves and not directly from revenue budgets.

3.11.3 The proposed capital projects were initially considered by the Programme committees in November 2017 and by the Finance and Corporate Services Committee in January 2018. Total proposed capital expenditure for 2018 / 19 is £632,000 (this includes £420,000 of Disabled Facilities Grant related expenditure). Additionally there is £157,000 relating to projects from 2017 / 18. The proposed indicative 2018 / 19 to 2021 / 22 capital programme is set out in **APPENDIX 8**.

3.11.4 The Council is required to have regard to the Prudential Code set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) when setting its budget. The code prescribes that certain indicators are to be calculated relating to maximum exposure to borrowing and impact of financing decisions on taxpayers (i.e. the affordability of these decisions by reference to the level of council tax that results). The borrowing related indicators have limited relevance to this Council at present and will be dealt with in the annual Treasury Management Strategy.

3.11.5 It is necessary to formally resolve a figure for the Council's Capital Financing Requirement, which is currently zero. The current capital spending plans for the next three years will not cause a requirement to borrow; therefore the capital financing requirement in accordance with the Prudential Code for 2018 / 19 to 2021 / 22 inclusive will be zero.

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

	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22
	£'000	£'000	£'000	£'000	£'000
Proposed Capital Programme (including carry forward from previous year)	1348	789	487	487	477
Financing					
Capital Receipts Reserve	858	369	67	67	57

	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22
	£'000	£'000	£'000	£'000	£'000
Funds and contributions	30	-	-	-	-
Government grant	460	420	420	420	420
Impact on Council Tax					
Full Year Band D impact of financing £ (A)	0.58	0.28	0.04	0.04	0.04

3.11.7 As in previous years, the Council's capital programme reflects the goals set out in the Council's Corporate Plan as detailed below.

- Helping communities to be safe, active and healthy;
- Protecting and shaping the District;
- Creating opportunities for economic growth and prosperity;
- Delivering good quality, cost effective and valued services;
- Focusing on key projects.

3.12 View on Risks

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

3.12.2 The level of risk posed by contractual or legislative failure and emergency events is difficult to predict, but it would be a low probability with a potentially high impact. However, it is not appropriate to set aside large amounts of reserve against the possibility of this happening and that appropriate bond / Parent Company Guarantee have been built into large contracts.

3.12.3 It is important to recognise that with the introduction of the Business Rates Retention, there is a considerable degree of uncertainty in the forecast for business rates growth as much of it depends on external factors including the impact of the 2017 / 18 revaluation and the number of appeals that are successful. The Council's own economic development policies can have an impact on business rates growth and therefore it is important that the planning services, economic development services and the business rates service have a co-ordinated approach to inward investment policies. It is important to ensure a high level of growth in the District, as any empty properties create a risk on the level of Business Rates income the Authority will receive.

3.12.4 The date for Brexit has now been set as 29 March 2019. There is large uncertainty over what, if anything will be the fallout from this, and therefore this is a high risk

area. Officers will continue to monitor to ensure that any developments are picked up as soon as possible.

- 3.12.5 In setting budgets and projections for individual years, it is important that the Council is not reliant on the use of reserves to support revenue expenditure thus creating an unsustainable future. To achieve this, it is important to note the requirement to meet the budget gap savings identified in the MTFS for future years.
- 3.12.6 A key potential risk moving forward is in relation to the LCTS agreement. There is currently £275,000 of income included within the budget. The current agreement is due to end after 2018 / 19. Currently the budget has been retained as it is anticipated that due to the large returns that Authorities are generating from additional work on recovery, the existing arrangement will be retained in some form.
- 3.12.7 On 18 January 2017, Central Government announced that the Business Rate Tariff and Top-ups were being amended to reflect a change in data from the Valuation Office. This has been built into the revised budgets, the impact being £18,000 additional tariff and cost to the saving. The impact for the 2018 / 19 tariff is still unknown and remains a risk to budget setting.
- 3.12.8 Section 25 of the 2003 Local Government Act requires the Director of Resources to make a formal report to the Council on the robustness of the budget and adequacy of reserves (**APPENDIX 9**).

4. CONCLUSIONS

- 4.1 After including all items within the financial projections, general fund and earmarked reserves at the start of 2018 / 19 are expected to be £5.219m with all known movements taken into account. The government has therefore set the referendum threshold for the increase in the average band D council tax in 2018 / 19 for district councils at 3% or £5 whichever is the greater. Due to the loss of the Revenue Support Grant in 2018 / 19 coupled with budget pressures arising from the legislation changes and contractual obligations, it is proposed that the Council should take the opportunity to increase its financial base by increasing the average band D council tax.
- 4.2 The difficult financial environment for the Council will continue in future years with the added uncertainty in the move to the 100% Business Rates Retention system. The Local Government Finance Settlement Statement by the Secretary of State gave an aim for Local Government to be retaining 75% of Business Rates Growth from 2021/22. As yet nothing relating to any new Business Rates scheme has been factored into the MTFS.
- 4.3 Council approval is sought on the Council's budget proposals for 2018 / 19 and the Council Tax Requirement of £4,668,517 (excluding parish precepts). The basic amount of council tax would be £192.97 an increase of £5.60 (2.99%) per band D equivalent. This is compliant with the Government's Referendum Principles threshold.

5. IMPACT ON CORPORATE GOALS

- 5.1 The budget for 2018 / 19 will underpin and resource the agreed actions plans to deliver the Corporate Plan goals.

6. IMPLICATIONS

- (i) **Impact on Customers** – The budget process ensures that changes in service delivery resulting in budget changes are reviewed by Officers and Members so that any impact can be considered. In 2018 / 19, only essential budget growth has been considered. There has been no reduction in services.
- (ii) **Impact on Equalities** – The budget affects all residents in the District, it is not considered that the growth bids for 2018 / 19 individually impact negatively on an individual user group. An Equalities Impact Assessment has been carried out.
- (iii) **Impact on Risk** – The distribution of resources reflected in the revenue and capital budgets is designed to support the Authority’s approach to risk management (i.e. to reduce all major corporate risks to a level within approved tolerances through the implementation of approved mitigation plans).
- (iv) **Impact on Resources (financial)** – This report details the impact on financial resources.
- (v) **Impact on Resources (human)** –The budget includes a pay inflationary increase.
- (vi) **Impact on the Environment** – None directly.

Background papers: None.

Enquiries to: Emma Foy, Director of Resources, (Tel: 01621 875762).

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REVENUE ESTIMATES SUMMARY 2018/19					
	Actual	Original	Original	Revised	Original
	2016/17	2017/18	restated	2017/18	2018/19
	£000	£000	£000	£000	£000
Directorates					
Chief Executive	802	1,995	1,069	1,007	1,045
Resources	2,829	190	2,585	2,732	2,770
Customer & Communities	1,841	4,157	3,252	3,349	3,525
Planning & Licensing	2,480	2,491	1,927	2,213	2,175
Net Cost of Services	7,952	8,833	8,833	9,301	9,514
Interest on Investments	(210)	(158)	(158)	(216)	(228)
Pension Interest Cost/Expected rtn on Assets(net)	821	847	847	847	836
Net Operating Expenditure	8,563	9,522	9,522	9,932	10,122
Appropriations & Adjustments					
Statutory Adjustments	(1,121)	(739)	(739)	(383)	(2,171)
Govt Direct Grants					
- New Homes Bonus	(799)	(797)	(797)	(797)	(446)
- Other Direct Grants	(111)	(71)	(71)	(71)	(9)
Business Rates Renewable Energy	(538)	(641)	(641)	(704)	(704)
Business Rates Growth Net Gains	(248)	see below	see below	337	see below
To/(From) Earmarked Revenue Reserves	218	(38)	(38)	(605)	228
To/(From) Balances	378	(695)	(695)	(1,168)	0
Expenditure to be Funded	6,342	6,541	6,541	6,541	7,020
		2017/2018		2018/2019	
Property Tax Base (Band D equivalent)		23,868.7		24,193.2	
		2017/2018		2018/2019	
Council Tax Charges	Charge @	Total		Charge @	Total
	Band D	Cost		Band D	Cost
	£ : p	£		£ : p	£
Revenue Expenditure to be Funded	274.04	6,541,000		290.16	7,020,000
Revenue Support Grant	(7.10)	(169,424)		0.00	0
Business Rates Retention					
- Base Line Funding	(59.96)	(1,431,139)		(60.93)	(1,474,135)
- Business Growth Retention	(25.14)	(600,000)		(41.29)	(998,970)
- Levy on Business Rates Growth net to ECC Pool	10.47	250,000		14.53	351,466
- NDR Collection Fund Adjustment (Surplus)/Deficit	4.71	112,515		(2.93)	(70,844)
Council Tax Collection Fund Adj (Surplus)/Deficit	(9.66)	(230,645)		(6.57)	(159,000)
Maldon District Council Charge	187.37	4,472,307		192.97	4,668,517

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ORIGINAL 17/18 (Top)
REVISED 17/18 budget

Description		Direct Costs				Income			Government Grant	Net Budget
		Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income	£		
		£	£	£	£	£	£	£	£	
Service Management & Support Services										
101	Corporate Core	602,300	500	11,700						614,500
		584,200	1,000	10,500			(15,500)			580,200
102	Election Services	96,000	0	1,400						97,400
		78,100	100	1,400			(2,200)			77,400
103	Policy & Comms	211,700	0	15,900						227,600
		216,700	300	16,200						233,200
104	Training			78,500						78,500
				108,700						108,700
105	Human Resources	182,900	200	24,700						207,800
		178,400	200	30,600						209,200
106	Apprentices	28,900		18,000						46,900
		15,300		18,000						33,300
108	Committee Services	291,500	400	17,600						309,500
		409,400	300	22,800			(5,100)			427,400
109	General Office Support	55,700		17,100						72,800
		45,200		17,100						62,300
110	Customer Services	479,300	500	19,700						499,500
		418,500	400	19,600			(5,200)			433,300
111	Internal Audit & Perf. Review			75,700						75,700
				72,000						72,000
113	Finance	382,200	300	58,900						441,400
		341,600		110,700			(400)			451,900
114	Revenues & Benefits	818,500	1,000	91,200			(273,300)			637,400
		754,000	800	138,200			(375,900)	(25,100)		492,000
118	Leisure & Community	291,900	1,500	33,100	2,200		(9,000)			319,700
		301,200	1,900	32,400	0		(9,000)			326,500
119	IT Services	414,500	500	234,500	67,500					717,000
		420,100	0	289,500	67,500					777,100
121	Council Offices	191,400		220,300	65,700	0	(62,800)			414,600
		190,300		233,000	8,000		(62,800)			368,500
124	Princes Rd Depot			18,300	7,300					25,600
				17,500	5,400					22,900
132	Environmental Health	497,600	7,800	11,400						516,800
		494,300	8,500	11,900						514,700
133	Environmental Waste	177,600	200	4,100						181,900
		181,500	200	4,700						186,400
134	Housing	539,300	2,700	15,500						557,500
		550,000	2,200	15,900						568,100
141	Parks Operational Services	610,200	48,100	113,700	21,000	(49,700)	(74,700)			668,600
		624,500	48,500	117,600	22,100	(29,300)	(75,600)			707,800
149	Nursery			0	500					500
				0	700					700
153	Parks Rangers	348,900	10,200	11,200	2,300		(55,000)			317,600

ORIGINAL 17/18 (Top)
REVISED 17/18 budget

Description	Direct Costs				Income			Government Grant	Net Budget
	Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income			
	£	£	£	£	£	£			
	352,600	10,500	11,600	1,700		(65,000)		311,400	
155 Parks Trading Unit Depot			9,800	7,400		(2,000)		15,200	
			9,800	2,700		(2,000)		10,500	
163 Enforcement	193,500	400	1,700					195,600	
	210,800	600	6,300					217,700	
164 Economic Development	108,300	1,300	1,800					111,400	
	135,800	1,800	2,800					140,400	
165 Planning Policy Services	408,500	1,600	4,500					414,600	
	414,200	1,400	4,400					420,000	
166 Planning Admin Services	284,500	0	27,500					312,000	
	279,800	0	35,000					314,800	
167 Development Control Services	670,900	4,400	13,800					689,100	
	593,800	4,100	14,300					612,200	
168 Building Control Services	221,000	6,000	5,100					232,100	
	221,400	5,500	5,900					232,800	
TOTAL Service Management & Support Services	8,107,100	87,600	1,156,700	173,900	(49,700)	(476,800)	0	8,998,800	
	8,011,700	88,300	1,378,400	108,100	(29,300)	(618,700)	(25,100)	8,913,400	
Central Services									
Corporate Core & Democratic Core									
256 Corporate Management			164,100		(4,000)			160,100	
			159,600		(11,300)			148,300	
260 Democratic Representation & Mgt	222,100	7,600	72,900	1,900				304,500	
	210,300	11,600	54,800	1,900				278,600	
TOTAL Corporate & Democratic Core	222,100	7,600	237,000	1,900	(4,000)	0	0	464,600	
	210,300	11,600	214,400	1,900	(11,300)	0	0	426,900	
Central Services to the Public									
202 Business Rates Collection			4,300		(5,500)		(92,700)	(93,900)	
			4,300		(5,100)		(93,000)	(93,800)	
209 Council Tax Benefit Admin	0		2,700				(58,300)	(55,600)	
			4,000				(58,300)	(54,300)	
216 Council Tax Collection			27,500		(116,800)			(89,300)	
			36,400		(106,700)			(70,300)	
213 Electoral Registration			43,100		(500)			42,600	
			48,500		(14,400)			34,100	
253 Civil Emergencies			33,300					33,300	
			33,200					33,200	
254 Election Management			12,700					12,700	
			11,600					11,600	
255 Land Charges			14,800		(154,500)			(139,700)	
			15,000		(119,400)			(104,400)	
TOTAL Central Services	0	0	138,400	0	(277,300)	0	(151,000)	(289,900)	
	0	0	153,000	0	(245,600)	0	(151,300)	(243,900)	

ORIGINAL 17/18 (Top)
REVISED 17/18 budget

Description	Direct Costs				Income			Government Grant	Net Budget
	Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income			
	£	£	£	£	£	£	£	£	
Cultural, Environmental & Planning Services									
Cultural Services									
501, 502, 503, 509, 520, Sport	0	0	162,100	217,400	0	(586,200)	0	(206,700)	
	0	0	200,800	62,700	0	(593,300)	0	(329,800)	
122, 506, 508 Community Centres	0	0	26,200	32,400	0	0	0	58,600	
	0	0	32,400	2,800	0	0	0	35,200	
505, 511, 514, 516, 518, Parks & Open Spaces	25,000	0	260,100	267,700	(607,200)	(55,600)	0	(110,000)	
	36,300	0	320,100	253,800	(653,700)	(46,500)	0	(90,000)	
542, 546 Heritage	0	0	4,800	3,600	0	0	0	8,400	
	0	0	4,800	0	0	0	0	4,800	
309 Rivers		6,100	45,400	12,400	(160,700)	(6,000)		(102,800)	
		7,900	47,000	13,800	(167,500)	(6,700)		(105,500)	
320, 325, 330 Tourism	138,600	500	63,200	0	(15,300)	0	0	187,000	
	144,200	500	67,000	0	(15,300)	0	0	196,400	
TOTAL Cultural Services	163,600	6,600	561,800	533,500	(783,200)	(647,800)	0	(165,500)	
	180,500	8,400	672,100	333,100	(836,500)	(646,500)	0	(288,900)	
Environmental Services									
340 Public Entertainment Licences			27,600		(55,300)			(27,700)	
			27,300		(53,700)			(26,400)	
341 Hackney Carriage			17,200		(33,200)			(16,000)	
			15,900		(33,200)			(17,300)	
550 Public Conveniences			102,500	36,100				138,600	
			103,400	19,600				123,000	
555 Cemeteries			58,100	15,600	(129,900)			(56,200)	
			69,500	9,400	(131,600)			(52,700)	
562, 563 Community Safety	74,300	500	36,600	0	0	(14,300)	0	97,100	
	74,300	0	129,900	0	0	(14,300)	0	189,900	
576, 579, 581 Waste Management	0	2,600	3,076,500	368,700	(1,874,500)	(1,800)	0	1,571,500	
	0	2,600	3,177,700	317,800	(1,892,700)	(1,700)	0	1,603,700	
566, 567, 570, 571, 572, Other Environmental Health	5,000	3,200	61,400	9,500	(61,100)	0	0	18,000	
	5,000	1,700	58,800	9,500	(55,100)	0	0	19,900	
TOTAL Environmental Services	79,300	6,300	3,379,900	429,900	(2,154,000)	(16,100)	0	1,725,300	
	79,300	4,300	3,582,500	356,300	(2,166,300)	(16,000)	0	1,840,100	

ORIGINAL 17/18 (Top)
REVISED 17/18 budget

Description	Direct Costs				Income			Government Grant	Net Budget
	Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income			
	£	£	£	£	£	£	£	£	
Planning & Development Services									
232	Discretionary Rate Relief								0
301	Planning Policy			36,800					36,800
				48,500				(20,000)	28,500
302	Development Control			129,100		(905,800)			(776,700)
				125,100		(675,800)			(550,700)
303	Building Regs - Fee Related			5,200		(182,000)			(176,800)
				4,500		(135,300)			(130,800)
313	Building Regs - Non Fee Related					0			0
						0			0
304	Building Conservation			2,800					2,800
				2,500					2,500
305	Economic Development			13,300					13,300
				18,800				(800)	18,000
307	Gypsy & Traveller	0		7,100					7,100
		0		7,800					7,800
565	Community Grants			73,500	0		0		73,500
				81,300	0		(7,800)		73,500
TOTAL Planning & Development Services		0	0	267,800	0	(1,087,800)	0	0	(820,000)
		0	0	288,500	0	(811,100)	(7,800)	(20,800)	(551,200)
Highways, Roads & Transport Services									
311	Highways								0
									0
312	Street Naming			11,400					11,400
				11,400					11,400
534, 535	Off Street Parking	0	0	94,600	15,900	(722,000)	0	0	(611,500)
		0	0	124,700	18,900	(739,700)	0	0	(596,100)
TOTAL Highways, Roads & Transport Services		0	0	106,000	15,900	(722,000)	0	0	(600,100)
		0	0	136,100	18,900	(739,700)	0	0	(584,700)
Housing Services									
204	Rent Allowances			15,642,700			(535,200)	(15,226,300)	(118,800)
				15,121,700			(500,200)	(14,516,700)	104,800
203	Housing Benefits Admin			11,200				(151,300)	(140,100)
				13,400				(159,800)	(146,400)
591, 592, 593, 598	Other Housing Services	0	0	29,300	0	(27,500)	(4,000)	0	(2,200)
		0	0	66,400	0	(45,800)	(4,900)	(50,900)	(35,200)
TOTAL Housing Services		0	0	15,683,200	0	(27,500)	(539,200)	(15,377,600)	(261,100)
		0	0	15,201,500	0	(45,800)	(505,100)	(14,727,400)	(76,800)

ORIGINAL 17/18 (Top) REVISED 17/18 budget		Direct Costs				Income			Net Budget
Description		Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income	Government Grant	Net Budget
		£	£	£	£	£	£	£	£
Non Distributed Costs									
257	Non Distributed Costs	0	0	0	0	0	0	0	0
TOTAL Non Distributed Costs		0	0	0	0	0	0	0	0
Other Services									
224	Misc Land & Property			1,200	0	(21,700)			(20,500)
				4,600	0	(22,200)			(17,600)
225	Industrial Sites			2,100		(117,100)			(115,000)
				2,200		(118,900)			(116,700)
TOTAL Other Services		0	0	3,300	0	(138,800)	0	0	(135,500)
		0	0	6,800	0	(141,100)	0	0	(134,300)
SUB TOTAL		8,572,100	108,100	21,534,100	1,155,100	(5,244,300)	(1,679,900)	(15,528,600)	8,916,600
		8,481,800	112,600	21,633,300	818,300	(5,026,700)	(1,794,100)	(14,924,600)	9,300,600
Less Vacancy/Savings		(83,683)							(83,683)
TOTAL AGREED									
	ORIGINAL 17/18	8,488,417	108,100	21,534,100	1,155,100	(5,244,300)	(1,679,900)	(15,528,600)	8,832,917
	REVISED 17/18	8,481,800	112,600	21,633,300	818,300	(5,026,700)	(1,794,100)	(14,924,600)	9,300,600

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ORIGINAL 18/19 budget

Cost Centre	Description	Direct Costs				Income		Government Grant	Net Budget
		Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income		
		£	£	£	£	£	£		
Service Management & Support Services									
101	Corporate Core	631,900	1,000	11,700			(21,800)		622,800
102	Election Services	102,400	100	1,400					103,900
103	Policy & Comms	228,100	300	16,200					244,600
104	Training			75,100					75,100
105	Human Resources	187,500	200	22,000					209,700
106	Apprentices	22,700		18,000					40,700
108	Committee Services	337,000	300	21,900		(10,000)			349,200
109	General Office Support	46,400		700					47,100
110	Customer Services	407,300	400	19,300			(32,300)		394,700
111	Internal Audit & Perf. Review			70,400					70,400
113	Finance	396,700		92,100					488,800
114	Revenues & Benefits	1,035,000	500	111,000			(375,900)		770,600
118	Leisure & Community	311,900	1,400	33,300					346,600
119	IT Services	433,700		351,900	42,500				838,100
121	Council Offices	200,700		247,300	8,000		(62,800)		393,200
124	Princes Rd Depot			17,800	5,500				23,300
132	Environmental Health	512,000	8,300	11,600					531,900
133	Environmental Waste	188,400	100	3,800					192,300
134	Housing	627,900	2,200	14,500					644,600
141	Parks & Countryside Services	631,200	52,800	124,600	22,100	(29,300)	(79,400)		722,000
149	Nursery								0
153	Parks Rangers	376,300	9,400	8,600	1,700		(67,000)		329,000
155	Prom Depot			9,800	2,700		(2,000)		10,500
163	Enforcement	229,800	600	6,500					236,900
164	Economic Development	147,700	1,900	1,500					151,100
165	Planning Policy Services	432,600	1,400	4,500					438,500
166	Planning Admin Services	293,100		33,300					326,400
167	Development Control Services	651,900	4,100	14,800					670,800
168	Building Control Services	225,200	5,500	5,300					236,000
TOTAL Service Management & Support Services		8,657,400	90,500	1,348,900	82,500	(39,300)	(641,200)	0	9,508,800

ORIGINAL 18/19 budget		Direct Costs				Income			Government Grant	Net Budget
Cost Centre	Description	Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income			
		£	£	£	£	£	£	£	£	
Central Services										
Corporate Core & Democratic Core										
256	Corporate Management			151,800					151,800	
260	Democratic Representation & Mgt	215,500	11,600	41,200	1,900				270,200	
TOTAL Corporate & Democratic Core		215,500	11,600	193,000	1,900	0	0	0	422,000	
Central Services to the Public										
202	Business Rates Collection			4,300		(5,500)		(93,000)	(94,200)	
209	Council Tax Benefit Admin			3,700				(50,000)	(46,300)	
216	Council Tax Collection			36,300		(106,700)			(70,400)	
213	Electoral Registration			47,800		(1,200)			46,600	
253	Civil Emergencies			33,900					33,900	
254	Election Management			12,700					12,700	
255	Land Charges			15,200		(121,900)			(106,700)	
TOTAL Central Services		0	0	153,900	0	(235,300)	0	(143,000)	(224,400)	
Cultural, Environmental & Planning Services										
Cultural Services										
501, 502, 503, 509, 520, 522	Sport	0	0	173,900	12,300	0	(605,300)	0	(419,100)	
122, 506, 508	Community Centres	0	0	34,800	6,400	0	0	0	41,200	
505, 511, 514, 516, 518, 519	Parks & Open Spaces	30,000	0	274,500	215,900	(666,100)	(68,600)	0	(214,300)	
542, 546	Heritage	0	0	4,300	5,100	0	0	0	9,400	
309	Rivers		6,500	59,500	10,100	(167,400)	(6,700)		(98,000)	
320, 325, 330	Tourism	140,100	500	68,700	0	(15,300)	0	0	194,000	
TOTAL Cultural Services		170,100	7,000	615,700	249,800	(848,800)	(680,600)	0	(486,800)	
Environmental Services										
340	Public Entertainment Licences			27,900		(55,600)			(27,700)	
341	Hackney Carriage			16,000		(33,300)			(17,300)	
550	Public Conveniences			105,400	21,800				127,200	
555	Cemeteries			42,300	13,500	(126,400)			(70,600)	
562, 563	Community Safety	77,000	0	35,400	0	0	(14,300)	0	98,100	
576, 579, 581	Waste Management	0	2,900	3,294,300	317,800	(1,997,000)	(700)	0	1,617,300	
566, 567, 570, 571, 572, 573, 577	Other Environmental Health	5,000	1,800	60,000	6,100	(55,900)	0	0	17,000	
TOTAL Environmental Services		82,000	4,700	3,581,300	359,200	(2,268,200)	(15,000)	0	1,744,000	

ORIGINAL 18/19 budget		Direct Costs				Income		Government Grant	Net Budget
Cost Centre	Description	Staffing	Transport	Goods and Services	Capital Charges	Fees and Charges	Other Income	£	£
		£	£	£	£	£	£	£	£
Planning & Development Services									
232	Discretionary Rate Relief								
301	Planning Policy			26,500					26,500
302	Development Control			124,000		(892,400)			(768,400)
303	Building Regs - Fee Related			4,000		(135,300)			(131,300)
313	Building Regs - Non Fee Related								0
304	Building Conservation			1,800					1,800
305	Economic Development			72,500			(60,000)		12,500
307	Gypsy & Traveller			8,000					8,000
565	Community Grants			81,300	0			(7,800)	73,500
TOTAL Planning & Development Services		0	0	318,100	0	(1,027,700)	(60,000)	(7,800)	(777,400)
Highways, Roads & Transport Services									
311	Highways								0
312	Street Naming			11,400					11,400
534, 535	Off Street Parking	0	0	156,400	18,100	(736,700)	0	0	(562,200)
TOTAL Highways, Roads & Transport Services		0	0	167,800	18,100	(736,700)	0	0	(550,800)
Housing Services									
204	Rent Allowances			15,121,700			(388,200)	(14,516,700)	216,800
203	Housing Benefits Admin			12,800		(3,000)		(137,000)	(127,200)
591, 592, 593, 598	Other Housing Services	0	0	71,800	0	(43,500)	(4,000)	(83,800)	(59,500)
TOTAL Housing Services				15,206,300	0	(46,500)	(392,200)	(14,737,500)	30,100
Other Services									
224	Misc Land & Property			5,200		(32,000)			(26,800)
225	Industrial Sites			1,100		(114,900)			(113,800)
TOTAL Other Services		0	0	6,300	0	(146,900)	0	0	(140,600)
SUB TOTAL		9,125,000	113,800	21,591,300	711,500	(5,349,400)	(1,789,000)	(14,888,300)	9,514,900

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Budget Growth 2018 / 19 - 2021 / 22

Directorate	Service Team	Title of the proposal	Full Description of the proposal	2018/19 £	2019/20 £	Categorisation Essential/Desirable/ Invest to Save	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Customer & Community Services	Community and Living	Waste Services (133) - Increased hours	Waste Admin officer hours increased by 7.5 hrs per week. 2 Years fixed term contract funded from Garden Waste income.	3,900	2 Years	Invest to Save	Waste Admin officer by 7.5 hrs per week. Two Years fixed term contract funded from Garden Waste income but subject to agreement of price increase for 2018 / 19
Customer & Community Services	Community and Living	Street Cleansing (576) Contracted services	New developments in the district require street cleansing. Additional budget required to perform this.	5,000	Ongoing	Essential	New housing developments added around the district
Customer & Community Services	Leisure, Countryside and Tourism	Parks and other open spaces	Statutory Duty "Conserving Biodiversity". Budget to commission wildlife surveys, species monitoring, Licencing/Professional fees, and emergency works for species/habitat protection. As a Local Authority we have a Statutory duty to conserve Wildlife which includes such wildlife within Parks & Open Spaces (specifically stated in the Duty Wording). In order to competently discharge this duty we need to be aware of what wildlife we may have within key sites and whether we may need to specific Licences from Natural England, Specialist advice or consider mitigation for any work that we may be considering. Our failure to ensure such could result in significant penalty fines if protected species are affected and ignorance of their presence is not a defence.	4,000	One off	Essential	Statutory Duty "Conserving Biodiversity". Budget to commission wildlife surveys, species monitoring, Licencing/Professional fees, and emergency works for species/habitat protection. As a Local Authority we have a Statutory duty to conserve Wildlife which includes such wildlife within Parks & Open Spaces (specifically stated in the Duty Wording). In order to competently discharge this duty we need to be aware of what wildlife we may have within key sites and whether we may need to specific Licences from Natural England, Specialist advice or consider mitigation for any work that we may be considering. Our failure to ensure such could result in significant penalty fines if protected species are affected and ignorance of their presence is not a defence.

Directorate	Service Team	Title of the proposal	Full Description of the proposal	2018/19 £	2019/20 £	Categorisation Essential/Desirable/ Invest to Save	<u>Justification for Proposal</u> Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Customer & Community Services	Leisure, Countryside and Tourism	Business food / music event	Members have asked for Officers to investigate the provision of a business /food/music event in Promenade Park in 2018. After the successful Smoke and Fire Food Event in 2017 a proposal has been looked into which would add another weekend event and an interlinking week of activity in August next year. The reason for this is the infrastructure required for Smoke and Fire could be utilised for more activities. The proposal is for a one or two day music event (small scale) on the weekend proceeding or the weekend after Smoke and Fire. Marquee accommodation will also be provided throughout the linking week. The marquee could be utilised for the Council in a number ways such as working with local business and local charities	8,000	One off	Desirable	'Members have asked for Officers to investigate the provision of a business /food/music event in Promenade Park in 2018. After the successful Smoke and Fire Food Event in 2017 a proposal has been looked into which would add another weekend event and an interlinking week of activity in August next year. The reason for this is the infrastructure required for Smoke and Fire could be utilised for more activities. The proposal is for a one or two day music event (small scale) on the weekend proceeding or the weekend after Smoke and Fire. Marquee accommodation will also be provided throughout the linking week. The marquee could be utilised for the Council in a number ways such as working with local business and local charities. At this time it is not possible to exactly quantify the budget and the amount of sponsorship which may be generated over and above the Smoke and Fire event. A provisional figure of £35,000 is requested as a working budget. Sponsorship will offset cost or meet any shortfall in provision. If Members accept the principle of an event further time will be devoted to developing an accurate events brief and costings for consideration at the January Finance meeting'.
Customer & Community Services	Leisure, Countryside and Tourism	Tree Officer / consultant	The council has responsibility for maintaining a varied tree stock in parks and open spaces. There is a lack of professional guidance within the council. This budget will fund either a part time arboriculturist or consultancy allowing essential management of trees.	22,000	on going	Essential	The council has responsibility for maintaining a varied tree stock in parks and open spaces. There is a lack of professional guidance within the council. This budget will fund either a part time arboriculturist or consultancy allowing essential management of trees. This will be phased over three years due to the need of a survey and action plan.
Customer & Community Services	Leisure, Countryside and Tourism	Parks Team Staff (external works)	Loss of external contracts leading to loss of income. Core team unable to reduce staffing levels resulting in service failure. 12 Months funding requested to maintain existing structure to allow time for analysis of current workload.	25,000	One off	Essential	Loss of external contracts leading to loss of income. The core team is unable to reduce staffing levels resulting in service failure. 12 months funding requested to maintain the existing structure to allow time for analysis of current workload.
Customer & Community Services	Leisure, Countryside and Tourism	Hythe Quay Dredging	To remove siltation deposits along Hythe Quay, Maldon that have reduced the effectiveness of the visitor pontoon considerably since it was last undertaken in 2006.	20,000	One off	Essential	To remove siltation deposits along Hythe Quay, Maldon that have reduced the effectiveness of the visitor pontoon considerably since it was last undertaken in 2006.

Directorate	Service Team	Title of the proposal	Full Description of the proposal	2018/19 £	2019/20 £	Categorisation Essential/Desirable/ Invest to Save	<u>Justification for Proposal</u> Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Customer & Community Services	Community and Living	Burnham Riverside Park	Millfields Access Road Traffic Regulation order and extension of current yellow lines	2,400	One off	Essential	Millfield access road is owned by Maldon District Council. There are existing double yellow lines in part of the road but no associated Traffic Regulation Order for enforcement purposes. In addition officers have requested that the double yellow lines be extended both sides of the road from its junction with Station Road to the barrier to the car park at the end of the road. This is to deter vehicles from parking which have caused congestion and sight line issues. The request was placed before the South Essex Parking Partnership Joint Committee in 2016 to agree SEPP Technician time. Maldon District Council are funding the proposal. It was agreed at the meeting to proceed with the necessary traffic regulation order
Resources	IT	New Email System	To implement the latest version of the Microsoft Office Productivity suite, Office 2016 / Office 365.	75,000	Ongoing	Essential	The latest version of the software brings improved flexibility to the way in which the facilities can be delivered plus better integration with messaging and telephony services. Delivering software as cloud based applications reduces the dependence on fixed locations and facilitates home working and truly mobile working. Business continuity / resilience is enhanced as applications and data can be accessed from wherever there is an internet connection. This flexibility allows organisations to develop truly transformational projects. The latest model for purchasing software is to buy it as a service that is consumed as required. This changes the cost profile from capital to revenue, hence the increase in budget.
Resources	Finance	Removal of credit card surcharge to the public	A change in legislation means we can no longer charge the public	4,000	Ongoing	Essential	Options will be considered to bring the cost to the Authority down
Resources	IT	BACS system upgrade	BACS have changed the rules on the security protocols it accepts for transferring files (credits and debits) and the current software is not capable of meeting these changes.	4,540	Ongoing	Essential	The existing system requires updates to continue running. This is based on one quotation and further quotes may bring this down. Future changes will be required to make the solution cloud based, this will be at a much greater cost and subject to a future growth bid.
Resources	Facilities and Contract	Procurement Hub subscription	For the start of the contract, the fees were covered by rebates, this has now run out and therefore a subscription needs to be paid.	11,000	One off	Essential	We are in a Service Level Agreement (SLA) and therefore this subscription needs to be paid to comply with contract requirements. Notice can be given, and this arrangement will be reviewed on an annual basis

Directorate	Service Team	Title of the proposal	Full Description of the proposal	2018/19 £	2019/20 £	Categorisation Essential/Desirable/ Invest to Save	<u>Justification for Proposal</u> Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Resources	Finance	Finance System Upgrade	Upgrade the existing finance system and develop reporting capability.	16,750	one off with £1,000 ongoing	Essential	The existing finance system requires updating as the existing version is 2008 and requires a SQL server, this requires replacing and therefore the software requires updating. The reporting capability is also minimal and requires an outside software package to provide added capability, this software is no longer supported, and therefore we need to find an alternative solution. The upgraded version of SAGE provides much improved reporting with a specifically designed add on package, and the internal reporting is also better with additional functionality. The bid is based on 25 days development time at £620 a day plus £1,250 for the reporting module.
Resources	IT	IT training for IT staff	Provide training for the IT team to ensure up to date knowledge on in house systems	15,000	One off	Essential	The training will see all IT trained in IT systems management foundation and update training in in-house services utilised by the Authority.
Planning & Regulatory Services	Strategic Housing	Implementation of the Homelessness Reduction Act requirements	Implement a new system to manage the requirements of the act.	12,000	Ongoing	Essential	A new statutory requirement to reduce homelessness. A new burdens grant is receivable for the next 3 years at £20k per annum, this covers most of the staffing costs, but not ongoing system costs. Officers will continue to seek to negotiate cost and review within next year to see if possible to reduce the year on year costs to achieve best value.
Planning & Regulatory Services	Building Control	Increase Building Control Officer to senior grade	Increase Building Control Officer from grade H to grade I	6,900	Ongoing	Invest to save	This will provide a greater level of resilience within the service and allow for the Building Control Service to actively seek to increase the level of fee generating income
Planning & Regulatory Services	Building Control	Increase Hours for admin cover	Increase hours from 18.5 to 20 hours per week	1,100	Ongoing	Desirable	This will allow for an increase in customer service as well as provide a greater degree of support to the existing Building Control Officers
Planning & Regulatory Services	Enforcement	Extend contract for Enforcement Officer	Extend fixed term Enforcement Officer post	27,000	One off	Essential	The role provides assistance to the Corporate Fraud and Enforcement Officers and ensure that these officers are able to prioritise more complex cases whilst also ensuring that all of the initial site visits are undertaken within the agreed time limits. It was intended that the increase in planning fees by 20% would pay for this, but due to a drop in projected fee income this will no longer be covered by the increase.
Planning & Regulatory Services	Planning Policy	Salary supplements	up to 15% market supplement was offered to attract candidates to accept the advertised posts.	18,100	Ongoing	Essential	It was intended that the increase in planning fees by 20% would pay for this, but due to a drop in projected fee income this will no longer be covered by the increase.
Planning & Regulatory Services	Development Management	Salary supplements	up to 15% market supplement was offered to attract candidates to accept the advertised posts.	20,400	Ongoing	Essential	It was intended that the increase in planning fees by 20% would pay for this, but due to a drop in projected fee income this will no longer be covered by the increase
TOTAL				302,090			

Earmarked Revenue Reserve	Purpose	Review Mechanism	At 31/3/17	Estimated at 31/3/18	Estimated at 31/3/19
Repairs and 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	225,316	171,316	140,000
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	60,000	60,000	60,000
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	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	299,767	250,000	250,000
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	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	8,617	8,600	-
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.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	1,000	1,000	-
Local Development Plan (LDP)	Money has been put aside from unspent budgets to support the creation and adoption of the delayed LDP	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	406,037	177,700	100,000
Land 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	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	5,940	5,700	5,300
Business Continuity	To provide funding for emergency requirements such as salt, sand bags or other business continuity requirements	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	10,000	10,000	10,000
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.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	31,773	31,800	-
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.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	8,535	-	-
Transformation	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 and 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	765,204	711,004	602,904
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.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	369,200	-	-
Neighbourhood Plan Applications	To provide funding for preparation of Neighbourhood Plans	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	17,249	29,500	29,500
Waste Contract Implementation	Money set aside towards the procurement and mobilisation of the new Waste contract	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	44,032	-	-
Pension Deficit Reserve	To enable the forward funding of 3 year pension deficit to release revenue savings.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	-	620,095	848,095
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.	Bi-annually by the Finance and Corporate Services Committee at budget setting and final accounts approval stages	364,675	206,960	82,312
TOTAL			2,617,344	2,283,675	2,128,111

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Medium Term Financial Strategy					
	2018 / 19	2019 / 20	2020 / 21	2021 / 22	Total
	£000	£000	£000	£000	Savings
Baseline net expenditure	7,691	6,792	6,251	7,695	Required
Impact of Forward Pension Deficit Funding	-1,722	0	1,722	-1,119	
Temporary Posts ending	0	-46	0	0	
Other Cost Pressures	364	-373	-4	-22	
Inflation provision	270	283	205	204	
Change in level of specific grants	71	0	0	0	
Projected (net) movement in income from fees and charges	-162	-19	79	38	
Projected movement in misc income	0	0	0	0	
Change in level of investment income	-70	27	2	0	
New Homes Bonus Fluctuation in Annual Payment	351	61	163	222	
Contribution to / (Use) of General Fund balances	0	0	0	0	
Contribution to / (Use) of Earmarked Reserves	228	603	-1,119	0	
Projected net expenditure to be funded	7,020	7,329	7,299	7,018	
Additional efficiency / income / saving required	0	-475	-723	-291	-1,489
Revenue Support Grant	0	0	0	0	
Tariff Adjustment	0	330	330	330	
Business Rates Baseline Funding	-1,474	-1,507	-1,507	-1,507	
Business Rates Growth including S31	-999	-928	-600	-600	
Business Rates levy/benefit	351	151	250	250	
Estimated Council Tax collection fund surplus / deficit	-230	-100	-100	-100	
Estimated Yield from Council Tax	-4,669	-4,801	-4,949	-5,100	
Total Funding	-7,020	-6,854	-6,576	-6,727	
Band D council tax charge	192.97	196.73	200.57	204.48	
Taxbase	24,193.2	24,405.5	24,673.9	24,942.3	
Council Tax Target increase	2.99%	1.95%	1.95%	1.95%	

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CAPITAL PROJECT SUMMARY SHEET

Appendix Ref.	Service Team	Title of the proposal	Full Description of the proposal	2018 / 19 £	2019 / 20 £	2020 / 21 £	Estimate / Quote
7.1	Community and living	Replacement of Car Park Ticket Machines	New Car Park Machine, Promenade Park, Maldon Town Centre	115,000			Quote
7.2	Community and living	Replacing CCTV cameras	CCTV for Burnham on Crouch Riverside, Brickhouse Farm Community Centre and West Maldon Community Centre	30,000			Quote
7.3	Community and living	New Community Protection Van	New Community Protection Van	12,000			Quote
7.4	Leisure, Countryside and Tourism	Replacement Active Water Features, Splash Park, Prom Park	New heads for Splash Park to keep facility fresh	10,000	10,000	10,000	Quotes
7.5	I.T Services	PC, printer and server replacement	To replace obsolete IT equipment that is (a) failed and beyond economic repair or (b) that is of a critical nature where maintenance is not available but equipment failure could lead to a service failure or (c) will not function with essential new software.	45,000			Estimate
TOTAL				212,000	10,000	10,000	

CAPITAL PROJECT SHEET

Please note that this capital project sheet will be appended to the relevant Committee Report in the November cycle, therefore everything you put in the form will be shown in the public domain.

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Replacement of Car Park Ticket Machines
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	Karen Bomford
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>The existing car park ticketing machines are very old and frequently have coin jams resulting in a high level of customer dissatisfaction and complaints. Additionally because the current machines are so old the card reading facility on them will be obsolete on 1st July 2018 as it will no longer conform to PCI DSS 3.1, this will result in the machines being unable to take credit or debit card payment. This proposal is to replace existing ticket machines in all the councils off street car parks with new machines that can take more modern forms of payment, which customers now expect, such as contactless. this will improve reliability, and consequently revenue to MDC, reduce officer time in emptying the machines, increase customer satisfaction and reduce the amount of time spent on dealing with complaints! The new machines would still have the ability to take credit or debit cards and coins. There are 23 machines which need replacing. The revenue from the machines is over £1m per annum. If the Capital project is not approved a revenue growth bid of £23k will be required to update the software on the currents machines.</p>
Project Start Date <i>(Month and year)</i>	Apr-18
Project Completion Date <i>(Month and year)</i>	Sep-18
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources))</i>	Staff time for procurement process. Contractor to undertake works. Staff time to check works.

<p>Picture (Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</p>	
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	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source
	£	£	£	£	
2017/18					
2018/19	115,000	*-23,000			
2019/20					
2020/21					
TOTAL	115,000	-23,000	0	0	0

No additional revenue budget required for this project

*Revenue growth budget bid of £23,000 not required if this is approved.

<p>Describe links to Corporate Goals <i>Corporate goals:</i> 1) Helping communities to be safe, active and healthy 2) Protecting and shaping the District Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services 5) Focusing on key projects</p>	<p>This project links to the corporate goal of delivering good quality cost effective and valued services.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc.)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>no</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>no</p>
<p>Is the project contractually committed in any way? If so, please describe</p>	<p>no</p>

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	no
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CAPITAL PROJECT SHEET

Please note that this capital project sheet will be appended to the relevant Committee Report in the November cycle, therefore everything you put in the form will be shown in the public domain.

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Replacing CCTV cameras (at Burnham on Crouch Riverside, Brick House Farm Community Centre and West Maldon Community Centre)
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	Spencer Clarke & Adrian Rayner
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>Replace existing outdated camera recorders with new network recorders which will be wirelessly connected and so can be remotely viewed and monitored. This will have the additional benefit of a saving of officer time having to visit the site to view the footage. These will be high definition in low light facility resulting in better images. As the cameras are new there would be a reduction in revenue costs for maintenance. The priority of replacement is BOC Riverside first Burnham: 3 No PTZ cameras @ £1,500 each, 4 No static cameras @ £250 each, 3 No wireless links @£400 each, 1 No FLIR Meridian Server with 6TB storage @ £4,895, installation and commissioning £1,575 (three days) – this totals £13,170, then Brickhouse 8 No static cameras @ £250 each, 1 No FLIR Meridian Server with 6TB storage @ £4,895, installation and commissioning £1,750 (two days) this totals £8,645 and West Maldon Community Centres 9 No static cameras @ £250 each, 1 No FLIR Meridian Server with 6TB storage @ £4,895, installation and commissioning £1,050 (two days) – this totals £8,195. Total cost will be £30,010</p>
Project Start Date <i>(Month and year)</i>	Apr-18
Project Completion Date <i>(Month and year)</i>	Sep-18

<p>Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources))</i></p>	<p>Staff time for procurement process. Contractor to supply and install.</p>
<p>Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i></p>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source
	£	£	£	£	
2018/19	30,000		-5,000		
2019/20					
2020/21					
TOTAL	30,000	0	-5,000	0	0
Savings to be identified in Revenue budgets for Equipment Maintenance					


CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals <i>Corporate goals:</i> 1) <i>Helping communities to be safe, active and healthy</i> 2) <i>Protecting and shaping the District</i> <i>Creating opportunities for economic growth and prosperity</i> 4) <i>Delivering good quality, cost effective and valued services</i> 5) <i>Focusing on key projects</i></p>	<p>This project links directly to the corporate goal of Helping communities to be safe active and healthy.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc.)</p>	<p>Whilst cctv is not a statutory requirement MDC does have a statutory function under Section 17 of the Crime and Disorder Act 1998 to prevent such activities. The cameras will contribute to this.</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Yes the cameras will contribute to the safety of the residents of the district.</p>

Is this part of a statutory obligation? If so, state how	no
Is the project contractually committed in any way? If so, please describe	no
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	no

CAPITAL PROJECT SHEET

Please note that this capital project sheet will be appended to the relevant Committee Report in the November cycle, therefore everything you put in the form will be shown in the public domain.

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New Community Protection Van
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service improvement
Project Lead Officer	Adrian Rayner
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	To replace the existing vehicle with a more suitable vehicle to carry out our duties. The old vehicle is eight years old and is used 7 days per week and has now started to develop reliability issues. With the nature of our role we desperately need a vehicle that we can depend on.
Project Start Date <i>(Month and year)</i>	Apr-18
Project Completion Date <i>(Month and year)</i>	Jun-18
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time for procurement process.
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2018/19	12,000				
2019/20					
2020/21					
2021/22					
TOTAL	12,000	0	0	0	0
No new revenue budgets required, budgets for current vehicle will be transferred					

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <ol style="list-style-type: none"> 1) <i>Strengthening communities to be safe, active and healthy</i> 2) <i>Protecting and shaping the District</i> 3) <i>Creating opportunities for economic growth and prosperity</i> 4) <i>Delivering good quality, cost effective and valued services</i> 	<p>Links to the corporate goals of Strengthening communities to be safe, active and healthy and Delivering good quality, cost effective and valued services.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>None</p>

Is this part of a statutory obligation? If so, state how	
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	

CAPITAL PROJECT SHEET

Please note that this capital project sheet will be appended to the relevant Committee Report in the November cycle, therefore everything you put in the form will be shown in the public domain.

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Replacement Active water Features, Splash Park, Prom Park
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Improvement
Project Lead Officer	Steve Krolzig
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	This three year project will see the replacement of Active Water Features first installed in 2006. It is essential the splash park remains and attraction for visitors to maintain summer repeat customers. At the end of the three years all of the equipment will be replaced and will coincide with a new surface (separate bid (19/20))
Project Start Date <i>(Month and year)</i>	Apr-18
Project Completion Date <i>(Month and year)</i>	Apr-18

Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	None, price includes delivery and fitting
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Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	<div style="text-align: center;"> <p>The Design</p> <p><small>Lil Treasure Chest & Pirate Pete's Hat Aqua Spouts</small></p>  <p><small>Lil Treasure Chest Aqua Spout- £ 3,213.68 each Adaptor Plate - £33A .17 each</small></p> <p><small>Pirate Pete's Hat Aqua Spout- £ 1,964.66 each Adaptor Plate - £33A .17 each</small></p> </div>
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	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2018/19	10,000				
2019/20	10,000				
2020/21	10,000				
2021/22					
TOTAL	30,000	0	0	0	0

**Revenue Budget of £27k used for Commissioning and De-commissioning and
general maintenance of Splash Park**

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p style="text-align: center;">Delivering good quality cost effective services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p style="text-align: center;">None identified</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p style="text-align: center;">None</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p style="text-align: center;">None</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p style="text-align: center;">No</p>

Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	Links to 19/20 surfacing bid

CAPITAL PROJECT SHEET

Please note that this capital project sheet will be appended to the relevant Committee Report in the November cycle, therefore everything you put in the form will be shown in the public domain.

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	<p style="text-align: center;">PC, printer and server replacement</p>
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	<p style="text-align: center;">Essential</p>
Project Lead Officer	<p style="text-align: center;">Simon Mitchell</p>
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>To replace obsolete IT equipment that is (a) failed and beyond economic repair or (b) that is of a critical nature where maintenance is not available but equipment failure could lead to a service failure or (c) will not function with essential new software.</p>
Project Start Date <i>(Month and year)</i>	<p style="text-align: center;">Apr-18</p>
Project Completion Date <i>(Month and year)</i>	<p style="text-align: center;">Mar-19</p>
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	<p style="text-align: center;">Procurement of hardware, configuration and installation by IT Team Members</p>
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2018/19	45,000				
2019/20					
2020/21					
2021/22					
TOTAL	45,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Delivering good quality, cost effective and valued services - all services across the Council depend on the use of reliable and efficient IT equipment. Replacement of older equipment is essential to ensure that services can operate effectively.</p> <p>Protecting and shaping the District - new equipment is more energy efficient and has a lower environmental impact. Old equipment is recycled.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	None
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	None
<p>Are there Health & Safety implications? If so, please state</p>	None

Is this part of a statutory obligation? If so, state how	No
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	Ongoing requirement to deliver all services.

Capital Programme 2017 / 18 - 2021 / 22					
Project Title	Original	Revised	Requested	Forecast	Forecast
	2017 / 18	2017 / 18	2018 / 19	2019 / 20	2020 / 21
	£000	£000	£000	£000	£000
	Council Offices site				
St Cedds Shared Accomodation		9			
Vehicle & Plant Replacement					
Parks Vehicle - Rolling replacement programme	22	42		22	22
New Rangers Vehicle			12		
Maintenance Team Vehicle	30	30			
Information & Communication Technology					
PC and Printer Replacement Programme	35	35	45	35	35
Telephony Review/ Upgrade			5		
IT project officer - One Fixed term post to assist with the rollout of a number of key IT capital projects such as Share point)	50				
E-Mail replacement - Upgrade of Exchange and Enterprise Vault	60	60			
Maldon Promenade					
CCTV Upgrade Prom		9			
Tip Road Resurfacing (match funding)			80		
Prom Park Road Repairs	55	55			
Prom Park Road Repairs		50			
Entrance Refurbishments		10			
Winter Car Parking Prom		10			
All weather Car Parking improvements	60	60			
New accessible play site	48	0	48		
Ampitheatre Fencing	10				
Prom Depot Electronic Gates		15			
Splash Park new elements			10	10	10
Leisure & Sports Centres					
Leisure Centres Planned Maintenance Programme		31			
Leisure Contract Capital Contribution		117			
Unisex Disable Changing room		16			

Project Title	Original	Revised	Requested	Forecast	Forecast
	2017 / 18	2017 / 18	2018 / 19	2019 / 20	2020 / 21
	£000	£000	£000	£000	£000
Parks & open Spaces					
Riverside Park footpaths		9			
Riverside Park Information boards and signage		20			
Sea Wall path resurfacing Riverside Park		11			
Riverside Park depot screening	40				
Mobile Welfare facility trailer	15	15			
CCTV Burnham, Brickhouse Farm & West Maldon Community Centre			30		
Housing					
Mandatory Disabled Facilities Grants	420	460	420	420	420
Cemeteries					
Burnham Cemetery Roadway		57			
Heybridge Cemetery Chapel Roof	25	1	24		
Rivers					
Coastal & Communities match funding		18			
Car Parks					
Phase 2 CCTV upgrades and new equipment - Maldon High Street & Car Park System Upgrade		30			
New Car Park signage (Town & Prom)	14	14			
Car Park Machines Prom and Maldon Town Centre			115		
Environmental Waste					
Purchase of Bins		69			
Elections					
Replacement of Polling booths	25	25			
Facilities and Asset Management					
99 Wood Road Refurbishment	40	70			

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 2018 / 19 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.

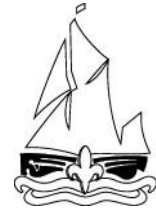
In relation to the 2018 / 19 General Fund Revenue budget I have examined the budget proposals and I believe that, whilst the spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management will to implement them, good management, and the sound 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 2018 / 19 to 2021 / 22.
 - 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 2018 / 19 (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 2018 / 19 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.

Emma Foy
Director of Resources



REPORT of DIRECTOR OF RESOURCES

to
COUNCIL
8 FEBRUARY 2018

COUNCIL TAX 2018 / 19

1. PURPOSE OF THE REPORT

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

2. RECOMMENDATIONS

- (i) that Maldon District Council's Council Tax Requirement for 2018/19 is set at £4,668,517;
- (ii) that the Maldon District Council's Band D Council Tax (excluding Parish precepts) is set at £192.97, reflecting an increase of £5.60, all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iii) that the precept demands and level of Band D Council Tax of the Essex County Council, the EPFCCFRA for both Police and Fire, and the various Parish Councils within the District be determined as set out in the report, all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iv) that the Council agrees the resolution set out at **APPENDIX A**.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council is statutorily required to determine its own Council Tax Requirement and, taking into account precepts determined by the other precepting authorities, to determine the Council Tax for the 2018/19 financial year (**APPENDIX A**).

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

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

3.3 Maldon’s council tax base for 2018 / 19 is 24,193.2, and was agreed by the Council on 21 December 2017 within a recommendation from the Finance and Corporate Services Committee.

3.4 The Government announced on 19 December 2017 draft referendum Principles. For Maldon District Council this means if it wished to raise the relevant basic amount of Council Tax by equal to or more than 3%, a referendum of the local electorate would be required to approve or veto the increase.

3.5 The table below illustrates the impact of the 2.99% increase for each of the council tax bands:

A	B	C	D	E	F	G	H
£3.74	£4.36	£4.98	£5.60	£6.84	£8.08	£9.34	£11.20

3.6 Essex County Council is not due to formally set its council tax requirement until 13 February 2018. The EPFCCFRA have already set their budget and council tax for both Fire and Police services and so the details contained in the tables for those preceptors are final.

3.7 Maldon District Council’s Council Tax Requirement 2018/19

3.7.1 The Council Tax Requirement as calculated and recommended is £4,668,517. The table below illustrates the calculation:

	2017/18	2018/19
	£	£
Maldon District Council Net Budget Requirement	6,541,000	7,020,000
Government Grant		
Revenue Support Grant	(169,424)	-
Baseline Business Rates	(1,431,139)	(1,474,135)
Business Rates Retention Scheme	(350,000)	(718,348)
Collection Fund Net Surplus	(118,130)	(159,000)
Maldon District Council Council Tax Requirement	4,472,307	4,668,517

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

Precepting and Billing Authority	2017 / 18 £	2018 / 19 £	Change %
Essex County Council	27,776,006	29,558,002	6.42%
Essex PFCC <u>Fire</u> and Rescue Authority	1,647,656	1,702,717	3.34%
<u>Police</u> , Fire & Crime Commissioner for Essex	3,748,579	4,089,135	9.08%
Maldon District Council	4,472,307	4,668,517	4.39%
Parish Council's (Aggregate)	1,383,356	1,435,560	3.77%
Total	39,027,904	41,454,157	6.22%

- 3.7.3 The Average Council Tax for each household is calculated by taking the precept requirement and dividing it by the Council Tax Base. The average is always shown as Band D equivalent. All other bands are calculated by applying a ratio to the Band D Council Tax.
- 3.7.4 The table below shows the resulting Band D Council Tax amount for each of the precepting authorities that make up the Council Tax bill. The Parish element is not shown in this table as it will be different for each Parish area depending on the amount of the Parish precept. The individual Parish Precepts are show in **APPENDIX A section 3 (g)**.

Precepting and Billing Authority	2017 / 18 £	2018 / 19 £	Change %
Essex County Council	1,163.70	1,221.75	4.99%
Essex PFCC <u>Fire</u> and Rescue Authority	69.03	70.38	1.96%
<u>Police</u> , Fire & Crime Commissioner for Essex	157.05	169.02	7.62%
Maldon District Council	187.37	192.97	2.99%
Total	1,577.15	1,654.12	4.88%

- 3.7.5 The average Parish Band D Council Tax equates to £59.34 and gives an overall Band D average charge of £1,713.46 compared to the current year Band D average charge of £1,635.11.
- 3.7.6 In accordance with Section 30-36 of the Local Government and Finance Act, 1992, as amended, I have determined the Council Tax payable for each band of property by Parish taking into account the individual precept requirement for each Parish Council. This information is set out in **APPENDIX A – Table A**.

4. CONCLUSION

- 4.1 The Council is statutorily required to determine its own Council Tax Requirement and, taking into account precepts determined by the other precepting authorities, to determine the Council Tax for the 2018/19 financial year. This report and the Appendices does that.

5. IMPACT ON CORPORATE GOALS

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

6. IMPLICATIONS

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

Background Papers: Revised 2017 / 18 Estimates and Original 2018 / 19 Budget Estimates and Council Tax 2018 / 19 report to the Finance and Corporate Services Committee (30 January 2018).

Enquiries to: Emma Foy, Director of Resources. (Tel. 01621 875762).

COUNCIL TAX 2018/19 RESOLUTION

The Council is recommended to resolve as follows:

1. That it be noted that at its meeting on 21 December 2017 the Council calculated its Council Tax Base for the year 2018/19:
 - (a) for the whole district as 24,193.2 [Item T in the formula in Section 31B of the Local Government Finance Act 1992 (the Act), as amended by the Localism Act 2011; and
 - (b) for dwellings in those parts of its district to which a Parish precept relates as listed below:

Althorne	515.7
Asheldham	61.9
Bradwell-on-Sea	339.0
Burnham-on-Crouch	3,041.7
Cold Norton	487.3
Dengie	49.2
Goldhanger	297.5
Great Braxted	171.9
Great Totham	1,254.6
Hazeleigh	55.8
Heybridge	2,875.9
Langford	83.8
Latchingdon	422.4
Little Braxted	84.0
Little Totham	194.7
Maldon	5,211.9
Mayland	1,484.2
Mundon	143.4
North Fambridge	396.1
Purleigh	556.2
Southminster	1,515.5
St. Lawrence	590.6
Steeple	193.9
Stow Maries	83.0
Tillingham	400.2
Tollesbury	992.5
Tolleshunt D'arcy	430.9
Tolleshunt Knights	409.9
Tolleshunt Major	272.8
Ulting	67.4
Wickham Bishops	987.3
Woodham Mortimer	252.6
Woodham Walter	269.4
	24,193.2

2. Calculate that the Council Tax Requirement for the Council's own purposes for 2017/18 (excluding Parish precepts) is £4,668,517
3. That the following amounts be calculated by the Council for the year 2017/18 in accordance with new Sections 31 to 36 of the Act:
 - (a) £31,869,803 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act, taking into account all precepts issued to it by Parish Councils (**i.e. gross expenditure including Parish precepts**)
 - (b) £25,765,726 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act (**i.e. gross income including government grants**)
 - (c) £6,104,077 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax Requirement for the year (Item R in the formula in Section 31B of the Act) (**i.e. Council Tax Requirement including Parish precepts**).
 - (d) £252.31 being the amount at 3(c) above (Item R) divided by the amount at 1(a) above (Item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (**i.e. average Band D Council Tax including Parish precepts**)
 - (e) £1,435,560 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (**i.e. Parish Council precepts**)
 - (f) £192.97 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates (**i.e. District Council Band D Council Tax excluding Parish precepts**).

(g) Basic Amount of Council Tax by Parish 2018/19

Town/Parish	Local Precept	Town/Parish Band D	District + Town/Parish Band D
Althorne	18,000.00	34.90	227.87
Asheldham	3,183.59	51.43	244.40
Bradwell-on-Sea	17,000.00	50.15	243.12
Burnham-on-Crouch	188,000.00	61.81	254.78
Cold Norton	27,000.00	55.41	248.38
Dengie	2,530.41	51.43	244.40
Goldhanger	13,200.00	44.37	237.34
Great Braxted	6,000.00	34.90	227.87
Great Totham	19,271.00	15.36	208.33
Hazeleigh	696.96	12.49	205.46
Heybridge	222,000.00	77.19	270.16
Langford	4,530.00	54.06	247.03
Latchingdon	43,000.00	101.80	294.77
Little Braxted	3,274.00	38.98	231.95
Little Totham	6,500.00	33.38	226.35
Maldon	350,549.00	67.26	260.23
Mayland	97,310.00	65.56	258.53
Mundon	4,500.00	31.38	224.35
North Fambridge	14,700.00	37.11	230.08
Purleigh	40,000.00	71.92	264.89
Southminster	127,680.00	84.25	277.22
St. Lawrence	21,945.00	37.16	230.13
Steeple	6,000.00	30.94	223.91
Stow Maries	6,500.00	78.31	271.28
Tillingham	35,000.00	87.46	280.43
Tollesbury	83,469.00	84.10	277.07
Tolleshunt D'arcy	19,223.00	44.61	237.58
Tolleshunt Knights	9,000.00	21.96	214.93
Tolleshunt Major	8,400.00	30.79	223.76
Ulting	3,120.00	46.29	239.26
Wickham Bishops	15,222.00	15.42	208.39
Woodham Mortimer	3,155.04	12.49	205.46
Woodham Walter	15,601.00	57.91	250.88

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

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

PARISH	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Althorne	151.92	177.23	202.55	227.87	278.51	329.14	379.79	455.74
Asheldham	162.94	190.09	217.25	244.40	298.71	353.02	407.34	488.80
Bradwell-on-Sea	162.08	189.10	216.11	243.12	297.14	351.17	405.20	486.24
Burnham-on-Crouch	169.86	198.16	226.47	254.78	311.40	368.01	424.64	509.56
Cold Norton	165.59	193.19	220.78	248.38	303.57	358.77	413.97	496.76
Dengie	162.94	190.09	217.25	244.40	298.71	353.02	407.34	488.80
Goldhanger	158.23	184.60	210.97	237.34	290.08	342.82	395.57	474.68
Great Braxted	151.92	177.23	202.55	227.87	278.51	329.14	379.79	455.74
Great Totham	138.89	162.04	185.18	208.33	254.62	300.92	347.22	416.66
Hazeleigh	136.98	159.80	182.63	205.46	251.12	296.77	342.44	410.92
Heybridge	180.11	210.13	240.14	270.16	330.19	390.23	450.27	540.32
Langford	164.69	192.14	219.58	247.03	301.92	356.82	411.72	494.06
Latchingdon	196.52	229.27	262.02	294.77	360.27	425.77	491.29	589.54
Little Braxted	154.64	180.41	206.18	231.95	283.49	335.03	386.59	463.90
Little Totham	150.90	176.05	201.20	226.35	276.65	326.95	377.25	452.70
Maldon	173.49	202.40	231.32	260.23	318.06	375.88	433.72	520.46
Mayland	172.36	201.08	229.81	258.53	315.98	373.43	430.89	517.06
Mundon	149.57	174.50	199.42	224.35	274.20	324.06	373.92	448.70
North Fambridge	153.39	178.95	204.52	230.08	281.21	332.33	383.47	460.16
Purleigh	176.60	206.03	235.46	264.89	323.75	382.61	441.49	529.78
Southminster	184.82	215.62	246.42	277.22	338.82	400.42	462.04	554.44
St. Lawrence	153.42	178.99	204.56	230.13	281.27	332.41	383.55	460.26
Steeple	149.28	174.15	199.03	223.91	273.67	323.42	373.19	447.82
Stow Maries	180.86	211.00	241.14	271.28	331.56	391.84	452.14	542.56
Tillingham	186.96	218.11	249.27	280.43	342.75	405.06	467.39	560.86
Tollesbury	184.72	215.50	246.29	277.07	338.64	400.21	461.79	554.14
Tolleshunt D'arcy	158.39	184.79	211.18	237.58	290.37	343.17	395.97	475.16
Tolleshunt Knights	143.29	167.17	191.05	214.93	262.69	310.45	358.22	429.86
Tolleshunt Major	149.18	174.04	198.90	223.76	273.48	323.20	372.94	447.52
Ulting	159.51	186.09	212.68	239.26	292.43	345.59	398.77	478.52
Wickham Bishops	138.93	162.08	185.24	208.39	254.70	301.00	347.32	416.78
Woodham Mortimer	136.98	159.80	182.63	205.46	251.12	296.77	342.44	410.92
Woodham Walter	167.26	195.13	223.01	250.88	306.63	362.38	418.14	501.76

being the amounts given by multiplying the amounts at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band, divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year, in respect of categories of dwellings listed in different valuation bands.

4. That it be noted for the year 2018/19 the major precepting authorities have issued precepts to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each category of dwellings in the Council's area as indicated in the table below:

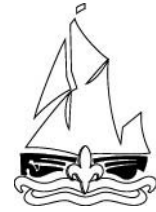
Precepting Authority	Valuation Bands			
Essex County Council	A	£814.50	E	£1,493.25
	B	£950.25	F	£1,764.75
	C	£1,086.00	G	£2,036.25
	D	£1,221.75	H	£2,443.50
Essex Police, Fire and Crime Commissioner Fire and Rescue Authority	A	£112.68	E	£206.58
	B	£131.46	F	£244.14
	C	£150.24	G	£281.70
	D	£169.02	H	£338.04
Essex Fire Authority	A	£46.92	E	£86.02
	B	£54.74	F	£101.66
	C	£62.56	G	£117.30
	D	£70.38	H	£140.76

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992 as amended, hereby sets the following amounts as the amounts of Council Tax for the year 2018/19 for each part of its area and for each of the categories of dwelling shown in Table A attached.
6. Determines that the Council's basic amount of Council Tax for 2018/19 is not excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992, as amended.

As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of Council Tax for 2018/19 is excessive and that the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Local Government Finance Act 1992, as amended.

TABLE A (DRAFT subject to final confirmation of precepts)

2018/2019 COUNCIL TAX CHARGES BY PRECEPTING AUTHORITY								
Authority	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Essex County	814.50	950.25	1,086.00	1,221.75	1,493.25	1,764.75	2,036.25	2,443.50
Essex Police	112.68	131.46	150.24	169.02	206.58	244.14	281.70	338.04
Essex Fire	46.92	54.74	62.56	70.38	86.02	101.66	117.30	140.76
Maldon District	128.65	150.09	171.53	192.97	235.85	278.73	321.62	385.94
Althorne	1,126.02	1,313.68	1,501.35	1,689.02	2,064.36	2,439.69	2,815.04	3,378.04
Asheldham	1,137.04	1,326.54	1,516.05	1,705.55	2,084.56	2,463.57	2,842.59	3,411.10
Bradwell-on-Sea	1,136.18	1,325.55	1,514.91	1,704.27	2,082.99	2,461.72	2,840.45	3,408.54
Burnham-on-Crouch	1,143.96	1,334.61	1,525.27	1,715.93	2,097.25	2,478.56	2,859.89	3,431.86
Cold Norton	1,139.69	1,329.64	1,519.58	1,709.53	2,089.42	2,469.32	2,849.22	3,419.06
Dengie	1,137.04	1,326.54	1,516.05	1,705.55	2,084.56	2,463.57	2,842.59	3,411.10
Goldhanger	1,132.33	1,321.05	1,509.77	1,698.49	2,075.93	2,453.37	2,830.82	3,396.98
Great Braxted	1,126.02	1,313.68	1,501.35	1,689.02	2,064.36	2,439.69	2,815.04	3,378.04
Great Totham	1,112.99	1,298.49	1,483.98	1,669.48	2,040.47	2,411.47	2,782.47	3,338.96
Hazeleigh	1,111.08	1,296.25	1,481.43	1,666.61	2,036.97	2,407.32	2,777.69	3,333.22
Heybridge	1,154.21	1,346.58	1,538.94	1,731.31	2,116.04	2,500.78	2,885.52	3,462.62
Langford	1,138.79	1,328.59	1,518.38	1,708.18	2,087.77	2,467.37	2,846.97	3,416.36
Latchingdon	1,170.62	1,365.72	1,560.82	1,755.92	2,146.12	2,536.32	2,926.54	3,511.84
Little Braxted	1,128.74	1,316.86	1,504.98	1,693.10	2,069.34	2,445.58	2,821.84	3,386.20
Little Totham	1,125.00	1,312.50	1,500.00	1,687.50	2,062.50	2,437.50	2,812.50	3,375.00
Maldon	1,147.59	1,338.85	1,530.12	1,721.38	2,103.91	2,486.43	2,868.97	3,442.76
Mayland	1,146.46	1,337.53	1,528.61	1,719.68	2,101.83	2,483.98	2,866.14	3,439.36
Mundon	1,123.67	1,310.95	1,498.22	1,685.50	2,060.05	2,434.61	2,809.17	3,371.00
North Fambridge	1,127.49	1,315.40	1,503.32	1,691.23	2,067.06	2,442.88	2,818.72	3,382.46
Purleigh	1,150.70	1,342.48	1,534.26	1,726.04	2,109.60	2,493.16	2,876.74	3,452.08
Southminster	1,158.92	1,352.07	1,545.22	1,738.37	2,124.67	2,510.97	2,897.29	3,476.74
St. Lawrence	1,127.52	1,315.44	1,503.36	1,691.28	2,067.12	2,442.96	2,818.80	3,382.56
Steeple	1,123.38	1,310.60	1,497.83	1,685.06	2,059.52	2,433.97	2,808.44	3,370.12
Stow Maries	1,154.96	1,347.45	1,539.94	1,732.43	2,117.41	2,502.39	2,887.39	3,464.86
Tillingham	1,161.06	1,354.56	1,548.07	1,741.58	2,128.60	2,515.61	2,902.64	3,483.16
Tollesbury	1,158.82	1,351.95	1,545.09	1,738.22	2,124.49	2,510.76	2,897.04	3,476.44
Tolleshunt D'arcy	1,132.49	1,321.24	1,509.98	1,698.73	2,076.22	2,453.72	2,831.22	3,397.46
Tolleshunt Knights	1,117.39	1,303.62	1,489.85	1,676.08	2,048.54	2,421.00	2,793.47	3,352.16
Tolleshunt Major	1,123.28	1,310.49	1,497.70	1,684.91	2,059.33	2,433.75	2,808.19	3,369.82
Ulting	1,133.61	1,322.54	1,511.48	1,700.41	2,078.28	2,456.14	2,834.02	3,400.82
Wickham Bishops	1,113.03	1,298.53	1,484.04	1,669.54	2,040.55	2,411.55	2,782.57	3,339.08
Woodham Mortimer	1,111.08	1,296.25	1,481.43	1,666.61	2,036.97	2,407.32	2,777.69	3,333.22
Woodham Walter	1,141.36	1,331.58	1,521.81	1,712.03	2,092.48	2,472.93	2,853.39	3,424.06



REPORT of DIRECTOR OF RESOURCES

**to
COUNCIL
8 FEBRUARY 2018**

MEDIUM TERM FINANCIAL STRATEGY 2018 / 19 TO 2021 / 22

1. PURPOSE OF THE REPORT

- 1.1 To present the Medium Term Financial Strategy 2018 / 19 to 2021 / 22 for approval by the Council.

2. RECOMMENDATION

That the Medium Term Financial Strategy 2018 / 19 to 2021 / 22 at **APPENDIX A** be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 The Medium Term Financial Strategy (MTFS) at **APPENDIX A** sets out how the Council will manage its revenue finances up to 2021 / 22 and also covers a five-year capital programme. The MTFS supports the delivery of the Council's objectives and priorities as set out in the Council's Corporate Plan.
- 3.2 The medium-term financial planning process has been in place for a number of years and is an established part of the budget setting process. It provides a forecast of the cost of continuing to provide existing levels of service and the resources that are likely to be available to the Council over the period. It identifies any shortfalls and sets out how this will be managed. This document is reviewed at least annually; regular review and update is essential to ensure the MTFS takes full account of any changes in the Council's aspirations, strategic and service delivery priorities, changes in government legislation, financial regulation and funding streams.

4. CONCLUSION

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

5. IMPACT ON CORPORATE GOALS

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

6. IMPLICATIONS

- (i) **Impact on Customers** – None arising directly from this report.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – The risks to the Council in respect of the available forecast resource envelope over the medium term are discussed in **APPENDIX A**.
- (iv) **Impact on Resources (financial)** – **APPENDIX A** sets out the medium term financial forecast of available resources to forecast expenditure and identifies and discusses the resource gap and the various actions that can be taken to manage that gap year on year for the period 2019 / 20 to 2021 / 22.
- (v) **Impact on Resources (human)** – None arising directly from this report.
- (vi) **Impact on the Environment** – None arising directly from this report.

Background Papers: None.

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MALDON DISTRICT COUNCIL
MEDIUM TERM FINANCIAL STRATEGY

2018 / 19 TO 2021 / 22



CONTENTS

	Page
INTRODUCTION	2
OBJECTIVES	4
VISION	5
LOCAL CONTEXT	6
CORPORATE BUSINESS PLAN	7
ECONOMIC OUTLOOK	8
GENERAL FUND REVENUE BUDGET	9
RISK MANAGEMENT	17
COUNCIL TAX	18
VALUE FOR MONEY AND EFFICIENCY	19
INCOME GENERATION	20
USE OF RESERVES	22
CAPITAL	23
TREASURY MANAGEMENT LINKS WITH FINANCIAL STRATEGY	24
EQUALITIES IMPACT ASSESSMENT	24
CONCLUSION	25
Appendix A - Medium term financial strategy 2017/18- 2020/21	26
Appendix B – Summary of Capital Programme and Funding 2017/18 – 2020/21	27
Appendix C – Policy on Reserves and Balances	29

1 INTRODUCTION

- 1.1 Medium term financial planning is an important component of the Council's strategic planning framework.. Key financial decisions need to be set in the context of a plan that looks beyond the next financial year. Forward planning offers the opportunity to link service and financial planning, as decisions taken on an annual basis are constrained in what they can achieve.
- 1.2 The Medium Term Financial Strategy (MTFS) provides the foundation against which the Council will strive to deliver the best possible value for money in the provision of efficient and cost effective services across the District. Through the effective development and delivery of the Council's financial and other resource strategies it seeks to build upon past achievements as well as provide clear direction to the attainment of the Council's longer-term goals.
- 1.3 The medium-term financial planning process has been in place for a number of years and is an established part of the budget setting process. It provides a forecast of the cost of continuing to provide existing levels of service and the resources that are likely to be available to the Council over the period. It identifies any shortfalls and sets out how this will be managed. This document is reviewed at least annually; regular review and update is essential to ensure the MTFS takes full account of any changes in the Council's aspirations, strategic and service delivery priorities, changes in government legislation, financial regulation and funding streams.
- 1.4 The Medium Term Financial Strategy (MTFS) sets out how the Council will manage its revenue finances up to 2021/22 and also covers a five-year capital programme. The MTFS supports the delivery of the Council's objectives and priorities as set out in the Council's Corporate Plan.
- 1.5 Underpinning the Corporate Plan are the individual service plans and a number of other key strategies and plans as set out below. In each case, these set out the detail of how the Council will achieve its objectives and the relevant milestones that will measure progress.
 - Information Technology Strategy
 - Workforce Development Strategy
 - Procurement Strategy
 - Risk Management Strategy
 - Treasury Management Strategy
- 1.6 The development of the 2018/19 budget has taken place within the context of a longer term strategic and resource planning process. In particular it takes account of the latest settlement data and the uncertain economic climate. The review of the MTFS reported to the Finance and Corporate Services Committee throughout the year identified the financial pressures facing the Council in the medium term and projected the level of resources that would be available to meet them.

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

2 OBJECTIVES

2.1 The objectives of the Medium Term Financial Strategy are:

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

3 VISION FOR MALDON

3.1 The MTFS aims to support the Council’s overall vision for the District:

3.2 “To make the Maldon District a better place to live, work and enjoy.”

4 LOCAL CONTEXT

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

5 MALDON DISTRICT COUNCIL CORPORATE PLAN

- 5.1 The Corporate Plan 2015-19 (2017/18 update) identifies all local and many national priorities.
- 5.2 Maldon has a list of Corporate Priorities which are
- Strengthening communities to be safe, active and healthy
 - Protecting and shaping the District
 - Creating opportunities for economic growth and prosperity
 - Delivering good quality, cost effective and valued services
- 5.3 These priorities also represent the challenges faced by the council as it seeks to improve local quality of life for everyone who lives, works or visits the district.
- 5.4 The budget setting process takes into account the priority framework and the priorities have a direct implication on the acceptability of the budget.
- 5.5 The Workforce Strategy sets out the key priorities for improving the way in which the Council manages its workforce in order to achieve the corporate targets. Our greatest asset is our employees and we must have committed skilled and empowered employees in order to provide the best possible service standards to the residents of the District.
- 5.6 The medium term financial strategy therefore provides the resources required to deliver the priorities stated within the Business Plan.

6 ECONOMIC OUTLOOK

- 6.1 The Chancellor's economic outlook as announced in Autumn Statement 2017 is shown below:

Year	Economic Growth (GDP)
2017/18	1.5%
2018/19	1.4%
2019/20	1.3%
2020/21	1.3%
2021/22	1.5%

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

Year	CPI (% change)
2017/18	2.7%
2018/19	2.4%
2019/20	1.9%
2020/21	2.0%
2021/22	2.0%

- 6.3 In the medium term, the CPI inflation is forecast to be above the Bank of England's target of 2%. It is important to note that many of the Council's contracts are linked to CPI as an inflationary increase. It is likely that the contractual inflation will see an increase in the council's costs in the medium term based on the forecasts.
- 6.4 The Bank of England base rate was increased in November 2017 to 0.50% from 0.25%. It had been at this low level since August 2016 when it was reduced from 0.50%. It had been at 0.50% since March 2009. The low levels have had a major impact on the Council's investment income. The Council are diversifying its investment portfolio in order to benefit from higher returns.

¹ Chancellor's Autumn 2017 Statement

7 GENERAL FUND REVENUE BUDGET

Financial Context

- 7.1 The development of the 2018/19-2010/22 Medium Term Financial Strategy has taken place at a time which continues to be one of the most challenging periods for Local Government.
- 7.2 While there have been some signs of improvement in the economic outlook the continuing austerity measures have led to unprecedented reductions in local authority funding. The austerity programme is likely to last until the end of the decade although the government has stated that it will not meet its target for debt reduction by the end of the current parliament. The public sector and in particular the local government sector is under increasing and relentless pressures in respect of funding for the adult social care services and a significant shift of resources is taking place from non-social care authorities such as Maldon to social care authorities. Funding pressures for mental health services has also been in the news recently. Additionally, the government is progressing preparations for changing the local government finance system, however this is to a 75% Business Rates Retention scheme as opposed to the 100% Business Rates Retention system previously proposed.

At the time of the 2016/17 Local Government Finance Settlement the government offered local authorities four year funding settlements which Maldon agreed to accept. The 2018/19 provisional finance settlement therefore confirms the settlement as announced in 2016/17 for 2018/19 in so far as the Business Rates Baseline Funding Level and the Revenue Support Grant (RSG) is concerned adjusted for inflation. An additional change in the payments to local authorities for the New Homes Bonus (NHB) is another years reduction in legacy payments.

Risks and Opportunities

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

Demographic

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

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

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

External Income

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

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

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

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

Inflation

7.7 The financial impact of a 2% movement in pay inflation represents around a £0.155m change in the general fund employee budget.

7.8 For the 2018/19 budget setting process, the contract prices have been uplifted by appropriate indices as stated in the conditions of the contracts. A 2% uplift has been built into the pay inflation. The financial impact of a 1% movement in contractual inflation is around

£0.065m. No inflationary increase has been applied to the general services budget, except known specific items such as utilities.

- 7.9 For future years, the projection assumes an overall averaged inflation rate of around 3% in each year (2% pay for the first two years, reverting to 1%).

Service demand

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

2018/19 Provisional Finance Settlement

- 7.13 The provisional 2018/19 local government finance settlement was announced on 19 December 2017. The table below shows Maldon's provisional settlement for the next two years.

Provisional Settlement 2017/18 to 2019/20	2015/16 Adjusted Settlement £m	2016/17 Final Settlement £m	2017/18 Provisional Settlement £m	2018/19 Provisional Settlement £m	2019/20 Provisional Settlement £m
Settlement Funding Assessment of which:	2.447	1.964	1.601	1.474	1.173
Revenue Support Grant (RSG)	1.056	0.561	0.170	-	-
Baseline Funding Level (Business Rates)	1.391	1.403	1.431	1.474	1.507
Tariff/Top-up Adjustment	-	-	-	-	(334)
Annual Change (%)		-19.7%	-18.5%	-7.9%	-20.4%
Cumulative Change (%)		-19.7%	-34.6%	-39.8%	-52.1%
New Homes Bonus – DCLG Allocations	0.637	0.798	0.800	0.696	0.821

Compensation for under indexing the Business Rates multiplier	0.020	0.020	0.018	0.031	0.046
Rural Services Delivery Grant	0.006	0.031	0.025	-	-
Transition Grant	-	0.040	0.040	-	-
Council Tax Requirement excluding parish precepts (incl. base growth and levels increasing by CPI)	4.122	4.278	4.440	4.631	4.829
Potential additional Council Tax from £5 referendum principle for all Districts	-	-	0.032	0.034	0.035
Total Core Spending Power	7.232	7.131	6.956	6.866	6.904
Change over the Spending Review Period					-0.328
Change over the Spending Review Period (%)					-4.5%

7.14 Under the current Spending Review, the Government has altered the distribution of funding between tiers of local government, which has shifted resources from lower tier to upper tier authorities. The level of reduction for Maldon is 52% (or £1.2m) and this is mainly caused by a new methodology used for determining authorities' RSG allocations. Rather than applying the same percentage cut to all authorities, the new approach takes into account individual authorities' council tax raising ability and the type of services they provide. The change in methodology has led to a fundamental shift of resources from authorities such as Maldon.

New Homes Bonus Scheme

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

Other Developments

Pension

7.17 Maldon District Council employees are eligible to be members of the Local Government Pension Scheme (LGPS), for which the Government sets the terms and conditions nationally. This is a statutory condition of employment available to all local government employees. Essex County Council is the administering authority of

the LGPS in Essex. In accordance with statutory requirements the Essex Pension Fund of which this Council is a member has been actuarially valued as at 31 March 2016.

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

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

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

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

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

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

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

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

Universal Credits

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

- There have been a number of delays and issues with the two versions of software that have been used to implement UC
- The current rollout of Universal Credit for new claims using original software has been halted.
- The digital roll out of Universal Credits for Maldon, using the newer software is due to start in December 2018 for New claims only
- The DWP are aiming for a phased transfer of claims from 2019 to 2022, however the precise details are as yet unclear, and the timescales have slipped on a number of occasions.
- The Council would retain responsibility for Local Council Tax Support, as well as pensioner claims, and some working age claims, even after a full transfer of claims to UC. As such the Council would retain 70-80% of existing workload even after UC has been fully introduced in 2023.

7.24 The transition to universal credit will have significant implications for local Council and its systems. In particular, there will be reduction in Administration Grant going forward but this may not be proportional to the reduction in the workload or staffing. Details of the financial impact are unclear, however a reduction in grant has been assumed in the MTFFS based upon an analysis of the impact on other LA grants who were in the early stages of UC rollout. The financial impact of Universal Credits will continue to be monitored on an ongoing basis.

Land Charges (transfer of responsibility to Land Registry)

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

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

7.25 The timing of the transfer is still not confirmed, but the current estimation is that Land Registry will go live in June 2018, subject to

the relevant legislation being in place, but will take 3 years for all authorities to be migrated.

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

2018/19 General Fund Budget

- 7.27 As part of the budget setting process, Members have examined information provided by officers relating to the level of existing resources. All budget options have been considered in the context of current service performance and priorities and all the growth, savings and capital bids went through a challenge process.
- 7.28 The details of the 2018/19 general fund revenue budget, including growth and savings can be found in the Revised 2017/18 Budget Estimates and Original 2018/19 Budget Estimates and Council Tax 2018/19 reports to the Council on 8 February 2018.

8 RISK MANAGEMENT

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

Estimated Financial Impact

Scenario	2019/20	2020/21	2021/22
	£m	£m	£m
Inflation - Pay award 1% higher than assumed	0.079	0.080	0.082
Inflation on contracts - 1% higher than assumed	0.038	0.042	0.030
Average investment interest rate - 0.5% lower than assumed	0.063	0.064	0.075
Savings (10% of savings not delivered)	0.055	0.046	0.046
Corporate Income (incl. retained Business Rates income, RSG, New Homes Bonus Grant) - 2% lower than assumed	0.073	0.073	0.070
Net Operating Expenditure- 1% overspent	0.079	0.08	0.082

9 COUNCIL TAX

Council Tax

9.1 It is important to note that the Council has limited income generated from council tax, for every 1% increase in the average Band D council tax; an additional £0.045m of income is raised. The MTFS assumes the increase in the Basic Amount of Council Tax will be £5.60 (2.99%) for 2018/19 and then 1.95% for the rest of the MTFS period.

Taxbase for Council tax setting

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

Year	2019/20	2020/21	2021/22
	Projected	Projected	Projected
Band D Equivalents	24,405.5	24,673.9	24,942.3

9.3 Using past trends together with information on already approved and likely future planning applications, projected housing growth has been used to forecast the council taxbase for the period of the MTFS. The taxbase is currently forecast to increase by 1.1% per annum after 2018/19, however this will be looked at further due to the large number of housing developments in the District.

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

10 VALUE FOR MONEY AND EFFICIENCY

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

Efficiencies

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

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

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

11 INCOME GENERATION

Forecasting Income

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

Policy on Fees and Charges

- 11.2 The Council is looking to maximise the potential from fees and charges. A significant proportion of its income is from fees and charges and a balance has to be struck between meeting statutory responsibilities and the subsidy on providing discretionary services. The Council takes the view that raising charges to recover part or all of the costs of providing is preferable to removing the service completely. Charges are set after taking into account local circumstances (including economic conditions) and the user's ability to pay. The Council's fees and charges will normally increase at least in line with inflation or where appropriate statutory defined fees and charges increases. Increased or reduced income due to volume changes or charge proposals above or below inflation are addressed through the budget setting process.
- 11.3 The full list of fees and charges is shown in the Discretionary Fees and Charges 2018 / 19 report to the Council on 8 February 2018.
- 11.4 It is recognised that in developing a strategy for specific charges it is important to consider a number of factors on an options appraisal basis i.e. considering affordability, equality impact assessments, comparability and the implications of changing charges on forecasted income levels.
- 11.5 Concessionary charges should be as appropriate to the circumstances of the customer while encouraging increased participation for less advantaged groups. This should not lead to unjustifiable preferential treatment.
- 11.6 The Council's longer term policy has three fundamental principles:
- Services should raise income wherever there is a power or duty to do so.
 - The income raised should cover the full costs of providing the service including all overheads.
 - Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.

- 11.7 When the Council does not raise income in areas where it has the power to do so, it foregoes the opportunity to raise money to improve services and leaves less money available for spending on high priority services. A decision to forego income or to subsidise a service is a policy decision about resources as significant as any decision made in the budget setting process.

Income and Debt Management

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

12 USE OF RESERVES

- 12.1 The minimum General Fund Reserve is set at £2.6m. This will be reviewed regularly in the light of changing financial risk assessment.
- 12.2 Risks to the Council's financial position could derive potentially from budget overspend, loss of investment income, contractual/legislative failure or challenge and emergency events. Historically, the Council has a very good record of outturn financial position being within budget and of predicting investment income well; therefore this is not seen as a high risk to the Council and it is not necessary to make additional significant provision.
- 12.3 The level of risk posed by contractual or legislative failure and emergency events is difficult to predict, but it would be a low probability with a potentially high impact and whenever possible and practically able to do so, a performance bond/Parent Company Guarantee has been built into major contracts. Therefore it is not appropriate to set aside large amounts of reserve against the possibility of this happening.
- 12.4 In setting budgets and projections for individual years, it is important that the use of reserves is not increasing and creating an unsustainable future problem. To achieve this it is important to note the requirement to meet the budget gap savings identified in Appendix A.
- 12.5 A summary of the proposed use of reserves is shown in the table below and is based on a budget projection that includes aspects such as inflation, pension fund contributions and a number of priority and statutory growth pressures offset by savings identified. The overall aim is ensure that reserves do not fall below £2.6m and the current projections keep well within this target. A copy of the policy for reserves and balances can be found in appendix C.

Predicted General Fund Balance Movement	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Balance b/f					
General Fund Reserves	4,339	3,171	3,171	3,171	3,171
Earmarked Reserves	2,653	2,048	2,276	2,879	1,760
Total	6,992	5,219	5,447	6,050	4,931
Projected Movement					
General Fund Reserves	-1,168	0	0	0	
Earmarked Reserves	-605	228	603	-1,119	0
Total	-1,773	228	603	-1,119	0
Balance c/f					
General Fund Reserves	3,171	3,171	3,171	3,171	3,171
Earmarked Reserves	2,048	2,276	2,879	1,760	1,760
Total	5,219	5,447	6,050	4,931	4,931

13 CAPITAL

Capital spend and funding

- 13.1 The Council's Capital Programme is agreed on an annual basis and serves the following purposes:
- It sets out how capital projects contribute to the achievement of the Council's corporate objectives.
 - It establishes the criteria for the allocation of capital resources.
 - It provides a framework for the administration of capital projects and monitoring of outcomes.
- 13.2 It is important to note that all capital investment and disposal decisions have been made with reference to the strategic objectives.
- 13.3 The Council's capital programme has in general always been funded by the use of capital receipts, external contributions or from capital grants and the current five year capital programme is underpinned mainly by capital receipts.
- 13.4 The programmes for 2017/18 to 2021/22 have been set in detail, any schemes above this level would need to seek alternate external funds or new capital receipts from the sale of assets. However it should be noted that the diminishing levels of capital receipts in future years would warrant a comprehensive review of the way the capital programme is supported in the long term. The financing of the indicative five year capital programme as shown would leave a projected £2.042m of capital resources remaining at 31 March 2022.
- 13.5 A summary of the programme and funding is given at Appendix B.

Revenue implications of capital programme

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

14 TREASURY MANAGEMENT LINKS WITH FINANCIAL STRATEGY

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

15 EQUALITY IMPACT ASSESSMENTS (EIA)

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

16 CONCLUSION

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

- The unprecedented reductions to local government funding as announced in the 2015 Spending Review and the four year settlement introduced by the government from 2016/17.
- The Council's current satisfactory financial strength as shown by the General Fund reserves, robust financial management and excellent track record in achieving efficiency savings
- That challenging decisions will still need to be made to safeguard frontline services and maintain a balanced budget together with an adequate level of General Fund reserves.
- That the Usable Capital Receipts Reserve will be utilised over the MTFS period leaving an estimated balance of £2.042m as at 31 March 2022.

6.2 The financial position over the medium term is shown in Appendix A. This also shows that the level of General Fund un-ringfenced reserves is expected to be £3.2m over the medium term at 31 March 2022. This needs to be considered in the context that for 2019/20 – 2020/21 the budget estimates have been constructed with high level assumptions and the detailed work will be undertaken in line with the Council's budget cycle timetable for those years and taking into account the government grants announced at the time.

List of Appendices

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

Appendix A - Medium Term Financial Strategy 2018/19 - 2021/221

Medium Term Financial Strategy					
	2018 / 19	2019 / 20	2020 / 21	2021 / 22	Total
	£000	£000	£000	£000	Savings
Baseline net expenditure	7,691	6,792	6,251	7,695	Required
Impact of Forward Pension Deficit Funding	-1,722	0	1,722	-1,119	
Temporary Posts ending	0	-46	0	0	
Other Cost Pressures	364	-373	-4	-22	
Inflation provision	270	283	205	204	
Change in level of specific grants	71	0	0	0	
Projected (net) movement in income from fees and charges	-162	-19	79	38	
Projected movement in misc income	0	0	0	0	
Change in level of investment income	-70	27	2	0	
New Homes Bonus Fluctuation in Annual Payment	351	61	163	222	
Contribution to / (Use) of General Fund balances	0	0	0	0	
Contribution to / (Use) of Earmarked Reserves	228	603	-1,119	0	
Projected net expenditure to be funded	7,020	7,329	7,299	7,018	
Additional efficiency / income / saving required	0	-475	-723	-291	-1,489
Revenue Support Grant	0	0	0	0	
Tariff Adjustment	0	330	330	330	
Business Rates Baseline Funding	-1,474	-1,507	-1,507	-1,507	
Business Rates Growth including S31	-999	-928	-600	-600	
Business Rates levy/benefit	351	151	250	250	
Estimated Council Tax collection fund surplus / deficit	-230	-100	-100	-100	
Estimated Yield from Council Tax	-4,669	-4,801	-4,949	-5,100	
Total Funding	-7,020	-6,854	-6,576	-6,727	
Band D council tax charge	192.97	196.73	200.57	204.48	
Taxbase	24,193.2	24,405.5	24,673.9	24,942.3	
Council Tax Target increase	2.99%	1.95%	1.95%	1.95%	

Appendix B – Capital Programme

Capital Programme 2017 / 18 - 2021 / 22						
Project Title	Original	Revised	Requested	Forecast	Forecast	Forecast
	2017 / 18	2017 / 18	2018 / 19	2019 / 20	2020 / 21	2021 / 22
	£000	£000	£000	£000	£000	£000
Council Offices site						
St Cedds Shared Accomodation		9				
Vehicle & Plant Replacement						
Parks Vehicle - Rolling replacement programme	22	42		22	22	22
New Rangers Vehicle			12			
Maintenance Team Vehicle	30	30				
Information & Communication Technology						
PC and Printer Replacement Programme	35	35	45	35	35	35
Telephony Review/ Upgrade			5			
IT project officer - One Fixed term post to assist with the rollout of a number of key IT capital projects such as Share point)	50					
E-Mail replacement - Upgrade of Exchange and Enterprise Vault	60	60				
Maldon Promenade						
CCTV Upgrade Prom		9				
Tip Road Resurfacing (match funding)			80			
Prom Park Road Repairs	55	55				
Prom Park Road Repairs		50				
Entrance Refurbishments		10				
Winter Car Parking Prom		10				
All weather Car Parking improvements	60	60				
New accessible play site	48	0	48			
Ampitheatre Fencing	10					
Prom Depot Electronic Gates		15				
Splash Park new elements			10	10	10	
Leisure & Sports Centres						

Leisure Centres Planned Maintenance Programme		31				
Leisure Contract Capital Contribution		117				
Unisex Disable Changing room		16				
Parks & open Spaces						
Riverside Park footpaths		9				
Riverside Park Information boards and signage		20				
Sea Wall path resurfacing Riverside Park		11				
Riverside Park depot screening	40					
Mobile Welfare facility trailer	15	15				
CCTV Burnham, Brickhouse Farm & West Maldon Community Centre			30			
Housing						
Mandatory Disabled Facilities Grants	420	460	420	420	420	420
Cemeteries						
Burnham Cemetery Roadway		57				
Heybridge Cemetery Chapel Roof	25	1	24			
Rivers						
Coastal & Communities match funding		18				
Car Parks						
Phase 2 CCTV upgrades and new equipment - Maldon High Street & Car Park System Upgrade		30				
New Car Park signage (Town & Prom)	14	14				
Car Park Machines Prom and Maldon Town Centre			115			
Environmental Waste						
Purchase of Bins		69				
Elections						
Replacement of Polling booths	25	25				
Facilities and Asset Management						

APPENDIX A

Maldon District Council Medium Term Financial Strategy 2016/17 to 2019/2020

99 Wood Road Refurbishment	40	70				
Total Capital Programme						
	949	1348	789	487	487	477
Funding						
Capital Receipts	529	858	369	67	67	57
Govt Grant	420	460	420	420	420	420
Empty homes to New Homes		30				

Appendix C – Policy on Reserves and Balances

Purpose

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

Application

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

The Existing Legislative/Regulatory Framework

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

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

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

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

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

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

authorities themselves to set their own level of reserves and balances on the advice of the Chief Finance Officer.

The Role of the Director of Resources

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

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

Types of Reserves

Reserves can be held for three main purposes:

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

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

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

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

- the reason for/purpose of the reserve
- how and when the reserve can be used
- procedures for the reserve's management and control

- a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

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

Policy and Principles to Assess the Adequacy of Reserves

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

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

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

The Council holds two types of reserves

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

It is the current policy of Maldon District Council for the *General Fund reserves* (the General Fund Balances) to be held at a level of, at least, £2.6m. This is reviewed at least annually, during the setting of the budget. Factors which are taken into account during the review include; the level of balances as a percentage of the net revenue requirement, budget management and monitoring procedures, risk levels and financial projections for future years.

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

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

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

A New Reporting Framework

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

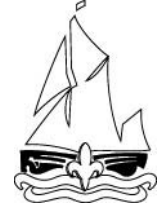
The Reporting Policy for Maldon District Council is:

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

Good Governance

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

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REPORT of CHIEF EXECUTIVE

**to
COUNCIL
8 FEBRUARY 2018**

CORPORATE PLAN, KEY CORPORATE ACTIVITIES, INDICATORS AND TARGETS 2018 / 19

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek the Council's approval of the proposed Key Corporate Activities, Performance Indicators and Targets for 2018 / 19 and for their inclusion in the annual update to the Corporate Plan (2015 - 19).

2. RECOMMENDATIONS

- (i) that the proposed 2018 / 19 Key Corporate Activities as detailed in **APPENDIX 1** are approved;
- (ii) that the proposed 2018 / 19 indicators/measures and targets as detailed in **APPENDIX 2** are approved;
- (iii) that the 2018 / 19 Update of the Corporate Plan (2015 - 19) as set out at **APPENDIX 3** is approved and adopted;
- (iv) that the proposed 2018 / 19 Service Priorities as detailed in **APPENDIX 4** are noted.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Corporate Plan is an over-arching document, detailing the Council's goals and objectives. It provides focus and direction so that all services are clear on how operational day-to-day tasks and more key, strategic or developmental activities contribute to the Council's goals.
- 3.1.2 A Corporate Plan covering the period 2015 - 2019 was approved and adopted by the Council in February 2015 (Minute No. 828 refers). The Plan sets the vision and corporate goals that the Council has agreed to focus on over the four year period, along with a suite of objectives associated with each of these goals that it wishes to achieve.

- 3.1.3 Each year Key Corporate Activities (KCAs) are included in the updated Corporate Plan. For 2018 / 19, the Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed the KCAs that will help contribute to the achievement of the corporate goals and objectives. These KCAs are the “flagship” activities under each goal that the Council is committed to progressing or achieving in the year ahead and will provide a focus for the Council in delivering its priorities.
- 3.1.4 As key projects, the KCAs will be subject to the Council’s agreed project management methodology and will be monitored at a corporate level with quarterly reports submitted both to CLT and the Overview and Scrutiny Committee. CLT monitor and manage progress towards the objectives and the Overview and Scrutiny Committee scrutinise decisions made by, and the performance of, the Committees and services.
- 3.1.5 For 2018 / 19, activities that are i) still central to our corporate goals, but delivery of which is more dependent on partnership working or ii) have particular organisational significance for this coming year, are being differentiated from the KCAs. These will be designated as “service priorities”.
- 3.1.6 CLT and managers have identified service priorities for the coming year. These will be subject to regular updates to established working groups and the relevant Programme Committees in addition to progress being reported half yearly as part of the agreed performance management framework.
- 3.1.7 As in previous years, services have proposed the performance indicators / targets and measures which will assist in tracking the impact of the key corporate activities and service priorities and will provide evidence of achievements.
- 3.1.8 Where performance is not within the Council’s control, the indicators are designated as “tracking measures”. It is inappropriate to set targets for these, but monitoring these measures will help us to gauge the impact of our actions on the desired objectives outlined in the Corporate Plan.
- 3.1.9 All of these indicators / measures will continue to be monitored and reported corporately on a quarterly basis by CLT and the Overview and Scrutiny Committee.
- 3.1.10 Following approval by Council of the KCAs, service priorities and indicators, a single “Level One” Business Plan will be produced for Maldon District Council as in previous years and for each Directorate will detail:
- the key corporate activities and service priorities the Directorate will be responsible for taking forward;
 - other key work that the Directorate will undertake either as a result of central Government changes (e.g. Welfare Reform) or that is fundamental to service delivery (e.g. change of IT systems);
 - major changes on the horizon for the next five years;
 - key capital projects (new and on-going) to be undertaken by the Directorate during the year;

- corporate risks for which the Directorate is responsible (as detailed on the Council's Corporate Risk Register) together with the mitigating actions to reduce the risk.

3.1.11 The Level 1 business plan will be submitted to the Programme Committees for approval in March / April 2018.

3.1.12 There will be additional activities and indicators outlined in the individual Level 2 service business plans which will contribute to the Council's overall goals, but as these will be at a more operational level, they will be monitored and managed within the service.

3.1.13 The KCAs, service priorities, indicators/measures and approved business plans will be attached to TEN (the Council's Performance and Risk Management System) to which all Members have access.

3.2 Areas for Decision / Action

3.2.1 Approval is sought for the KCAs proposed for 2018 / 19, as detailed at **APPENDIX 1** to this report.

3.2.2 Many of these activities remain unchanged from those agreed for 2017 / 18 given the longer term target dates, for example relating to the delivery of the required infrastructure arising from the Local Development Plan, maximising benefits from the development of a new nuclear power station at Bradwell and co-ordinating the delivery of an Enterprise Centre for the District. For other activities, specific projects are to be established against which progress can be effectively assessed. For example, the service priority linked to promoting the District as a destination of choice by implementing projects with partners.

3.2.3 New KCAs added for 2018 / 19 are:

- **Implement the Homelessness Reduction Act to prevent and relieve homelessness** – This new legislation which comes into effect from April 2018 places new duties on local authorities to help prevent the homelessness of all families and single people, regardless of priority need, who are eligible for assistance and threatened with homelessness.
- **Delivery of the strategic sites as set out in the adopted Local Development Plan (LDP) for the Maldon District** – Following the adoption of the LDP, delivery of the strategic sites set out in the plan is crucial.

3.2.4 2017 / 18 activities not being taken forward as a KCA or a service priority for 2018 / 19 include:

- **Embed the Safeguarding policy and procedures across all Council services** - A Council Safeguarding Group exists, policy and procedures are in place and training and regular awareness sessions are arranged for staff and Members. The risk of failing to safeguard children and vulnerable adults is included on the Corporate Risk Register. The level of risk and the actions taken to mitigate this are monitored at a corporate level on a quarterly basis.

- **Adopt the Local Development Plan for the Maldon District** - The Secretary of State approved the LDP in July 2017.
- **Adopt the Maldon District Design Guide** – Adopted at the Council meeting in December 2017.
- **Work with partners to deliver the Maldon Health Hub** – The Council continues to lobby and seeks to achieve the desired outcomes, but the project is likely to become a commercial investment opportunity and as such will be monitored under the Commercial Investment strand of the Transformation programme.
- **Implement the agreed business engagement framework** – This is the core, day-to-day work of the Economic Development Team and included in the regular updates provided to the Planning and Licensing Committee.
- **Defining and promoting new/existing employment land** - This is the core, day-to-day work of the Economic Development Team.
- **Work with partners on the Total Transport pilot project** – While the Council is supporting this project it is not being delivered by Maldon District Council (MDC).
- **Promote and support improved Broadband delivery** – MDC has confirmed its commitment to the Essex Superfast programme by way of a financial contribution. Reports are being submitted to the Overview & Scrutiny and Planning & Licensing Committees to update on progress, identify the next steps and address the gaps in provision District wide.
- **Deliver the Medium Term Financial Strategy to achieve a balanced budget** – This is the core, day-to-day work of the Finance team and is reported to the Finance and Corporate Services Committee and approved by the Council.
- **Embed the process for the approval of externally funded corporate projects before submission to Council** – This process has already been approved. Project briefs will be produced as required and an established Working Group (including Members) will review projects before submission to Council.
- **Develop and implement an income generation programme** – income generation projects in accordance with the approved Commercial Strategy are included within the KCA relating to the Transformation Programme.

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

3.2.6 New indicators are proposed relating to commercialisation given the focus that the Council is now looking to adopt.

3.2.7 The fourth and final Annual Update to the approved and adopted Corporate Plan for the period 2015 - 19 is proposed. The 2018 / 19 Update retains the vision, the four corporate goals and associated objectives. It incorporates the revised and new Key Corporate Activities and a summary of indicators / measures and proposed targets. A brief introduction has been included to set the context. Reference is made to the Council supporting ‘The Future of Essex’, a high level vision with the purpose of

uniting partners around a shared set of ambitions that aim to address the long-term needs of County residents and businesses. A diagram depicting the Council's strategic planning framework has also been inserted.

3.2.8 Approval is sought for the 2018 / 19 Annual Update to the Corporate Plan (2015 - 19) as set out at **APPENDIX 3**.

3.2.9 Council is requested to note the Service Priorities proposed for 2018 / 19, as detailed at **APPENDIX 4** to this report.

3.3 **Reporting 2017 / 18 Performance to the Public**

3.3.1 In accordance with the Council's principle of being transparent and accountable we publish quarterly performance information on the web site and an annual "infographic" is produced on progress made during the previous year towards achieving the corporate goals and objectives stated in the Corporate Plan.

4. **IMPACT ON CORPORATE GOALS**

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

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

5. **IMPLICATIONS**

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

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

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

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

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

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

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

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

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

Background Papers: None.

Enquiries to:

Fiona Marshall, Chief Executive, (Tel: 01621 875711),
Emma Foy, Director of Resources, (Tel: 01621 875762),
Richard Holmes, Director of Customers and Community, (Tel: 01621 875752),
Paul Dodson, Director of Planning and Regulatory Services (Tel: 01621 875750),
Linda Weeks, Corporate Policy Officer (Tel: 01621 875875),
Julia Bawden, Performance and Risk Officer (Tel: 01621 876223).

Proposed Key Corporate Activities 2018 / 19

Key Corporate Activities (KCAs):

- These KCAs are the “flagship” activities under each goal that the Council is committed to progressing or achieving in the year ahead and will provide a focus for the Council in delivering its priorities;
- Subject to the Council’s agreed project management methodology and will be monitored at a corporate level with quarterly reports submitted both to the Corporate Leadership Team (CLT) and the Overview and Scrutiny Committee.

Key Corporate Activity	Lead Officer	Directorate	Timescales
STRENGTHENING COMMUNITIES TO BE SAFE, ACTIVE AND HEALTHY			
1. Implement the Homelessness Reduction Act to prevent and relieve homelessness	Strategic Housing Manager	Planning and Regulatory Services	March 2019
PROTECTING AND SHAPING THE DISTRICT			
2. Delivery of the strategic sites as set out in the adopted Local Development Plan for the Maldon District	Planning Policy Manager	Planning and Regulatory Services	Strategic Sites have varying timescales as set out in the adopted LDP (Housing Trajectory pg. 24)
3. Co-ordinate delivery, management and maintenance of strategic infrastructure	Planning Policy Manager	Planning and Regulatory Services	As set out in the Infrastructure Delivery Plan (2014 to 2029)
4. Implement the Housing Strategy to meet the District’s Housing need, specifically: <ul style="list-style-type: none"> - For older people: <ul style="list-style-type: none"> ▪ development of independent living schemes for older people in Burnham and Maldon ▪ review Disabled Facilities Grants policy - Affordable housing <ul style="list-style-type: none"> ▪ progress Community Led Housing ▪ implement proposals for investment if Housing Infrastructure Fund bid successful ▪ assess need for Key Worker housing to support local economy 	Strategic Housing Manager	Planning and Regulatory Services	March 2019

Proposed Key Corporate Activities 2018 / 19

Key Corporate Activity	Lead Officer	Directorate	Timescales
<ul style="list-style-type: none"> - Supported and temporary housing: <ul style="list-style-type: none"> ▪ identify Registered Providers willing to develop supported housing in the District and establish sources for future revenue funding ▪ explore potential to support conversion from commercial to residential where this would help meet need for temporary accommodation 			
5. Influence and co-ordinate partners to prioritise and deliver flood relief projects for identified surface and coastal flooding risk areas in the District	Service Manager, Environmental Health	Planning and Regulatory Services	March 2019
CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY			
6. Work with local businesses and agencies to prepare for/implement projects for the following Central Area Masterplan sites: <ul style="list-style-type: none"> a) Lower High Street b) Butt Lane Car Park c) Hythe Quay d) Maldon Riverside Path e) The Causeway Corridor f) Heybridge Creek g) Former Wyndeham Heron premises h) Destination Hub – Promenade Park / Hythe Quay i) Promenade Park 	Director of Customers and Community Director of Planning and Regulatory Services	Customers and Community Planning and Regulatory Services	March 2019
7. Co-ordinate the delivery of an Enterprise Centre for the District	Economic Development and Partnerships Manager	Planning and Regulatory Services	To be confirmed (TBC) following feasibility assessment
8. Identify and work with partners to implement the strategy to meet the skills need within the District	Economic Development and Partnerships Manager	Planning and Regulatory Services	TBC following approval of strategy

Proposed Key Corporate Activities 2018 / 19

Key Corporate Activity	Lead Officer	Directorate	Timescales
9. Develop a Planning Performance Agreement to mitigate the impact and maximise the benefits from the development of a new nuclear power station at Bradwell	Planning Policy Manager	Planning and Regulatory Services	October 2018
DELIVERING GOOD QUALITY, COST EFFECTIVE AND VALUED SERVICES			
10. Implement the ICT Strategy projects for 2018/19 - Implement new telephony system - Upgrade e-mail system - Develop the 2019/23 ICT Strategy	IT Manager	Resources	March 2019
11. Deliver the Transformation Programme projects: i. Workforce Development Strategy 2018/19 projects ii. Information Governance iii. Commercial Investment iv. Customer and efficiency	i. Group Manager, People, Performance and Policy ii. Director of Resources iii. Director of Resources iv. Group Manager, Customers	Resources Customers and Community	March 2019

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Proposed Indicators, Measures and Targets 2018 / 19

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

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
Level of reported crime <i>Low performance is good</i>	2,422 Incidents of all crime	Fewer reported incidents than in previous year	1,945 Incidents of all crime	No	Amend to a Tracker measure See comments	<p>In recent years, the police target has been to have fewer reported incidents than in the previous year.</p> <p>As Maldon District Council (MDC) has no control or direct influence on the number of incidents of crime, it is proposed that the level of crime is now monitored as a tracker measure rather than a targeted indicator.</p> <p>Members are reminded that the Overview and Scrutiny Committee acting as the Crime and Disorder Committee has responsibility for reviewing performance of the police including the detection rate. The Committee meets half yearly (March / October).</p>
	1,000 Anti-Social Behaviour incidents		778 ASB incidents	At risk		
	Sanctioned detection rate 12.5%	No target	10.2%	N/A	No target	
I. Total no. of applicants who approached Housing service	I. 424	Tracker measure	I. 426	Tracker measure	Tracker measure	<p>Will be reviewed in October 2018 as may need to be redefined in light of the impact of the Homelessness Reduction Act.</p>
II. Number of	II. 93		II. 48			

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
<p>applicants prevented from becoming homeless/ their situation was resolved through intervention</p> <p>III. Number of applicants who proceeded to make a formal homelessness application/those accepted as statutory homeless</p> <p>IV. Number of applicants given advice, but unsuccessful in preventing/relieving the risk of homelessness</p>	<p>III. 25</p> <p>IV. 306</p>		<p>III. 38</p> <p>IV. 340</p>			
No. of households where living conditions were improved through Housing Act interventions	10	Tracker measure	6	Tracker measure	Tracker measure	
No. of assisted installations to improve						The current measures track households assisted as part of

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
home energy efficiency through Council promotion	19	Tracker measure	6	Tracker measure	Tracker measure	the Green Deal/Energy Company Obligation schemes, but does not differentiate between the vulnerable or low income households and those that may be more affluent.
Overall no. of households within the Maldon District that have been assisted through the Ecoflex fund as part of the (previous) national Green Deal and ECO scheme	1,178 (Jan 2013 - Dec 2016)	Tracker measure	1,424 (Jan 2013 – September 2017)	Tracker measure	Tracker measure	<p>The new Ecoflex scheme has provided £13m of funding across Essex from five of the “Big 6” energy providers to install energy measures such as loft, cavity wall or solid wall insulation, heating systems and replacement boilers. MDC is seeking to access this, but targeting those households/residents who have been identified as being at risk of living in fuel poverty, on low income or vulnerable to cold.</p> <p>It is proposed therefore, to combine and redefine the current measures to the number of targeted households assisted as part of this scheme.</p>
No. of aids, adaptations and improvements implemented for older	69	Tracker measure	31	Tracker measure	Tracker measure	

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
and disabled households by the Home Improvements Team						
Number of food premises within the District whose Food Hygiene rating has improved through Council intervention	Proposed new indicator 18/19	Proposed new indicator 18/19	Proposed new indicator 18/19	N/A	Tracker measure	<p>The Food Hygiene Rating Scheme helps residents choose where to eat out or shop for food by giving information about the hygiene standards in restaurants, pubs, cafés, takeaways, hotels and other places they can eat, as well as supermarkets and other food shops.</p> <p>The rating gives an idea of what's going on in the kitchen, or behind closed doors and encourages businesses to improve hygiene standards.</p> <p>This proposed new tracking measure is a meaningful indicator for residents and contributes to the Council's objective of keeping the District safe and healthy.</p>
Participation in Active Maldon events targeted at: <ul style="list-style-type: none"> • Frailty and old 	New indicator 17/18	New indicator 17/18	<ul style="list-style-type: none"> • 15 led cycling rides – 238 participants • Body care – 14/19 schools, 48 sessions 	N/A	Tracker measure	Retain as a tracking measure for 2018/19

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
age <ul style="list-style-type: none"> • Obesity • Isolation • Mental Health 			<ul style="list-style-type: none"> • 2 Xplorer orienteering courses – 226 participants • Walking football – average 14/weekly session • Walking rugby – average 10/weekly session • Fitsteps – average 19/bi-weekly session • Music/movement – average 14/3 sessions a week • Club development workshops (3) – 26 clubs attended • Saltmarsh 75 – 210 participants 			

Proposed Indicators, Measures and Targets 2018 / 19

Corporate Goal - Protecting and shaping the District

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
Total household waste arising per household <i>Low performance is good</i>	818 kgs. per household	790 kgs. per household	Monitored on an annual basis	N/A	750 kgs. per household	Subject to final review as part of the County wide Inter Authority Agreement for Waste
Residual household waste per household <i>Low performance is good</i>	345 kgs. per household	350 kgs. per household	Monitored on an annual basis	N/A	340 kgs. per household	
Percentage of household waste sent for reuse, recycling and composting (including separate green waste) <i>High performance is good</i>	57.8%	58%	61.53%	Yes	59%	
Average number of justified missed collections per collection day <i>Low performance is good</i>	New indicator 17/18	<10 per collection day	9.48	Yes	< 10/collection day	We will continue to measure missed collections reported using the average number of missed collections per collection day (against a total of 16,771 collections per day) during the quarter to provide a meaningful picture of performance against the total number of collections. Performance will be assessed against a "target" of less than 10 justified missed collections per collection day (i.e. collections are made four

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
						days a week). The waste contract states that no more than 50 rectification notices a week should be issued. Notices can be raised for reasons other than missed collections such as crew behaviour, but it is anticipated that approx. 40 of these will be as a result of missed collections which equates to 10/collection day, hence the target proposed.
Total number of justified missed collections	5,602 (6 th June – 31 st March only)	Tracking measure	1,043	N/A	Remove	It is proposed that this indicator is no longer monitored on the basis it does not provide any additional meaningful data. The indicator above re average number of justified missed collections per collection day is a good measure of performance against daily collections of nearly 17,000.
Fly tipping - No. of incidents - % removed within standard time	- 381 - 100%	Tracker measure	- 335 - 100%	N/A	Tracker measure	All tracking measures to be retained for 2018/19
No. of reports received from the public re litter	26	Tracker measure	8	Tracker measure	Tracker measure	

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
No. of fixed penalty notices issued relating to litter offences	30	Tracker measure	42	Tracker measure	Tracker measure	
No of reports received from the public re dog fouling	74	Tracker measure	38	Tracker measure	Tracker measure	
No. of fixed penalty notices issued relating to dog fouling offences	10	Tracker measure	7	Tracker measure	Tracker measure	
No. of sites in the District (out of 15) where Nitrous Dioxide levels exceed 90th percentile of National Air Quality annual mean objective	N/A	Tracker measure	14 sites in Q1 10 sites in Q2	Tracker measure	Tracking measure	On a quarterly basis the number of sites where levels of NO ₂ exceeds the 90th percentile will be reported indicating where a particular site is getting close to the national standard.
Levels of Nitrous Dioxide across the whole District Low performance is good	29.6 µ/m ³	< 40 µ/m ³	N/A monitored on an annual basis		< 40 µ/m ³	The annual indicator will measure whether across the whole District air quality has stayed within the national air quality objective of 40µg/m ³

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
Number of flood alleviation schemes implemented in the District as a result of grant funding/partnership working	New indicator 17/18	Tracker measure	N/A monitored on an annual basis		Tracking measure	
Number of households removed from the flood risk as a result of the schemes implemented	New indicator 17/18	Tracker measure	N/A monitored on an annual basis		Tracking measure	
Quality of decisions: % of total number of decisions on applications made during the assessment period being overturned at appeal <i>Low performance is good</i>	8.33% Major applications only (for the 2 year minus 9 months period as per the Department for Communities and Local Government (DCLG) assessment re quality of decisions)	8.5% (for both major and non-major applications)	7.5% (major applications) 4.0% (Non-major applications) for the 2 year minus 9 months period as per assessment re quality of decisions	Yes	8.5 % (for both major and non-major applications)	
Total number of homes delivered <i>High performance is good</i>	243	180	N/A monitored on an annual basis		310	As defined in the Local Development Plan (LDP).

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
Total number of affordable homes delivered (through legal agreements and other means) <i>High performance is good</i>	21	130	N/A monitored on an annual basis		130	As identified in the Strategic Housing Market Assessment.
Affordable housing assessment needs	130	Tracker measure	Figures awaited	N/A	Tracking measure	Will be undertaken annually rather than half yearly in the future.
Total number of long term (i.e. longer than 6 months) empty homes in the District	219 (as at 31/03/17 of which 39 had been empty in excess of 5 years)	N/A	212 (as at 31/12/17 of which 29 have been empty in excess of 5 years)	N/A	N/A	The Council has worked well over the last few years to reduce the number of long term empty homes and has now reached a level where as a proportion of total housing stock this is much lower and compares well with the national average (2016: in England the number of long term vacant properties as a percentage of total stock was 0.8%*, East of England 0.6 % and Maldon District 0.7%).
Number of long term empty homes returned to use Number of long term empty homes as a % of total stock *Source: DCLG – Total stock figure as at 1/4/2016 (27,810); Long Term Vacant properties as at 03/10/2016 (207) <i>Low performance is good</i>	78 0.7*	80 New indicator 18/19	46 New indicator 18/19	No	< national average	

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
						<p>this into a meaningful context. It is therefore proposed that the number of long term empty properties is reported as a percentage of total stock alongside the national/regional averages, giving a better indication of performance.</p> <p>Properties that have been empty in excess of five years may be more of a concern as these tend to attract more attention and are most likely to fall into disrepair. This number will continue to be reported as it may inform future decisions on other options such as the need for enforcement, bearing in mind that efforts have been made over some years now to contact and work with owners to very limited success.</p>

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 Target	Comments
Number of people registered with the Council for housing in Bands A-C of the Council's policy for determining Housing Need	New indicator 17/18	Tracker measure	202 (as at December 2017)	Tracking measure	Tracking measure	
Number of properties available to offer those with a housing need during the quarter	New indicator 17/18	Tracker measure	48 (as at December 2017)	Tracking measure	Tracking measure	
Number of households placed in temporary accommodation within the quarter	New indicator 17/18	Tracker measure	11 (as at December 2017)	Tracking measure	Tracking measure	

Proposed Indicators, Measures and Targets 2018 / 19

Corporate Goal – Creating Opportunities for Economic Growth and Prosperity

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 target	Comments
Within the District total number of employee jobs Source: NOMIS	20,000 (2016)	Tracking measure	N/A monitored on an annual basis	Tracker measure	Tracker measure	Other, more accurate sources of data to be researched.
Claimant Count Source: NOMIS	385 (as at March 2017) (Job Seekers and Universal Credit out of work claimants)	Tracking measure	340 (as at Nov 2017) (Job Seekers and Universal Credit out of work claimants)	Tracker measure	Tracking measure	It is proposed that this is tracking measure is no longer monitored. The employment situation within the District is good.
Number of business enterprises within the District Source: NOMIS	3,295 (2016)	Tracking measure	N/A monitored on an annual basis	Tracker measure	Tracker measure	Other, more accurate sources of data to be researched.
Number of empty National Non Domestic Rates (NNDR) properties within the District	168 (as at March 2017)	Tracking measure	157 (as at December 2017)	Tracker measure	Tracker measure	
NNDR Collectable Debt	£14.85m £0.57m real terms increase	Tracking measure	N/A monitored on an annual basis	Tracker measure	Tracker measure	

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 target	Comments
Number/percentage of 16 – 19 year olds in the District not in employment, education or training Source: Essex County Council (ECC)	31 (as at March 2017) Equivalent to 2.1% of 16 – 18 year olds in the District not in employment, education or training	Tracking measure	N/A monitored on an annual basis	Tracker measure	Tracker measure	
Number of participants in apprenticeship schemes within the District Source: Department for Education (DfE)	440 (Figures for August – April only. Figures for full year not yet published)	Tracking measure	N/A monitored on an annual basis	Tracker measure	Tracking measure	
Visitor spend in the District Source: TIC – Economic Impact of Tourism report	£160.8m (2016)	Tracking measure	N/A monitored on an annual basis	Tracker measure	Tracking measure	

Proposed Indicators, Measures and Targets 2018 / 19

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

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 target	Comments
% of rentable assets let on estates portfolio	95.9%	New indicator 18/19	N/A	N/A	95%	
Average rate of return on Treasury investments	1.18%	New indicator 18/19	N/A	N/A	1.5%	
Time taken to process Housing Benefit / Council Tax Support new claims Low performance is good	14.8 days	15 days	13.86 days	Yes	15 days	Department for Work and Pensions (DWP) data shows that the average for England for 2016/17 was 22 days, so proposed target for 2018 / 19 is considerably lower.
Time taken to process Housing Benefit/Council Tax Support change of circumstances Low performance is good	4.99 days	8.5 days	8.46 days	Yes	6.5 days	DWP data shows that the average for England for 2016 / 17 was 7 days, so proposed target for 2018/19 is below this.
% Council Tax collected High performance is good	98.37%	98.3%	94.6%	Yes	98.3%	DCLG data shows that the average for 2016/17: <ul style="list-style-type: none"> • England – 97.2% • Districts – 98.1%
% Business Rates collected High performance is good	98.42%	98%	91.65%	Yes	98%	DCLG data shows that the average for 2016/17: <ul style="list-style-type: none"> • England – 98.2% • Districts – 98.4% <p>The collection rate is slightly lower than the Districts national average, and reflects the larger number of Small and</p>

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 target	Comments
						<p>Medium-sized Enterprises (SME's) in the district, which are harder to collect.</p> <p>The higher collection rate for 16/17 was not indicative of average collection rates as it contained some large adjustments at the end of the year.</p> <p>98 % is a realistic target based upon historic collection rates and builds upon a rate which has risen annually from 97.65% in 2013/14.</p>
<p>Percentage of major planning applications determined within 13 weeks</p> <p>High performance is good</p>	92.42%	80%	97.3%	Yes	90%	<p>Increase proposed across all three indicators in light of the good performance seen this year with the aim to maintain at this level.</p>
<p>Percentage of minor planning applications determined within 8 weeks</p> <p>High performance is good</p>	86.71%	75%	97.08%	Yes	90%	
<p>Percentage of other planning applications determined within 8 weeks</p> <p>High performance is good</p>	94.6%	85%	97.74%	Yes	90%	

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 target	Comments
% of major planning applications acknowledged within 10 working days High performance is good	89.47%	95%	88.66%	No	95%	The process and system for validating/acknowledging application is to be reviewed.
% of minor planning applications acknowledged within 5 working days High performance is good	54.57%	95%	69.88%	No	95%	
% of other planning applications acknowledged within 5 working days High performance is good	55.75%	95%	65.53%	No	95%	

Proposed Indicators, Measures and Targets 2018 / 19

Indicator	16/17 Actual	17/18 Target	Cumulative Performance for the year as at Q3 17/18	On track to achieve annual target	Proposed 18/19 target	Comments
<p>Average number of days lost per (Full Time Equivalent) FTE due to sickness</p> <p>Low performance is good</p>	<p>12.4 days</p> <ul style="list-style-type: none"> • 5.32 days short term absence • 7.08 days long term absence 	8 days	<p>8.39 days</p> <ul style="list-style-type: none"> • 3.74 days short term absence • 4.65 days long term absence 	No	8 days	<p>While some improvement in performance has been seen since adopting the new Attendance Management Policy, more time is required to embed.</p> <p>The results of 2016 Chartered Institute of Personnel and Development (CIPD) Absence Management Survey show the average figure for public sector was 8.5 days per employee.</p>

MALDON DISTRICT COUNCIL

CORPORATE PLAN 2015/19

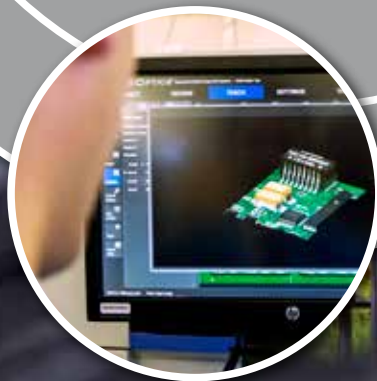
2018/19 UPDATE

DRAFT



MALDON DISTRICT COUNCIL

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



This final annual update of our adopted Corporate Plan (2015/19) sets out our vision and provides strategic direction for the planning and delivery of our work.

A well-tested and robust strategic and financial planning process has enabled us to respond effectively to challenging times. However, we must remain prudent and continue to maintain a tight control over expenditure to ensure resources are directed to meet our agreed corporate goals. We are also looking to transform the way we do things: increasing efficiency and adopting a more commercially orientated approach, exploring new investment opportunities and income generation streams.

We have reviewed our key corporate activities and identified those ‘flagship’ activities under each corporate goal that we commit to striving towards during 2018/19. These provide a concentrated focus for delivery and are rigorously supported by our project management approach and quarterly monitoring.

A series of service priorities have also been identified which, whilst making an important contribution to our corporate goals, are more dependent on partnership working. These priorities will feature in our business plans and be reported half yearly as part of our performance management framework.

Our progress against these commitments can be followed at [www.maldon.gov.uk /Your Council /Your right to know](http://www.maldon.gov.uk/Your Council/Your right to know).



MALDON DISTRICT
COUNCIL

**FUTURE
OF ESSEX**

a shared vision for everyone who calls Essex home with the aim to address the long-term needs of residents and businesses

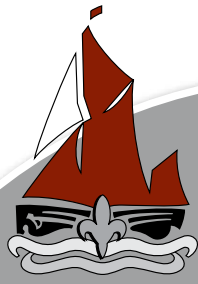
SUPPORTED BY MALDON DISTRICT COUNCIL

The vision has come from every corner of Essex: local people of all ages and backgrounds; community groups and schools; public, voluntary and private sector leaders have all contributed through interviews, surveys, engagement sessions and activities.

Seven ambitions have been established for the next 20 years, namely:

- unite behind a sense of identity
- enjoy life long into old age
- provide an equal foundation for every child
- strengthen communities through participation
- develop our County sustainably
- connect us to each other and the world, and
- share prosperity with everyone

The Future of Essex recognises that we can all work together to harness the opportunities arising from change, in particular public sector organisations working as a ‘whole system’ to tackle the things that matter to all of us.



MALDON DISTRICT COUNCIL

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

Strengthening communities to be safe, active and healthy

Creating opportunities for economic growth and prosperity

Delivering good quality, cost effective and valued services

Protecting and shaping the District



OUR GOALS AND OBJECTIVES

Strengthening communities to be safe, active and healthy

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

Protecting and shaping the District

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

Creating opportunities for economic growth and prosperity

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

Delivering good quality, cost effective and valued services

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

OUR STRATEGIC FRAMEWORK



HOW WE WILL ACHIEVE OUR GOALS:

KEY CORPORATE ACTIVITIES

Strengthening communities to be safe, active and healthy

- Implement the Homelessness Reduction Act to prevent and relieve homelessness (MARCH 2019)

Protecting and shaping the District

- Delivery of the strategic sites as set out in the adopted Local Development Plan for the Maldon District (As per LDP Housing Trajectory)
- Co-ordinate delivery, management and maintenance of strategic infrastructure (As per Infrastructure Delivery Plan)
- Implement the Housing Strategy to meet the District's housing need, specifically:
 - (a) for older people
 - (b) affordable housing
 - (c) supported and temporary housing
 (MARCH 2019)
- Influence and co-ordinate partners to prioritise and deliver flood relief projects for identified surface and coastal flooding risk areas in the District (MARCH 2019)



Creating opportunities for economic growth and prosperity

- Work with local businesses and agencies to prepare for / implement projects for the Central Area Masterplan
(MARCH 2019)
- Co-ordinate the delivery of an Enterprise Centre for the District
(TBC following feasibility assessment)
- Identify and work with partners to implement the strategy to meet the skills need within the District
(TBC following approval of strategy)
- Develop a Planning Performance Agreement to mitigate the impact and maximise the benefits from the development of a new nuclear power station at Bradwell
(OCTOBER 2018)



Delivering good quality, cost effective and valued services

- Implement the ICT Strategy projects for 2018/19:
 - (a) implement new telephony system
 - (b) upgrade e-mail system
 - (c) develop 2019/23 ICT Strategy
 (MARCH 2019)
- Deliver the Transformation Programme projects:
 - (a) Workforce Development Strategy 2018/19 projects
 - (b) Information governance
 - (c) Commercial investment
 - (d) Customer and efficiency
 (MARCH 2019)



MEASURING OUR PERFORMANCE . . .

Strengthening communities to be safe, active and healthy

- level of reported crime
- number of households where living conditions were improved through Council assistance
- number of applicants who avoided homelessness following assistance from the Council's housing service
- participation in Active Maldon events targeted at frailty and old age; obesity, isolation; and mental health
- number of food premises within the District whose food hygiene rating has improved through Council intervention

Protecting and shaping the District

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

Creating opportunities for economic growth and prosperity

- number of employee jobs in the District
- number of participants in apprenticeship schemes in the District
- visitor spend in the District
- number of NEETS (young people not in education, employment or training) in the District
- number of empty business premises in the District

Delivering good quality, cost effective and valued services

- average number of days lost per full time equivalent due to staff sickness
- time taken to process housing benefit/council tax support applications
- % of council tax and business rates collected
- % of planning applications determined within target times
- average rate of return on Treasury investments

If you require this information in alternative format, please phone 01621 854477

Proposed Service Priorities 2018/19

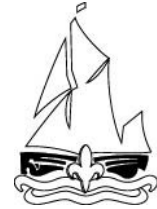
Service Priorities:

- These activities are i) still central to our corporate goals, but delivery of which is more dependent on partnership working or ii) have particular organisational significance for this coming year;
- Subject to regular updates to established working groups and the relevant Programme Committees in addition to progress being reported half yearly as part of the agreed performance management framework.

Service Priority	Lead Officer	Directorate	Timescales
STRENGTHENING COMMUNITIES TO BE SAFE, ACTIVE AND HEALTHY			
1. Implement the following measures to reduce the level of crime and support victims of crime and anti-social behaviour: <ul style="list-style-type: none"> - Extend use of technology to collate information and data e.g. Trucam and Automatic Number Plate Recognition (ANPR) - Upgrade CCTV (Closed-Circuit Television) in Maldon and Burnham-on-Crouch Town Centres - Responsible Authorities Group piloting “live” monitoring of CCTV - Undertake feasibility study for introducing Maldon “street pastors” - Partnership working with police on property marking initiative to reduce rural crime. 	Community Safety Partnership Manager	Customers and Community	March 2019
Work with partners to identify and tackle local health and wellbeing needs such as Obesity, frailty and old age, isolation and mental health through the following projects: <ol style="list-style-type: none"> i. Development of Live Well Strategy ii. Launch of Multi Agency Advice Service to provide a range of health and wellbeing support to customers in one place iii. Tackle social isolation in north of District iv. Support weight management and obesity in targeted area of District v. Increasing Volunteering event vi. Gardening Project vii. Increasing Dementia awareness through training viii. Development/ expansion of intergenerational projects 	Group Manager, Customers	Customers and Community	<ol style="list-style-type: none"> i. November 2018 ii. May 2018 iii. September 2018 iv. December 2018 v. June 2018 vi. March 2019 vii. May 2018 viii. March 2019

Proposed Service Priorities 2018/19

Service Priority	Lead Officer	Directorate	Timescales
PROTECTING AND SHAPING THE DISTRICT			
3. Establish management plans with existing and new community groups regarding the management and maintenance of open spaces at the Promenade Park, Maldon	Group Manager, Leisure Countryside and Tourism	Customers and Community	March 2019
CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY			
4. Develop the inward investment offer for new businesses looking to start and grow a business in the District	Economic Development and Partnerships Manager	Planning and Regulatory Services	September 2018
5. Promote the District as a destination of choice by implementing the following key projects with partners to increase visitor numbers and visitor spend in the District i. Deliver a major event in Prom Park to showcase the District food and drink offer ii. Develop three key campaigns across all social media and website platforms, in line with District marketing plan iii. Review printed material (accommodation listings, heritage town trail etc.) for District branding and translating across all electronic platforms iv. Review tourist information provision in Burnham on Crouch and the benefits of a District ‘working group’ of operators following a collective event	Group Manager, Leisure Countryside and Tourism	Customers and Community	i. August 2018 ii. March 2019 iii. March 2019 iv. March 2019
DELIVERING GOOD QUALITY, COST EFFECTIVE AND VALUED SERVICES			
6. Preparation for May 2019 elections (District and Parish)	Legal & Democratic Service Manager	Resources	May 2019
7. Develop Member induction and training for post 2019 District election	Legal & Democratic Service Manager	Resources	March 2019
8. Preparation of the 2019/23 Corporate Plan and the 2019/20 Strategic and Financial Planning Timetable	Director of Resources	Resources	March 2019



REPORT of CHIEF EXECUTIVE

**to
COUNCIL
8 FEBRUARY 2018**

CORPORATE PEER CHALLENGE

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Council on conclusions and actions arising from the Corporate Peer Challenge undertaken last year.

2. RECOMMENDATIONS

Members are asked to:

- (i) review and comment on the content of the report and the summary of the Peer Team's conclusions and recommendations set out at **APPENDIX 1**;
- (ii) review and comment on the actions already underway and agree the additional proposed actions to address the recommendations as set out at **APPENDIX 1**.

3. SUMMARY OF KEY ISSUES

3.1 Background

3.1.1 Peer Challenge is one of the key tools to support sector-led improvement. It is tailored to meet individual councils' needs, and designed to complement and add value to a council's own performance and improvement focus. The Peer Team provide feedback as critical friends, not as assessors, consultants or inspectors.

3.1.2 Following on from the original Local Government Association (LGA) Corporate Peer Challenge (October 2013). In late 2016, the LGA carried out a follow up visit to help review and assess progress and developments in response to the previous feedback and recommendations. It was also in response to a prevailing matter at the authority. This review was not to only look at the areas covered in a full Peer Challenge, but to specifically look at the following areas:

- Governance;
- Economic Development;
- Transformation;
- Capacity.

- 3.1.3 The Peer Challenge took place over 13 to 15 February 2017. Councillor Glen Sanderson from the original peer team participated in the follow up visit along with:
- Alan Goodrum – LGA Associate.
 - Martin Hammond –Executive Director, Kettering Borough Council.
 - Ami Beeton, LGA Programme Manager, was the Peer Challenge Manager for the follow up visit.
- 3.1.4 The Peer Team met with a range of officers and Members and contacted a number of external partners.
- 3.1.5 Following the peer review meetings, the LGA team met the Leader of the Council and Chief Executive, subsequently briefing program Committee Chairmen and Directors. In early 2017 a draft report was received, but this contained certain inconsistencies from the previous briefings.
- 3.1.6 In 2017 meetings were held with the LGA to clarify the inconsistencies, which were addressed satisfactorily.
- 3.1.7 A summary of the Peer Team’s conclusions and recommendations have been set out at **APPENDIX 1** along with details of actions already underway to address some of the points and proposed future actions.

4. IMPACT ON CORPORATE GOALS

- 4.1 The Peer Challenge was focussed on a number of cross cutting subjects, so is relevant to the delivery of all corporate goals.

5. IMPLICATIONS

- (i) **Impact on Customers** - None specific.
- (ii) **Impact on Equalities** – None specific.
- (iii) **Impact on Risk** – None specific.
- (iv) **Impact on Resources (financial and human)** – The Peer Challenge was delivered a part of the LGA offer funded from their annual subscription. Both Member and officer time was devoted to delivery of the review.
- (v) **Impact on the Environment** – None specific.

Background Papers: None.

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

Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
GOVERNANCE		
Committee Structure		
<p>The Council's current committee structure leads to duplication and an over focus on operational rather than strategic issues. The current committee system can be time consuming with a lot of reports sent for information and low levels of delegation.</p>	<p>That the committee system be streamlined before the next election to achieve effective best practice in governance</p>	<p>The Council agreed that a Member led review to consider the recommendations set out in the BDO report and the Peer Review should take place and report back to the Council in six months' time (October 2017) (<i>Minute No. 1161 refers</i>)</p> <p>This review was led by the Deputy Leader who held a series of meetings with Group Members during June and July 2017. Output from those meetings was used to compile a series of recommendations aimed at streamlining governance arrangements.</p> <p>All of those recommendations have now been agreed by the Council and some implemented with immediate effect. The remainder will be actioned over the next 15 months leading up to May 2019.</p>
<p>Current arrangements where all members sit on an area planning committee add to the imbalance between the ward and strategic role of councillors. The current number of planning appeals lost by the Council is high and expensive for the Council. The Council is running too many risks in this area.</p>		
Member Training and Engagement		
<p>The Peer Team felt that whilst all members were committed and enthusiastic about their ward duties that a stronger emphasis and understanding was needed around the strategic and corporate role of Councillors.</p> <p>A refresh on the statutory duties and the creation of a narrative for the Council would help both officers and members understand the strategic objectives of the Council and the role that they both had to play in achieving them.</p>	<p>Member development needs to be revitalised so that members are clear on both their strategic statutory and ward roles.</p> <p>Work out where the Council will be in 2 years, 5 years and articulate it</p>	<p>An updated approach to engaging with Members in advance of key policy decisions going before Council is now in place.</p> <p>A Strategic and Financial Planning Timetable setting out the proposed programme of work to engage with Members to compile a 4 year Corporate Plan for 19-23 will be recommended to F&CS in April 18.</p> <p>A Member Development Plan will be formulated for agreement by the Council in preparation for new member intake May 2019.</p>

Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
	<p>The Council must ensure that all members that sit on the planning committees receive mandatory training.</p>	<p>The Council meeting on 2 November agreed that mandatory training be provided to all Area Planning Committee members no later than the Statutory Annual meeting of the Council in May 2018. This training will cover core planning regulations and guidance to support and inform Members when making decisions on planning applications.</p> <p>Arrangements are being made for training to be provided by a specialist planning practitioner in the Spring of 2018.</p>
Member Officer Relationships		
<p>Whilst member officer relationships are good in general there is a concern about the lack of trust between some members and officers and the impact that this has on senior capacity within the organization. A feeling of mutual respect between officers and members is essential if the Council is to deliver on its objectives and services to residents.</p> <p>The Peer Team noted that there were a number of complaints in the system re members' behavior - both from officers and other members.</p> <p>Officers need to better understand the role of the councillor at both a ward and strategic level, and how they can support these roles and that Members need to understand their behaviors will be telegraphed throughout the organisation.</p> <p>Some staff believed that there was a lack of respect between officers and members and that there were concerns that this would get worse if not addressed.</p>	<p>Members need to understand their behaviours will be telegraphed throughout the organisation.</p> <p>It is essential that the council addresses this and heads towards the council working as one team.</p>	<p>Both Directors and the Chief Executive regularly meet with their Committee Chairman or the Leader and Deputy Leader of the Council to discuss current issues and update on progress of key activities.</p> <p>Arrangements are in place for periodic meetings between the Leader, Deputy Leader, Committee Chairmen (or Vice-Chairmen in their absence) and the Corporate Leadership Team to facilitate communication on cross-cutting issues and forward planning. Meetings take place every six weeks.</p> <p>The staff induction process has been updated to explain the principles of the Member Officer relationships policy and reinforce understanding of the role of elected members; the updated corporate approach to policy development and the need to keep members informed of important and potentially sensitive ward matters.</p> <p>Further training will be organised for members in</p>

Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
<p>It was reported that at times there were volatile relationships at a senior level which affect the council and could have short and long term implications.</p> <p>The Peer Team felt that a feeling of mutual respect between officers and members is essential if the council is to deliver on its objectives and services to residents.</p>		<p>respect of member behaviour and the code of conduct.</p>
<p>The process to address Member complaints takes too long and causes a great deal of uncertainty.</p>	<p>Processes needs to be reviewed to ensure that clear and timely policies are in place.</p> <p>External capacity is commissioned by the Monitoring Officer to deal with the back log when and if required.</p>	<p>Updated procedures on the management of Member complaints have now been approved by the Council. This will ensure that all parties are aware of the process for management of a complaint and how it affects them. It will also ensure that complaints are dealt with promptly to reduce the period of uncertainty for all parties.</p>
<p><u>Economic Development</u></p> <p>Whilst there are a number of good projects underway, there is a lack of a clearly articulated overall vision or narrative for Maldon District as a place. By narrowing its focus and articulating its ‘asks’ for the area Maldon District Council (MDC) will be able to better position itself and its ambition. The work would also be better supported through the use of programme management to coordinate and tie all the projects together.</p> <p>MDC has not taken the opportunity to address economic development through joint working.</p> <p>The Council is working with partners to deliver on its</p>	<p>The Council needs to clearly express its geographic priorities and make better use of partnerships such as the Haven Gateway to deliver through shared ambitions.</p>	<p>The Council is now taking a much more outward focussed approach to economic development. This includes:-</p> <ul style="list-style-type: none"> • Working in partnership with the Haven Gateway to compile an economic strategy for the sub region, taking a sector led approach. • A programmed approach to delivery of projects set out within Central Area Master Plan, many of which will support economic growth. • A geographic plan on a page showing the key employment areas is in the processing of being drawn up

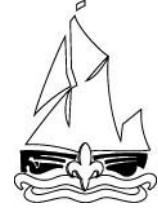
Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
<p>ambitions on key subjects such as the Central Area Master Plan and Bradwell B but needs to think about whether it has the capacity to deliver everything it wants to do and what role partners can play in doing this.</p>		<ul style="list-style-type: none"> • Lobbying for infrastructure investment – accessible links onto the A12. • Better engagement with businesses through Burnham Chamber of Commerce, the emerging Causeway Business Forum to help shape our agenda. • An updated website to make clear the offer to businesses seeking to either grow or relocate to our District. • Open for Business as a key workstream in the Council’s Transformation Agenda.
<p><u>Transformation</u> It was felt that that there is a reluctance to change at Maldon and a leaning towards being more risk averse and sticking to traditional methods of service delivery. The Council may be missing opportunities through new initiatives such as income generation and commercialization etc.</p> <p>Whilst the financial pressures continue in local government, MDC has some space to think about what type of Council it wants to be and what type of transformation it needs to go through</p>	<p>There needs to be a high level discussion with members about what type of Council MDC wants to be to help provide clarity, vision and a strategy for the future direction of the Council.</p>	<p>The Conservative Group has recently agreed budget setting strategy:-</p> <ul style="list-style-type: none"> • Balanced budget for next three years without drawing on reserves. • Phased reduction of dependence on NHB. • Low or zero council tax increases. <p>Officers are now tasked with delivering the savings and budgets in accordance with this policy and are working with Members to confirm targets and agree timescales to achieve this goal.</p> <p>It is intended that targets will be achieved in a number of ways including:</p> <ul style="list-style-type: none"> • Income Generation and Commercial Projects • Back office review • MMR and SMR • Workforce Development Projects • Information Systems and Systems Review • Review of service offer • Skills audit

Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
<p>It is essential that the Council reviews the structure of its transformation work to ensure that it gets the best results for the Council. This should include consideration of the role of the Corporate Leadership Team (CLT) and the resources that it has to ensure a successful delivery.</p> <p>The Council needs to look at the benefits of cross-organisational working and how it could utilise the skill base that it already has. To do this it needs to trust and empower staff to work differently, share ideas and encourage collaboration and innovation. With a clear framework there is a desire by senior and middle managers to take this forward and staff generally see the need for change.</p>	<p>Transformation programme management to operate differently with creation of a separate overview board to provide strategic overview and direction for members to sit on and an operation group for delivery which would be managed by officers.</p>	<p>A Transformation Board is in place and has oversight of the key work streams each of which are managed under the Council's Project Management Methodology.</p> <p>All managers and team leaders have received project management training and projects are required to follow standard project management methodology.</p> <p>CLT act as project sponsors and provide operational programme management.</p> <p>Effective employee and member engagement will be critical to enable the whole organization to embrace change.</p> <p>A skills audit is scheduled to be undertaken to help identify the skills within our workforce which may or may not be identified or fully utilized. The information will be utilized to enable staff to bring their skills and knowledge to work across departmental boundaries and provide opportunities to contribute to delivery of corporate projects.</p> <p>A Communication and Engagement plan will be implemented to engage staff and members in programme delivery.</p>
<p>Capacity The Chief Executive is very accessible to staff but not as</p>	<p>The Chief Executive to be</p>	<p>CLT has recently signed off a Staff Engagement</p>

Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
<p>visible as the Peer Team felt she could be. Staff would really welcome the opportunity to hear from the chief executive about future plans and directions of the Council, even if this is currently still in development. If this was to happen then there would be a greater chance that staff would feel more engaged and empowered.</p>	<p>more visible through regular briefings to update staff on the future plans and direction of the Council</p>	<p>Strategy which recognises the value of engaged employees and plans a range of activities to be delivered by all tiers of management, from the Chief Executive Officer (CEO) downwards to help ensure that employees are engaged.</p> <p>The Chief Executive and CLT delivered staff briefings in October 2017, the next one is scheduled for March 18.</p> <p>F&CS has recently agreed late office opening once a month to enable regular uninterrupted time for staff briefings and team meetings.</p>
<p>There was also a feeling that some staff and members lacked a real understanding of the Corporate Plan and its objectives. It was noticeable to the Peer Team that there was little reference to this around the Council building and one quick win would be to create some reminders on objectives and values. This would make it clearer for staff, members and residents.</p>	<p>Create some visual reminders on objectives and values to be situated around the building and on corporate literature.</p>	<p>The draft 2018/19 update to the Corporate Plan has been developed in consultation with Managers and has been cascaded to staff through staff briefings. A reduced number of KCAs will help to ensure that all staff recognise the Council's direction and provide a greater focus on priorities.</p> <p>The action plan linked to the Employee Engagement Strategy will include a number of approaches to help improve understanding of corporate goals.</p>

Peer Team Observations	Peer Team Recommendations	Proposed Action/ Action Underway
<p>MDC has difficulty recruiting to some professional positions and has a high turnover of staff within those areas of the Council which touch most closely on its key priorities - e.g. planners, economic development officers etc. The Council needs to think about its external reputation as an employer and the impact of staff churn on its ability to deliver.</p> <p>It is essential that the senior management team is fully recruited to, stable and focused on the direction of the Council whilst keeping sight of the operational delivery of the Council.</p>	<p>The Council needs to think about its external reputation as an employer and the impact of staff churn on its ability to deliver.</p>	<p>The majority of vacant posts have now been recruited to.</p> <p>A monthly recruitment report allows closer oversight of the recruitment and vacancy position.</p> <p>The Council's Recruitment Pack has been updated to promote:- the Council's plans and successes, excellent career opportunities, pay and benefits package and quality of life offered within the Maldon District.</p> <p>Maldon officers and Members have active roles on external liaison bodies and key local partnerships raising the profile of the Council</p>
<p>Members need more support in terms of their development and training. Whilst member briefings take place regularly they are conducted in an open and public environment. The Council would benefit from a refresh of its member induction process and could consider the development opportunities that are available to its members through the LGA and also by working with other neighbouring authorities.</p>		<p>A Member Development Plan will be formulated for agreement by the Council in preparation for new member intake May 2019.</p>

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REPORT of DIRECTOR OF RESOURCES

**to
COUNCIL
8 FEBRUARY 2018**

LITTLE TOTHAM PARISH COUNCIL – REQUEST TO REVIEW ELECTORAL ARRANGEMENTS

1. PURPOSE OF THE REPORT

- 1.1 To receive and consider a request from Little Totham Parish Council for a review of its electoral arrangements in terms of the size of its membership.

2. RECOMMENDATIONS

- (i) That the request of Little Totham Parish Council in terms of the principle of instigating a Community Governance Review be agreed;
- (ii) That the views of the Council are sought on the principle of exploring the possibility of a wider Review of those Parishes where the Parish Council membership is at the statutory minimum;
- (iii) That the Council considers the possibility of the above matters being put within the remit of the Corporate Governance Working Group to examine and report further.

3. AREA FOR DECISION / ACTION

- 3.1 The Parish Council has resolved to request the District Council to carry out a review to enable its present membership to be increased from five to seven Councillors. A copy of the letter is attached as **APPENDIX 1**.
- 3.2 A change to increase the number of Parish Councillors can only be brought about as a result of a Community Governance Review under the Local Government and Public Involvement in Health Act 2007 undertaken by the District Council. A Review may be instigated by resolution of the District Council itself or on petition from local electors. In the case of Little Totham, a petition would need to be signed by at least 37.5% of the total current electorate.
- 3.3 The District Council therefore needs to consider the request, and must have regard to Government advice on Community Governance Reviews. It would be useful to know whether the Parish Council has canvassed the views of local electors as to the size of its membership, and further information has been sought on this. It is noted that at the last election there were insufficient candidates to fill the number seats; to what extent

this may have indicated a lack of interest on the part of electors in becoming involved with Parish Council work will always be open to speculation.

- 3.4 The Guidance on Community Governance Reviews says that the Government has made clear its commitment to parish councils. It recognises the role such councils can play in terms of community empowerment at the local level. The 2007 Act provisions are intended to improve the development and coordination of support for citizens and community groups so that they can make the best use of empowerment opportunities.
- 3.5 The Guidance adds that in the interests of effective governance, the principal council should consider the benefits of undertaking a review of the whole of its area in one go, rather than carrying out small scale reviews in a piecemeal fashion of two or three areas. However, it is recognised that a full-scale review will not always be warranted, particularly where a review of the whole area or a significant part of the principal council's area has been carried out within the last few years. Occasionally, it may be appropriate to carry out a smaller review, for example, to adjust minor parish boundary anomalies.
- 3.6 Officer comments on the request as submitted, and which have been put to the Parish Council are as follows:
- a) It is acknowledged that the membership size has been set at the minimum legal level along with some other Parish Councils, and that this has been so since 1974. The District Council may therefore wish to broaden the scope of any review to include these although each area must be considered on its own merits.
 - b) While operating with fewer Councillors than the legal minimum need not be an issue in itself, it is clear that the potential threat to a quorum is the more real, as the example provided demonstrates.
 - c) With regard to sharing workloads and responsibilities, this is something that can of course fluctuate over time. It is open to the Parish Council to co-opt or bring in other persons to assist, albeit in a non decision-making capacity.
 - d) If a Community Governance Review is instigated and undertaken, any order subsequently made to give effect to its conclusion will not, I suspect, take effect until the next ordinary elections in 2019 when the opportunity arises again for new people to come forward.
- 3.7 The Chairman of the Parish Council has responded with the following points:
- Government Guidance suggests that it is good practice for a principal Council to consider conducting a review every 10 - 15 years.
 - Since the last election the Parish Council has been proactive in its communication and approach to the village.
 - There is no longer a lack of interest and the community has become very active in Parish issues – five residents have expressed an interest in becoming Parish Councillors.

- The Parish Council is already proposing to co-opt a person in a non-decision making capacity to assist with meeting its responsibilities, and the request to increase its membership represents proper planning for the future.
- The National and Essex Association of Local Councils recommend that the minimum number of Parish Councillors should be seven.
- The threat to the legal quorum is something the Parish Council constantly has to manage.

3.8 The initial view of Officers was that on balance the reasons provided by the Parish Council for seeking an increase in its membership were not sufficiently substantial to justify instigating a Community Governance Review at this stage. Any such review, which would be at cost to the District Council, would involve publicity and local consultation. In the light of the additional comments from the Parish Council the balance may have shifted towards agreeing the basis for a review provided there is a reasonable expectation that the increased level of community involvement is likely to be maintained.

3.9 Members will be required to ensure that the community governance within the area under review will be reflective of the identities and interests of the community in that area; and be effective and convenient. Section 95 of the 2007 Act provides, among other things, that when considering the number of councillors to be elected for the parish as a whole, the authority must have regard to the number of electors for the parish, and any change in that number likely to occur in the next five years.

3.10 In considering this request in the wider context of Parish Reviews in the District, there are six other Parish Councils (Little Braxted, Great Braxted, Mundon, North Fambridge, Steeple and Stow Maries, together with the joint Parish Councils of Asheldham and Dengie, Langford and Ulting, and Woodham Mortimer with Hazeleigh) which operate with five Members. Their electorates are within a range up to 691 – the current electorate of Little Totham being 329. Another issue to examine would be whether Little Totham has more duties and responsibilities to administer.

4. IMPACT ON CORPORATE GOALS

4.1 The undertaking of a Community Governance Review is in part a matter of compliance with the law and is also linked to the Corporate Goal of aiming to be an organisation that delivers good quality cost effective and valued services in a transparent way.

5. IMPLICATIONS

- Impact on Customers** – This may have an indirect benefit on customers in the sense that the electors of Little Totham are residents of the District and an increase in the size of the Parish Council may be of benefit to or enhance democratic representation.
- Impact on Equalities** – None.

- (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:

Letter from Little Totham Parish Council.

Government guidance on Community Governance Reviews.

Enquiries to: Stuart Jennings, Corporate Governance Project Officer (Tel: 01621 875745).

ACK ✓
S-12-17

Little Totham Parish
Council
Fern House
The Street
Little Totham
Maldon
Essex
CM9 8JQ

28th November 2017

Melissa Kelly
Legal and Democratic Services Officer
Maldon District Council
Council Offices
Princes Road
Maldon
Essex CM9 5DL

**Request for Parish Review to increase the number
of Parish Councillors from 5 to 7 on Little Totham Parish Council**

Dear Sirs,

At the last meeting of Little Totham Parish Council a motion was passed to request Maldon District Council, to conduct a Parish review. The request is for the Parish review to increase the number of councillors from the minimum of 5 to 7.

The reasons to increase the number of councillors are:

- The number of councillors has not increased since the 1960's and we are currently at the minimum legal size for a council. The village has at least doubled in size since the 1960's.
- As the council is at the minimum legal number of councillors, it means that if a councillor resigns, the council is immediately below the legal minimum. This gives the council no buffer and results in the council having to seek and co-opt a new councillor, in a more pressurised situation. Having the minimum number of councillors allows for no contingency.
- The Parish council needs to increase the number of councillors, so that it can manage the increasing workload of the council. We are implementing several plans which include traffic initiatives, and managing and planning the long term conservation of the village open spaces. This includes the 55 acre Totham Plains.

- As we have no contingency, some of our meetings are conducted with 4 councillors, which is just above the legal minimum for a quorum. At the next Parish meeting there will only be 3 councillors in attendance. One of the councillors will have to declare an interest on one of the agenda items, this will result in the matter being delayed for a month, as we will not have quorum for this agenda item.
- The national association of local councils suggests that the minimum number of councillors should be 7.
- Several of our councillors are retired and elderly. Although this allows them to share their experience on the council, they are less active physically, so therefore it makes it more difficult for them to carry out work on behalf of the council. The other councillor, other than the Chairman works shifts, which makes it difficult for them to commit to council obligations.

I look forward to hearing from you and if you have any questions please let me know.

Yours faithfully



Richard Siddall
Chairman
Little Totham Parish Council

By virtue of paragraph(s) 1, 2, 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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