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APOLOGIES Committee Services
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Council Chamber 01621 859677

HEAD OF PAID SERVICE'S OFFICE
HEAD OF PAID SERVICE
Richard Holmes

03 June 2019

Dear Councillor

You are summoned to attend the meeting of the;

FINANCE AND CORPORATE SERVICES COMMITTEE

on **TUESDAY 11 JUNE 2019** at 7.30 pm.

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

A copy of the agenda is attached.

Yours faithfully



Head of Paid Service

COMMITTEE MEMBERSHIP

CHAIRMAN

Councillor B E Harker

VICE-CHAIRMAN

Councillor M W Helm

COUNCILLORS

M G Bassenger
Mrs P A Channer, CC
Mrs J L Fleming
A S Fluker
K M H Lagan
C Morris
W Stamp

Ex-officio non-voting Members:

Councillors M S Heard
Mrs M E Thompson

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AGENDA
FINANCE AND CORPORATE SERVICES COMMITTEE
TUESDAY 11 JUNE 2019

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

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 5 - 8)

To confirm the Minutes of the meeting of the Finance and Corporate Services Committee held on 16 April 2019 (copy enclosed).

4. **Disclosure of Interest**

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

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

5. **Public Participation**

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

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

6. **Review of Performance 2018 / 19** (Pages 9 - 20)

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

7. **Annual Report on the Whistleblowing Policy** (Pages 21 - 22)

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

8. **Strategic and Financial Planning Process** (Pages 23 - 26)

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

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

10. **Exclusion of the 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.

11. **Lease of land adjacent to the Maldon District Council offices** (Pages 27 - 30)

To consider the report of the Director of Service Delivery, (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
FINANCE AND CORPORATE SERVICES COMMITTEE
16 APRIL 2019**

PRESENT

Chairman	Councillor D M Sismey
Councillors	J P F Archer, A S Fluker, B E Harker, M S Heard and Rev. A E J Shrimpton
Ex-Officio Non- Voting Member	Councillor B S Beale MBE
Substitute Councillor(s)	Councillor R G Boyce MBE

2055. CHAIRMAN'S NOTICES

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

2056. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors I E Dobson and Mrs M E Thompson.

In accordance with notice duly given Councillor R G Boyce was attending as a substitute for Councillor Dobson.

2057. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 12 March 2019 be approved and confirmed.

2058. DISCLOSURE OF INTEREST

There were none.

2059. PUBLIC PARTICIPATION

No requests had been received.

2060. CORPORATE HEALTH AND SAFETY

The Committee received the report of the Director of Resources detailing Corporate Health and Safety activity for Quarter Four (1 January to 31 March 2019). A summary by Directorate and a description of the reported incidents and near misses were set out in the report.

Appendix 1 to the report provided details of progress with the Health and Safety Action Plan for 2018 / 19.

The Health and Safety Action Plan 2019 / 20 was attached at Appendix 2 to the report. It was noted that some work had been rolled over from the 2018 / 19 Action Plan to take account of the future model.

It was noted that there had been five reported accidents, one near miss and two incidents of unacceptable behaviour reported during this quarter. Members were advised that following a request from the Health and Safety Executive information had been supplied to them relating to the Council's management of Hand Arm Vibration within the Parks Department. The report detailed a number of roles with Health and Safety responsibilities where there were vacancies following staff leaving the organisation and Members were advised that nominated replacements for these roles would be sought and training provided as appropriate.

Councillor A S Fluker proposed that the Committee accept the recommendations as set out in the report.

In response to a question regarding the two incidents of unacceptable behaviour, the Director of Service Delivery agreed to provide details of these to Members outside of the meeting.

RESOLVED

- (i) That the accident and incident statistics for Quarter Four be noted;
- (ii) That progress with the Health and Safety Action Plan 2018 / 19 be noted;
- (iii) That the Health and Safety Action Plan 2019 / 20 be agreed.

2061. SUPPLEMENTARY ESTIMATES, VIREMENTS AND USE OF RESERVES: 5 FEBRUARY - 20 MARCH 2019

The Committee considered the report of the Director of Resources, reporting virements and supplementary estimates agreed under delegated powers and procurement exemptions granted.

Members were advised that there had been two procurement exemptions approved during the period 5 February – 20 March 2019 and these related to:

- Purchase of additional winter car parking material at Promenade Park (£19,100);
- Purchase of sanitary ware for the refurbishment of the gentlemen's toilets at Promenade Park (£9,000).

There were no supplementary estimates, virements or drawback on reserves to report for this period.

In response to a question regarding reference to Chief Executive in the report, Members were advised that this would be updated accordingly.

RESOLVED that the procurement exemptions detailed in the report be noted.

2062. INTRODUCTION OF A CHARGE FOR A SECTION OF THE MALDON DISTRICT COUNCIL OFFICE CAR PARK

The Committee considered the report of the Director of Service Delivery updating them on the introduction of a parking charge for a section of the Council's car park at Princes Road. The report sought delegated authority to introduce charges at this location following consultation.

The report reminded Members of the decision by this Committee in November 2018 to introduce charges in the current visitor car park at Maldon District Council Offices and for a formal consultation to be undertaken. The consultation had since commenced and was due to conclude on 6 June 2019. Members were informed that following completion of the consultation exercise and having considered responses a Traffic Regulation Order (TRO) would be created and charges introduced.

The Director of Service Delivery advised of an amendment to recommendation (i) so that it read "...introduction of *a charge* to a section...". This amendment was duly agreed.

RESOLVED

- (i) That the commencement of a consultation on the introduction of a charge to a section of the Council's car park at Princes Road be noted;
- (ii) That the Director of Resources in consultation with the Chairman or Vice-Chairman of the Finance and Corporate Services Committee be given delegated authority to respond to consultation responses and implement the parking scheme at the site in Princes Road, Maldon.

2063. ANY OTHER ITEMS OF BUSINESS

At this point Councillor A S Fluker, Leader of the Council, thanked Councillor D M Sismey, Chairman of the Finance and Corporate Services Committee, for all his hard work chairing the Committee and wished him well as he left the authority. In response Councillor Sismey thanked Councillor Fluker and wished the Council well in the future.

2064. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds that it

involved 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.

2065. RENEWAL OF LEASE BURNHAM-ON-CROUCH

The Committee considered the report of the Director of Resources seeking Members' consideration of a request not to increase the rent of a site in Burnham-on-Crouch in line with District Valuer's recommendations.

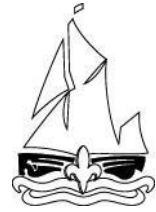
Members were reminded that in order to comply with the Local Government Act of 1972 the Council was required to obtain best value for any lease transactions it undertook. To satisfy this requirement, the District Valuer was engaged by the Council to provide an independent valuation.

The report provided background information regarding the rent charged for a site in Burnham-on-Crouch and the recent Valuation Office proposal for an increase in rent. In response to this the organisation currently using the site had provided several reasons against the proposed increase and these were set out in Appendix 1 to the report.

RESOLVED that rent charged to the Burnham-on-Crouch Golf Club is increased in line with the valuation provided by the District Valuer.

There being no further items of business the Chairman closed the meeting at 7.40 pm.

D M SISMEY
CHAIRMAN



REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
11 JUNE 2019**

REVIEW OF PERFORMANCE 2018 / 19

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to supply Members with details of performance against targets set for 2018 / 19 and to ensure that progress is being achieved towards the corporate goals and the objectives detailed in the Corporate Plan 2015 - 19 adopted by the Council in February 2015 (Minute No. 828 refers) with the 2018 - 19 annual update approved by the Council in February 2018.
- 1.2 Where performance or progress is behind schedule or at risk, the reasons why need to be fully understood and decisions taken on what, if any, action is required to bring performance back on track.
- 1.3 Quarterly reviews of performance are undertaken by the Overview and Scrutiny Committee and the position as at the year-end was reviewed at its meeting on 5 June 2019. An annual performance report will also be submitted to the Council on 27 June 2019.
- 1.4 All of the performance information contained within this report is recorded on the Council's Performance and Risk Management system (TEN) to which all Members have access.

2. RECOMMENDATION

That Members review and comment on the information as set out in this report and **APPENDIX 1**.

3. SUMMARY OF KEY ISSUES

- 3.1 As reported to and agreed by the Council in February 2018:
 - (i) For 2018 / 19 the Corporate Leadership Team (CLT), in liaison with the service managers, identified and proposed the Key Corporate Activities (KCAs) that would 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 and would provide a focus for the Council in delivering its priorities.

- (ii) For 2018 / 19, activities that are either central to our corporate goals, but delivery of which is more dependent on partnership working or have particular organisational significance for the year, were differentiated from the KCAs. These were designated as “service priorities”.

3.2 The format of the half yearly performance reports to this Committee is on an “exception” basis i.e. only those activities and indicators that are behind schedule, at risk or where targets have not been achieved are included. This will ensure the focus is on those areas requiring attention and assisting Members to challenge performance or allocation of resources where the Council’s corporate goals may not be achieved.

3.3 **APPENDIX 1** to this report details for each of the corporate goals:

- The KCAs and Service Priorities which are assessed as being “behind schedule” or “at risk of not being achieved”
- Indicators which have not achieved the end of year target.

3.3.1 The activities / indicators aligned with this Committee have been marked ➡ to provide easy identification by Members.

3.4 **Customer Feedback Received**

3.4.1 18 complaints and ten compliments about services (pre-Future Model) that reported to this Committee were received by the Council between 1 April 2018 and 31 March 2019:

Service Area	Total complaints 16/17	Total complaints 17/18	Total complaints 18/19	Total compliments 16/17	Total compliments 17/18	Total compliments 18/19
Legal and Democratic Services	3	3	2	0	1	0
IT Services	1	1	0	0	0	0
Facilities	0	0	0	1	1	0
Revenues and Benefits	10	14	15	5	2	8
Director of Resources	0	1	0	1	0	0
People, Performance and Policy	0	0	1	5	0	2
Total	14	14	18	12	4	10

3.4.2 All complaints received are investigated and action taken to improve service delivery where learnings are identified.

3.5 The Council approved the Corporate Plan 2019 - 23 at its meeting on 14 February 2019. The new Corporate Plan has moved from an activity-based focus and adopted

an impact and outcome focussed approach, where long and medium term consequences the Council is striving to secure are outlined at the highest level.

- 3.6 Three strategic themes have been identified – Place, Community and Prosperity - and following approval of the Corporate Plan, thematic strategies are being drafted for each theme which will be submitted to the Council in July for adoption.
- 3.7 Once the strategies have been agreed, the key activities and priority measures to be monitored at a corporate level will be determined, together with the format for reporting. It is anticipated that the new performance reporting arrangements will be introduced from Quarter 2 2019 / 20 which will coincide with the implementation of Phase 2 of the Future Model and the new Committee structure.

4. CONCLUSION

- 4.1 Good progress has been made on a number of activities which will contribute to the Council's corporate goals and objectives. Where key corporate activities are at risk / behind schedule and end of year performance indicator targets not achieved, the reasons why need to be fully understood and decisions taken on what, if any, action is required.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The purpose of this report is to supply Members with details of performance against targets set for 2018 / 19 and to ensure progress was achieved towards the overall corporate goals and objectives detailed in the Corporate Plan 2015 - 19.
- 5.2 The Services agreed actions (Key Corporate Activities and Service Priorities) to take forward in 2018 / 19 to contribute to the achievement of these objectives. Performance indicators and measures were also established to monitor the impact of these actions and to provide evidence of achievements.
- 5.3 Given that this report relates to 2018 / 19 performance it is based on the Corporate Plan 2015 - 19 rather than the strategic themes included in the newly adopted Corporate Plan 2019 - 23.
- 5.4 Notwithstanding this, to ensure that Maldon District Council progresses towards or achieves its stated goals/outcomes, it is important that performance is monitored and managed effectively against targets and milestones.
- 5.5 As the Council is accountable to the community, it is also important that it is able to demonstrate it is monitoring and managing performance effectively.

6. IMPLICATIONS

- (i) **Impact on Customers** – 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** – For the Council “Equalities” means understanding our staff and customers and making sure that our policies and services are designed to meet their needs and implemented appropriately.

Maldon District Council (MDC) is committed to providing equal opportunity of access to services, and level of service provided, and to work towards developing communities that are free from discrimination.

- (iii) **Impact on Risk** – If performance is not managed effectively by the Council at both Committee and management level, there is a risk that the Council will not achieve its stated priorities and outcomes.
- (iv) **Impact on Resources (financial and human)** – If action is needed to bring key activities or indicators back on track to meet the targets set, a reallocation of resources may be required to ensure that objectives and priorities are achieved.
- (v) **Impact on the Environment** – None.

Background Papers: None.

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

Review of Performance 2018 / 19



FINANCE & CORPORATE SERVICES COMMITTEE

REVIEW OF PERFORMANCE 2018 / 19

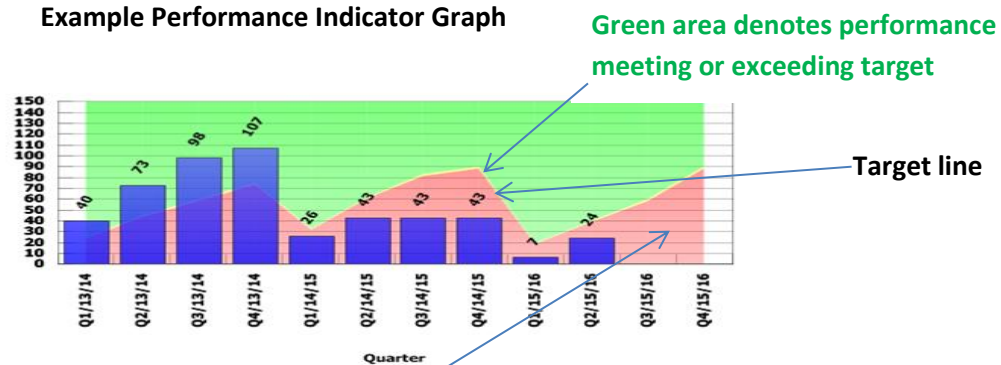
The performance reports are produced on an “exception” basis; full details will only be included for those activities and indicators which are behind schedule, at risk or not on target

Page 13

Status Definitions for Key Corporate Activities

At Risk	There are issues which could impact the completion/ achievement of the Key Corporate Activity in the future
Behind Schedule	Target date for completion of the Key Corporate Activity , or milestones upon which activity depends, have not been met
On Track	Work progressing satisfactorily, milestones upon which the activity depends are being met and overall target for completion should be achieved
Completed	Key Corporate Activity completed – no further work required

Example Performance Indicator Graph



Review of Performance 2018 / 19

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

Key Corporate Activities contributing to this goal - 1			
At Risk	Behind Schedule	On Track	Completed
			1

Service Priorities contributing to this goal - 2			
At Risk	Behind Schedule	On Track	Completed
		2	

Review of Performance 2018 / 19

Corporate Goal - Protecting and shaping the District

Key Corporate Activities contributing to this goal – 8				
Activity not being taken forward	At Risk	Behind Schedule	On Track	Completed
1	1	2	3	1

Service Priorities contributing to this goal - 1				
Not started	At Risk	Behind Schedule	On Track	Completed
1				

Review of Performance 2018 / 19

Corporate Goal - CREATING OPPORTUNITIES FOR ECONOMIC GROWTH AND PROSPERITY

Key Corporate Activities contributing to this goal - 12				
Not started	At Risk	Behind Schedule	On Track	Completed
5		4	3	

Service Priorities contributing to this goal – 2			
At Risk	Behind Schedule	On Track	Completed
		1	1

Review of Performance 2018 / 19

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

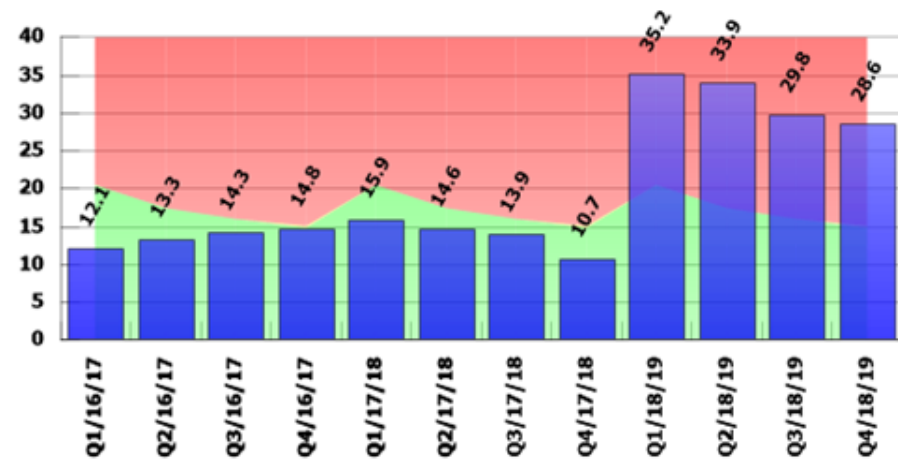
Key Corporate Activities contributing to this goal - 6			
At Risk	Behind Schedule	On Track	Completed
		4	2

Service Priorities contributing to this goal - 3			
At Risk	Behind Schedule	On Track	Completed
			3

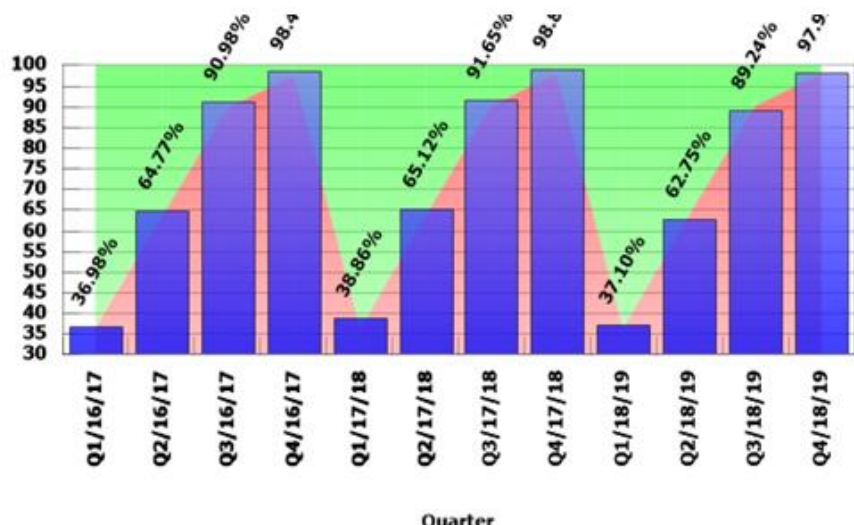
Review of Performance 2018 / 19

Indicators

For comparison purposes, where available, the figures for the previous year, for the same period in the previous year and the previous quarter are provided.

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved																										
➔Average rate of return on Treasury investments <small>High performance figure is good</small>	New indicator 18/19	1.5%	Monitored on an annual basis			1.80%	Yes																										
➔Time taken to process Housing Benefit/Council Tax Support new claims <small>Low performance figure is good</small>	10.72 days	15 days	6.19 days	20.5 days	24.13 days	28.63 days	No																										
<u>Comment on current performance</u> The figure for Q4 is higher than the previous quarter, but the number of days available to work in this were reduced due to a period when core systems were unavailable in order that end of year processes could be completed. Given the measures that have been put in place the average number of days for the year has reduced, but the original target has not been achieved in view of the additional demands that the service faces as we embed significant service transformation. There has also been some impact as a result of the Universal Credit roll out as, in some circumstances, additional checks, the timescales for which are largely out of our control, are required to establish whether a claim is new or should be Universal Credit. The situation is being monitored closely.				 <table><caption>Chart Data: Average number of days taken to process Housing Benefit/Council Tax Support new claims</caption><thead><tr><th>Quarter</th><th>Average number of days</th></tr></thead><tbody><tr><td>Q1/16/17</td><td>12.1</td></tr><tr><td>Q2/16/17</td><td>13.3</td></tr><tr><td>Q3/16/17</td><td>14.3</td></tr><tr><td>Q4/16/17</td><td>14.8</td></tr><tr><td>Q1/17/18</td><td>15.9</td></tr><tr><td>Q2/17/18</td><td>14.6</td></tr><tr><td>Q3/17/18</td><td>13.9</td></tr><tr><td>Q4/17/18</td><td>10.7</td></tr><tr><td>Q1/18/19</td><td>35.2</td></tr><tr><td>Q2/18/19</td><td>33.9</td></tr><tr><td>Q3/18/19</td><td>29.8</td></tr><tr><td>Q4/18/19</td><td>28.6</td></tr></tbody></table>				Quarter	Average number of days	Q1/16/17	12.1	Q2/16/17	13.3	Q3/16/17	14.3	Q4/16/17	14.8	Q1/17/18	15.9	Q2/17/18	14.6	Q3/17/18	13.9	Q4/17/18	10.7	Q1/18/19	35.2	Q2/18/19	33.9	Q3/18/19	29.8	Q4/18/19	28.6
Quarter	Average number of days																																
Q1/16/17	12.1																																
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Q2/18/19	33.9																																
Q3/18/19	29.8																																
Q4/18/19	28.6																																
➔% Business Rates collected <small>High performance figure is good</small>	98.8%	98%	7.15%	26.49%	8.71%	97.95%	No (by 0.05%)																										

Review of Performance 2018 / 19

Indicator	17/18 Actual	18/19 Target	Q4 17/18	Q3 18/19	Q4 18/19	Cumulative For the Year 18/19	Annual target achieved																										
Comment on current performance <p>The collection rate is marginally below target primarily due to a change in occupier of one of our larger rate assessments, and a dispute with the occupier resulting in non-payment. We are currently taking action to recover the debt.</p> <p>Work continues to identify businesses which might be operating without our knowledge and we have had some successful outcomes from our pan Essex data matching arrangements, enabling us to remove discounts that had been claimed but where there was no entitlement.</p>				 <table><caption>Quarterly Collection Rates</caption><thead><tr><th>Quarter</th><th>Collection Rate (%)</th></tr></thead><tbody><tr><td>Q1/16/17</td><td>36.98%</td></tr><tr><td>Q2/16/17</td><td>64.77%</td></tr><tr><td>Q3/16/17</td><td>90.98%</td></tr><tr><td>Q4/16/17</td><td>98.4%</td></tr><tr><td>Q1/17/18</td><td>38.86%</td></tr><tr><td>Q2/17/18</td><td>65.12%</td></tr><tr><td>Q3/17/18</td><td>91.65%</td></tr><tr><td>Q4/17/18</td><td>98.4%</td></tr><tr><td>Q1/18/19</td><td>37.10%</td></tr><tr><td>Q2/18/19</td><td>62.75%</td></tr><tr><td>Q3/18/19</td><td>89.24%</td></tr><tr><td>Q4/18/19</td><td>97.9%</td></tr></tbody></table>				Quarter	Collection Rate (%)	Q1/16/17	36.98%	Q2/16/17	64.77%	Q3/16/17	90.98%	Q4/16/17	98.4%	Q1/17/18	38.86%	Q2/17/18	65.12%	Q3/17/18	91.65%	Q4/17/18	98.4%	Q1/18/19	37.10%	Q2/18/19	62.75%	Q3/18/19	89.24%	Q4/18/19	97.9%
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REPORT of DIRECTOR OF RESOURCES

**to
FINANCE AND CORPORATE SERVICES COMMITTEE
11 JUNE 2019**

ANNUAL REPORT ON THE WHISTLEBLOWING POLICY

1. PURPOSE OF THE REPORT

- 1.1 To provide the annual report on the Whistleblowing Policy

2. RECOMMENDATION

That the content of this report be noted.

3. SUMMARY OF KEY ISSUES

- 3.1 Last year the Council updated the Whistleblowing Policy.
- 3.2 The purpose of the Policy is to provide a procedure for employees to disclose any concerns about malpractice by any colleague or councillor. The “whistle-blower” is assured that there will be no discrimination or discipline against her / him providing the concern is honestly held.
- 3.3 Malpractice would include a criminal offence, fraud or corruption, damage to the environment, safeguarding concerns, negligence, theft or misuse of public money or failure to follow the Council’s finance, contract or other rules.
- 3.4 In practice this will cover matters such as unauthorised use of public funds; unauthorised disclosure of confidential information; physical and sexual abuse; health and safety risks to both staff and members of the public; and the acceptance of bribes. However, these are only examples of the types of conduct that are likely to fall within the relevant types of wrong doing, and this is not an exhaustive list.
- 3.5 During the last municipal year there have been no “whistle-blower” concerns registered with the Section 151 Officer (Emma Foy), the Head of Paid Service (Richard Holmes) or the Monitoring Officer (Simon Quelch).

4. CONCLUSION

- 4.1 There is nothing to suggest that the Policy is inadequate bearing in mind that it was only revised last year. The lack of whistleblowing concerns should also be viewed positively as the Council starts a new municipal year.

5. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **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.
- (vii) **Impact on Strengthening Communities** - None.

Background Papers: The Whistleblowing policy.

Enquiries to: Simon Quelch, Monitoring Officer, (Tel: 01621 875870).



REPORT of DIRECTOR OF RESOURCES

to
FINANCE AND CORPORATE SERVICES COMMITTEE
11 JUNE 2019

STRATEGIC AND FINANCIAL PLANNING PROCESS

1. PURPOSE OF THE REPORT

- 1.1 To agree the annual Strategic and Financial Planning Process (S&FPP) for 2020 / 21.

2. RECOMMENDATION

That the Strategic and Financial Planning Process for 2020 / 21 as set out at **APPENDIX 1** be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 The latest estimate of the budget gap in the Medium Term Financial Strategy (MTFS) is summarised below.

	2020 / 21	2021 / 22	2022 / 23
	£000	£000	£000
Pre- Full Council Transformation Funding Gap	739	271	82
FCT Savings	739	195	82
Net Funding Gap	0	76	0

- 3.1.1 In August 2018, Members of Maldon District Council agreed to implement Full Council Transformation to deliver ongoing savings and additional income required to be able to fund the significant ongoing financial budget gap required as a result of the cuts in Central Government Funding.
- 3.1.2 Specific Member briefings on this project are being held in June.
- 3.1.3 The funding gaps shown above are predicated on Full Council Transformation delivering savings, strategic reductions and additional commercial income.
- 3.2 The S&FPP and timetable is attached at **APPENDIX 1**.
- 3.3 The timetable includes a number of opportunities where Members can have a direct influence to the budget setting process (highlighted **bold** in **APPENDIX 1**).

- 3.4 It is suggested that there will be two Member Seminars, one in September and one in November. All Members will be invited to attend to receive an update on the transformation programme in September with further savings options and capital items being presented in November. There will be regular reporting on the budget setting process back to this Committee throughout 2019 / 20.

4. CONCLUSION

- 4.1 The proposed framework will drive the budget process for 2019 / 20.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The proposed process and timetable is designed to ensure that resources are directed towards the achievement of a Financially Independent and Sustainable Council.

6. IMPLICATIONS

- (i) **Impact on Customers** – Consultations will be undertaken to listen to the views of customers and the community with the aim of responding to their needs where possible.
- (ii) **Impact on Equalities** – Due regard to equality impact will be taken when making decisions arising from the S&FPP.
- (iii) **Impact on Risk** – The implementation of the S&FPP is designed to minimise the risk of not having a robust Medium Term Financial Strategy.
- (iv) **Impact on resources (financial)** – The process provides a framework for allocating resources.
- (v) **Impact on Resources (human)** – None arising from this report.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

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

Strategic and Financial Planning Process 2020-21

Target Date	Action	Responsibility
31/05/19	Approval of the Strategic and Financial Planning timetable by Corporate Leadership Team (CLT)	Director of Resources (DoR)
w/c 17/06/2019	Meeting with Finance Manager, Revenues and Benefits, Planning Policy, Housing and Economic Development to discuss housing and business development trajectories	Finance Manager
05/07/19	Asset Management Working Group to discuss 2019 / 20 capital programme put forward as part of 2018 / 19 budget setting process	Director of Resources
08/07/19	CLT discussion on fees and charges policy for 2019/20 with meeting dates arranged for any working groups required.	Corporate Leadership Team
08/07/19	Service alterations and reduction options to be presented at CLT.	Corporate Leadership Team
17/07/19	CLT to consider draft MTFS (funding position incl. New Homes Bonus) and budget guidance	Corporate Leadership Team
July MTFS update	July Medium Term Financial Strategy (MTFS) update provided to Leader, Leader of Opposition, Deputy Leader, CLT, Chairs of Programme Committees	Director of Resources
July meeting cycle / September Meeting Cycle	The Finance and Corporate Services Committee (F&CS) to receive a MTFS update, set guidance on the principles of the 19/20 budget setting process (incl. savings target), with potential of expression of interest policy or any other changes to employment policies as recommended by Ignite.	F&CS & CLT
31/07/19	Issue of budget guidance including fees and charges to Directors and managers	Corporate Leadership Team
August MTFS update	August MTFS update provided to CLT, Leader, Leader of Opposition, Deputy Leader, CLT, Chairs of Programme Committees	Director of Resources
Early September 2019	Return of detailed capital bids, revenue growth, savings, fees and charges	Corporate Leadership Team
18/09/19	Budget challenge by CLT and members with further member stakeholder session	Corporate Leadership Team
September MTFS update	September MTFS update provided to Leader, Leader of Opposition, Deputy Leader, CLT, Chairs of Programme Committees	Director of Resources
October meeting cycle	Review of the fees and charges policy by the S&R Committee.	Director of C&C
Early October	Meeting with relevant Committee Chairmen on Capital and Revenue proposals - Star Chamber	CLT
Early October	New capital Proposals to be reviewed in details by the Asset Management Working Group (AMWG)	AMWG & Director of Resources
October	Member Seminar - Budget Challenge on the savings proposals	CLT

Target Date	Action	Responsibility
November	Member Seminar - Budget update assuming settlement numbers received	CLT
November 2019 (TBC)	Autumn Budget Statement	Director of Resources
November meeting cycle	New capital bids & Fees and charges to be considered by Strategy and Resources Committee (S&R)	Director of Strategy, Performance and Governance (SPG)
January 2020	Budget consultation with business ratepayers	Director of Resources
January meeting cycle	S&R to consider and approve: - 2020/21 revenue Budget, Fees and Charges, Growth and Savings - Medium Term Financial Strategy - Treasury Management and Investment Strategy - Recommendation of Council Tax for 2020/21	F&CS & Director of Resources (DoR)
February Council	Council to receive: - 2020/21 Leader's Budget Speech Council to consider and approve: - 2020/21 budget, Council Tax Setting, fees and charges	Council & DoR
March meeting cycle	S&R to approve final 2020/21 Council Tax (incl. preceptors information)	F&CS & Director of Resources

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