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DIRECTOR OF STRATEGY,
PERFORMANCE AND
GOVERNANCE'S OFFICE
DIRECTOR OF STRATEGY, PERFORMANCE
AND GOVERNANCE
Paul Dodson

05 February 2020

Dear Councillor

You are summoned to attend the;

MEETING OF THE MALDON DISTRICT COUNCIL

on **THURSDAY 13 FEBRUARY 2020** at **7.30 pm.**

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

A copy of the agenda is attached.

Yours faithfully

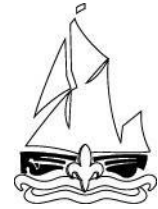


Director of Strategy, Performance and Governance

Please note

; Limited hard copies of this agenda and its related papers will be available at the meeting.
Electronic copies are available via the Council's website www.maldon.gov.uk.

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AGENDA COUNCIL

THURSDAY 13 FEBRUARY 2020

1. **Chairman's notices**
2. **Apologies for Absence**
3. **Declaration 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).

4. **Minutes - 21 November 2019** (Pages 7 - 26)

To confirm the Minutes of the Council meeting held on 19 December 2019 (copy enclosed).

5. **Minutes - 19 December 2019** (Pages 27 - 38)

To confirm the Minutes of the Council meeting held on 19 December 2019 (copy enclosed).

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 (copy enclosed).

* Please note that where Minutes contain recommendations to the Council the Minute reference for these recommendations are listed below for Members' information.

- a) Performance, Governance and Audit Committee - 9 January 2020 (Pages 39 - 42)
- b) Strategy and Resources Committee - 29 January 2020 (Pages 43 - 140)
- Local Development Scheme 2020 – 2022
 - Community Infrastructure Levy Grant Offer
 - Council Tax Support Scheme

Please note that the following recommendations are not for consideration at this point as they form part of Agenda Item 10 - 2020 / 21 Budget and Medium Term Financial Strategy due to be considered at this meeting.

- Capital Project Bids 2020 / 21
- Capital and Investment Strategies for 2020 / 21 and Minimum Revenue Strategy 2020 / 21
- Treasury Management Strategy 2020 / 21
- Discretionary Fees and Charges 2020 / 21
- Revised 2019 / 20 Estimates, Original 2020 / 21 Budget Estimates and Council Tax 2020 / 21

9. Minutes of Meetings of the Council

To note that since the last Council, up until Wednesday 5 February 2020 (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	11 December 2019
South Eastern Area Planning Committee	13 January 2020

Minutes NOT finalised for publication:

Central Area Planning Committee	22 January 2020
Appointments Board	29 January 2020
Joint Standards Committee	30 January 2020
District Planning Committee	30 January 2020
North Western Area Planning Committee	3 February 2020

10. **2020 / 21 Budget, Medium Term Financial Strategy and Council Tax setting**

To receive a Budget Statement from the Leader of the Council, to consider the following reports of the Interim Section 151 Officer (copies enclosed) and to determine the level of Council Tax.

Members' attention is drawn to the following Procedure rules:

- **Voting** - Procedure Rule 13(5) set outs the requirement for any vote taken at a budget decision meeting (as defined by the Local Government Finance Act 1992) to be recorded in the Minutes.
 - **Budget Speech** – Procedure Rule 1(13)(a) Sets out the time limits in relation to the budget speech and (b) details the requirements for making alternative proposal or amendment as part of the Budget and Council Tax setting.
- a) Capital Projects 2020 / 21 (Pages 141 - 146)
 - b) Capital and Investment Strategies for 2020 / 21 and Minimum Reserve Strategy 2020 / 21 (Pages 147 - 158)
 - c) Treasury Management Strategy 2020 / 21 (Pages 159 - 208)
 - d) Discretionary Fees and Charges 2020 / 21 (Pages 209 - 228)
 - e) Revised 2019 / 20 and Original 2020 / 21 Budget Estimates and Council Tax 2020 / 21 (Pages 229 - 256)
 - f) Medium Term Financial Strategy 2020 / 21 to 2023 / 24 (Pages 257 - 290)
 - g) Council Tax 2020 / 21 (Pages 291 - 300)

11. **Questions in accordance with Procedure Rule 6(3) of which notice has been given**

12. **One Maldon District** (Pages 301 - 304)

To consider the report of the Director of Service Delivery (copy enclosed).

13. **Community Infrastructure Levy Working Group** (Pages 305 - 310)

To consider the report of the Director of Strategy, Performance and Governance, (copy enclosed).

14. **Bradwell B Development Plan Document** (Pages 311 - 316)

To consider the report of the Director of Strategy, Performance and Governance, (copy enclosed).

15. **Bradwell B Project - Consultation on Draft Statement of Community Consultation** (Pages 317 - 338)

To consider the report of the Director of Strategy, Performance and Governance (copy enclosed).

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

17. **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.

18. **Review of Corporate Subscriptions** (Pages 339 - 348)

To consider the report of the Corporate Leadership Team (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

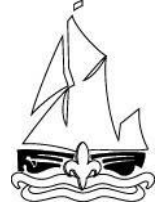
In event of a fire, a siren will sound. Please use the fire exits marked with the green running man. The fire assembly point is outside the main entrance to the Council Offices. Please gather there and await further instruction.

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
21 NOVEMBER 2019**

PRESENT

Chairman	Councillor R G Boyce MBE
Vice-Chairman	Councillor Mrs P A Channer, CC
Councillors	E L Bamford, Miss A M Beale, B S Beale MBE, M G Bassenger, V J Bell, R P F Dewick, M F L Durham, CC, M R Edwards, Mrs J L Fleming, A S Fluker, B E Harker, M S Heard, M W Helm, A L Hull, K M H Lagan, C Mayes, C P Morley, C Morris, S P Nunn, N G F Shaughnessy, R H Siddall, W Stamp, Mrs J C Stilts, C Swain, Mrs M E Thompson and Miss S White

548. CHAIRMAN'S NOTICES

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

549. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillors K M Jarvis, J V Keyes and N Skeens.

550. DECLARATION OF INTEREST

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

Councillor Mrs P A Channer declared a non-pecuniary interest as a member of Essex County Council and any matter on the agenda relating or referring to that organisation. In addition and in respect of Agenda Item 13 – Superfast Essex Update Councillor Mrs Channer advised that this related to a resolution of the Council in May 2016 and that as she had removed herself from the chamber at that meeting and did not take part in any discussion she felt it prudent to do the same and therefore remove herself from the chamber for this matter. She highlighted that although monies went to Essex County Council, the County Council coordinated the scheme which was based under the delivery of Superfast Essex, under the BDUK (Building Digital UK) programme.

551. MINUTES - 3 OCTOBER 2019

RESOLVED

- (i) that the Minutes of the extraordinary meeting of the Council held on 3 October 2019 be received.

Minute 448 – Appointment of Membership of Committees of the Council

Councillor C Morris raised a point of accuracy in respect of this Minute, as he felt it did not portray what happened at the meeting. He made specific reference to the Chairman having asked for the Police to be called. There was some discussion regarding this matter.

The Chairman reminded Councillor Morris that the Minutes were not a verbatim record of what had taken place.

In accordance with Procedure Rule No. 13 (3) Councillor C Morris requested a recorded vote. The Chairman then put to the vote that the Minutes of the last meeting be agreed, and the voting was as follows:

For the recommendation:

Councillors E L Bamford, R G Boyce, Mrs P A Channer, R P F Dewick, M F L Durham, J L Fleming, A S Fluker, B E Harker, A J Hull, C P Morley, R H Siddall, Mrs M E Thompson and Miss S White.

Against the recommendation:

Councillors M G Bassenger, B S Beale, V J Bell, M R Edwards, M S Heard, K M H Lagan, C Mayes and C Morris.

Abstention:

Councillors Miss A M Beale, M W Helm, S P Nunn, N G F Shaughnessy, W Stamp, J Stilts and C Swain.

RESOLVED

- (ii) That the Minutes of the extraordinary meeting of the Council held on 3 October 2019 be adopted.

552. PUBLIC QUESTIONS

There were none.

553. CHAIRMAN'S ANNOUNCEMENTS

The Chairman advised that he had attended a number of events (detailed below) and thanked the Vice-Chairman for attending some events on his behalf. He made particular reference to:

- Maldon Conservation and Design Awards which were well received by the building industry and public.
- Remembrance services at the Quay in Maldon and War Memorial in Burnham-on-Crouch.
- unveiling of the unmarked grave plaque at Maldon Cemetery to recognise those people in unmarked graves that died in the old workhouse and fever hospital.

03.10.19	Moat Homes Tour
06.10.19	Parish Nursing Affirmation Service at St Nicholas Church, Tolleshunt Major
13.10.19	High Sheriff's Justice Service for the County of Essex
14.10.19	Braintree District Council, Concert for Harvest <i>Vice Chairman</i>
15.10.19	Chelmsford County Council, Civic Lunch, Hylands House
16.10.19	Action for Family Carers Annual General Meeting (AGM) <i>Vice Chairman</i>
16.10.19	Action for Family Carers AGM
19.10.19	Mayor of Basildon Charity Dinner
19.10.19	Mayor of Castlepoint's Charities Quiz Night <i>Vice Chairman</i>
27.10.19	Harlow Civic Service <i>Vice Chairman</i>
15.10.19	Mayor of Chelmsford City Council Civic Lunch and tour of Hylands House
05.11.19	Maldon Conservation and Design Awards
10.11.19	Maldon's Act of Remembrance and Wreath Laying <i>Vice Chairman</i>
10.11.19	Remembrance Parade at Stow Maries
10.11.19	Burnham-on-Crouch Remembrance Service
11.11.19	Remembrance Day Service at War Memorial Burnham-on-Crouch
11.11.19	Remembrance Day Service at Maldon Quay <i>Vice Chairman</i>
21.11.19	Unmarked Graves Plaque Unveiling

Councillor W Stamp extended her thanks to the Chairman on behalf of Burnham-on-Crouch for attending their remembrance services.

554. NOTICE OF MOTION

The following motion proposed by Councillor C Swain and seconded by Councillor V J Bell, was received on 10 November 2019.

“I wish to put the following motion to Council to add a new sub-section (3) to Rule of Procedure 18 as follows:

‘Any working group established by Council, Committee or Sub-committee shall include members representing wards most affected by matters falling within the remit of that working group.’”

The Chairman advised the Council of the process for dealing with motions received and how in accordance with Procedure Rules the Council could refer a motion straight to a main Committee. The Chairman informed Members that he would be seeking for the Council to consider the motion.

Councillor Swain then provided background information regarding his motion, highlighting the benefits of having related Ward Members on Working Groups and the knowledge they could bring. He commented on the involvement of the Independent Councillors in current Working Groups and the frustrations this had caused. Councillor Swain then proposed that the motion be agreed by the Council and invited Members to support it.

In seconding the Motion, Councillor Bell referred to the experience that some Members had in specific areas and how this could benefit a Working Group and the Council as a whole.

The Leader of the Council responded to the Motion and advised that following discussions with the Programmes, Performance and Governance Manager, Minutes of Working Groups, once approved and provided they did not contain confidential information, would be published for the benefit of all Members. He drew Members' attention to paragraph 4.2 of Section 1 of the Constitution and further commented on Working Groups not being politically aligned. He advised that he was unable to support the Motion given the practicalities of it and that Ward Members in some cases may not be part of awarding bodies. Councillor Fluker requested that it be recorded that he was very happy to meet with the Leader of the Opposition to discuss appointment of Members to Working Groups in February 2020, prior to the Statutory Annual Council meeting May 2020. The Leader of the Opposition welcomed this and confirmed he was happy to meet with the Leader of the Council.

Councillor Morris commented that it would be fantastic if the best people for the job were chosen and not because of political affiliation.

Councillor Swain summed up and requested that Members support his Motion.

In accordance with Procedure Rule No. 13 (3) Councillor C Morris requested a recorded vote. The Chairman then put the Motion to the Council and the voting was as follows:

For the recommendation:

Councillors M G Bassenger, B S Beale, V J Bell, M R Edwards, M S Heard, K M H Lagan, C Mayes, C Morris, S P Nunn, N G F Shaughnessy, W Stamp, J Stilts and C Swain.

Against the recommendation:

Councillors E L Bamford, Miss A M Beale, R G Boyce, Mrs P A Channer, R P F Dewick, M F L Durham, Mrs J L Fleming, A S Fluker, B E Harker, M W Helm, A J Hull, C P Morley, R H Siddall, Mrs M E Thompson and Miss S White.

Abstention:

There were none.

The Motion was therefore declared as lost.

RESOLVED that the motion not be agreed.

555. STRATEGY AND RESOURCES COMMITTEE - 17 OCTOBER 2019

RESOLVED

- (i) that the Minutes of the Strategy and Resources Committee held on 17 October 2019 be received.

Minute 464 - Appointment of Chairman and Vice-Chairman

Councillor M S Heard advised that he felt the Minutes were incorrect.

The Chairman suggested that Councillor Heard raise any inaccuracies at the next meeting of the Committee where the Minutes would be approved.

Councillor Heard advised he wished to continue and advised that in relation to this Minute the matters discussed had been Minuted in the incorrect order. Councillor Heard asked that it be recorded that when the Director of Strategy, Performance and Governance called for nominations the first nomination came for an Independent Councillor and the Director then called for any other nominations.

Minute 474 – Appointment of Representatives of Liaison Committees – Panels

Councillor Heard referred to Independent Councillors being democratically elected and that they were being denied the opportunity to represent the electorate. He also made reference to when he was allowed to speak in respect of this item of business.

RESOLVED

- (ii) that the Minutes of the Strategy and Resources Committee held on 17 October 2019 be noted.

556. PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE - 24 OCTOBER 2019

Councillor E L Bamford, Chairman of this Committee advised that there were some inaccuracies in the Minutes which would be corrected at the next meeting of this Committee.

RESOLVED that the Minutes of the Performance, Governance and Audit Committee held on 24 October 2019 be noted.

557. MINUTES OF MEETINGS OF THE COUNCIL

The Council noted the list of Committees that had met since the last meeting of the Council, up to Wednesday 13 November 2019 for which Minutes had been published.

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

There were none.

559. OUTSTANDING BUSINESS FROM THE ADJOURNED COUNCIL MEETING ON 3 OCTOBER 2019

The Chairman advised that following the adjournment of the Council meeting on 3 October 2019, there were three items of business outstanding and therefore needed Members' consideration.

560. SPECIAL MEETINGS OF COMMITTEES TO ELECT CHAIRMEN AND VICE-CHAIRMEN

RESOLVED that the Joint Standards and Licensing Committees appoint their Chairman and Vice-Chairman at their respective next meetings.

561. APPOINTMENT OF REPRESENTATIVES TO LOCAL GOVERNMENT AND OUTSIDE BODIES

The Council considered the report of the Head of Paid Service seeking Members' consideration of the appointment of representatives to serve on Local Government and Outside Bodies for the ensuing municipal year.

The Leader of the Council proposed that all appointments to representatives on Local Government and outside bodies be agreed subject to the following amendments:

- Maldon Sure Start – Councillor A L Hull with Councillor Miss S White as substitute.
- Responsible Authorities Group – Councillor A L Hull with Councillor Miss S White as substitute.

This was duly seconded.

Councillor M S Heard proposed that Councillor W Stamp be added to the membership of the Local Area Highways Panel as there was no representative from Maldon or Burnham-on-Crouch on this Panel. The Chairman advised that there was already a proposal being considered and should that not be successful at this time an alternative motion could be put.

The Chairman then put the Leader of the Council's motion to the Council. Upon a vote being taken this was agreed.

In response to questions, the Chairman provided clarification in respect of Motions, advising that once a Motion was on the table it could be amended provided it did not negate all or any part of that Motion.

RESOLVED that the appointment of representatives to Local Government and outside bodies as detailed in **APPENDIX 1** to these Minutes, be approved.

562. APPOINTMENT OF MEMBERS TO SERVE ON WORKING GROUPS OF THE COUNCIL

The Council considered the report of the Head of Paid Service seeking Members' agreement to appoint Members to serve on Working Groups of the Council for the municipal year.

The Leader of the Council proposed that the recommendation as set out in the report be agreed, subject to an amendment to amend the membership of the Corporate Governance Working Group to:

- Councillors Mrs P A Channer, A S Fluker, B E Harker, R H Siddall and Miss S White.

This proposal was duly seconded.

In response to a question, the Chairman clarified that as a general rule the constitutional criteria of any Working Group had to be approved by the Council.

The Chairman then put the proposal in the name of Councillor Fluker and upon a vote being taken this was agreed.

RESOLVED that subject to the above amendment, the appointments to the Working Groups of the Council as set out **APPENDIX 2** to these Minutes be confirmed.

563. THEMATIC STRATEGIES

The Council considered the report of the Director of Strategy, Performance and Governance seeking approval of the Thematic Strategies for Place (attached as Appendix A to the report), Community (Appendix B), and Prosperity (Appendix C).

When approved, it was agreed that the Council's Corporate Plan would be underpinned by three thematic strategies corresponding to the themes of place, community and prosperity. The Thematic Strategies appended to the report set out how the Council would evidence the 32 outcomes set out in the Corporate Plan.

The Leader of the Council presented the report and asked that thanks be extended to Ms Georgina Button, Strategy, Policy and Communications Manager and Councillor Siddall for their work on these strategies. He then proposed that the recommendations as set out in the report be agreed, this was duly seconded and agreed.

In response to a question regarding reviewing the Strategies, the Leader of the Council reported that they were fluid documents and could be updated at any time.

RESOLVED that the Thematic Strategies for Place, Community and Prosperity be approved and adopted as Council policy.

564. POLLING DISTRICT, POLLING PLACE AND POLLING STATION REVIEW

The Council considered the report of the Returning Officer seeking Members' consideration of the outcomes of a review of all Polling Districts, Polling Places and

Polling Stations within the District. The report also sought confirmation of the designation of Polling Districts and Polling Places in the Maldon District.

The report provided background information and set out the stages of consultation for a review to ensure that all electors had reasonable access to facilities for voting. It was noted that the review had to be undertaken by 31 January 2020. A copy of the Notice of Review was attached as Appendix 1 to the report. Other key parties had been asked to comment on the proposals set out at Appendices 2 and 3 to the report. A number of proposed changes, the consultation responses received from the consultation and the results of the Polling Places reviewed were set out in the report.

It was noted that reference in paragraph 3.4.4 to Great Totham North should be Maldon North.

The Leader of the Council advised that the proposed changes would come into effect following the General Election. He then proposed that the recommendations as set out in the report be approved. This was duly seconded and agreed.

RESOLVED

- (i) That the contents of the report be noted;
- (ii) That no changes to the Polling Districts be made;
- (iii) That the changes to Polling Places as set out below, be agreed to come into force following the General Election on 12 December 2019:
 - **Maldon North** – The polling place be moved from Maldon Stadium to Blackwater Leisure Centre.
 - **Mayland** – The polling station at Henry Samuel Hall be moved on a temporary basis to Lawling Park Hall.

565. SUPERFAST ESSEX UPDATE

Councillor Mrs P A Channer reminded Members of her earlier declaration of interest and left the chamber at this point. At this point Councillor M F L Durham clarified that the pecuniary interest declared by Councillor Mrs Channer did not relate to him.

The Council considered the report of the Director of Strategy, Performance and Governance, providing an update on Superfast Broadband and the status of the outstanding deployment investment payment owed to Superfast Essex.

The report provided background information on Superfast Essex, the County's broadband improvement programme, coordinated by Essex County Council (ECC) and the agreement for funding between the Council and ECC. Appendix 1 to the report outlined the premises which would benefit specifically as a result of the Maldon District Council (MDC) funding agreed. Members were reminded that in 2016 the Council had agreed to contribute £45,000 paid over three years of the duration of Phase 2a, as part of the Essex wide programme.

Appendix 2 to the report provided an update, as of August 2019, on the current Superfast broadband service available. Members were advised that longer term roll out figures were on track and likely to be surpassed. Superfast Essex had advised that payment of the outstanding monies was now essential to allow the project to continue.

The Leader of the Council proposed that the recommendation as set out in the report be agreed. This proposal was duly seconded.

In response to a question regarding access to Superfast Broadband in a specific area in the District Members were reminded that Superfast Essex would cover 91% of the District and the projects website provided a facility where it was possible to check on the status of broadband to specific locations.

The Chairman put the proposal of the Leader of the Council and this was duly agreed.

RESOLVED that the £45,000 monies outstanding be paid to Superfast Essex as per the resolution of the Council at its Statutory Annual meeting in May 2016.

Councillor Mrs Channer returned to the chamber at this point.

566. A12 CHELMSFORD TO A120 WIDENING SCHEME - OCTOBER 2019 UPDATE

The Council considered the report of the Director of Strategy, Performance and Governance notifying Members of the Preferred Route Announcement (PRA) for the A12 Chelmsford to A120 widening scheme and seeking view on the Council's draft response to the Junction 23 – 25 route options public consultation.

The report highlighted the consultation and provided detailed background information. The Council's proposed consultation response was set out within the report and it was noted that although indicative the improvements proposed for the A12 aimed to improve the long-term capacity, traffic flow and safety of the A12. Members were advised that there would be further public consultation on the detailed design of the whole route in 2020 before Highways England applied for the Development Consent Order in 2021.

The Leader of the Council proposed the recommendation as set out in the report be approved. This was duly agreed.

RESOLVED that the proposed response to the public consultation for A12 Junctions 23 – 25, as set out below, be agreed:

That the Council's response continues to support the concept of bypassing the old A12 between Feering and Marks Tey, but that it provides a neutral response in terms of route preference.

567. ADOPTION OF FREEMAN / FREEWOMAN SCHEME

The Council considered the report of the Director of Strategy, Performance and Governance, updating Members on progress relating to a Freeman / Freewoman Scheme of the District of Maldon and seeking its progression.

The Council at its meeting on 25 July 2019 agreed to consider the establishment of a scheme for conferring of the honorary titles of Alderman, Alderwoman, Freeman and Freewoman of the District. A Working Group was appointed to make recommendations on establishment of the scheme. The Minutes of the Working Group were attached as Appendix 1 to the report. The Working Group had produced a Terms of Reference, nomination form and guidance notes as to the route by which nominations were received and these were attached as Appendices 2 and 3 to the report.

The Leader of the Council thanked the Members of the Working Group for their work in developing this Scheme. He proposed that the Working Group Membership be amended and be comprised of the following Members:

- Chairman of the Council;
- Leader of the Council;
- Leader of the Opposition;
- Councillors M W Helm, S P Nunn and Miss S White.

The Leader then proposed subject to the above amendment that the recommendations as set out in the report be agreed. This was duly agreed.

RESOLVED

- (i) that the adoption of a Freeman / Freewoman Scheme for the District of Maldon encompassing the Alderman Scheme and including a revenue provision in the sum of £500 within 2020 / 21 estimates be approved;
- (ii) that subject to (i) above, the terms of reference for the Freeman and Freewoman Working Group (the Working Group) as set out within Appendix 2 to the report be agreed;
- (iii) that subject to (i) above, the change to the Membership of the Working Group as set out below be agreed:
 - Chairman of the Council;
 - Leader of the Council;
 - Leader of the Opposition;
 - Councillors M W Helm, S P Nunn and Miss S White.
- (iv) that subject to (i) above; the nomination form and guidance notes as recommended by the Working Group as set out within Appendix 3 to the report be agreed;
- (v) that subject to (i) above; that the Working Group is given authority to meet and consider nominations as and when necessary and make recommendations to the Council for consideration;
- (vi) that subject to (i) above; that Council presents future recipients of the Award with a certificate as recommended by the Working Group and the use of the Council official Seal in this connection be agreed.

568. APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES

The Council considered the report of the Director of Strategy, Performance and Governance, seeking nominations to serve on two Liaison Committees / Panels for the ensuing municipal year.

The Chairman advised that appointment to the Sense of Place Board had been agreed at an earlier part of this meeting. The Leader of the Council then proposed that the Member representative for Heritage and Design be the Chairman of the Council or his representative. This was duly agreed.

RESOLVED that the Member representative for Heritage and Design be the Chairman of the Council or his representative.

569. MEMBERSHIP OF THE PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE

RESOLVED that Councillor B S Beale MBE replace Councillor K M H Lagan on the Performance, Governance and Audit Committee.

570. SCHEDULE OF MEETINGS 2019 / 20

The Chairman advised that this item of business had been withdrawn as the Overview and Scrutiny Committee meeting it related to had been cancelled.

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

Councillor R P F Dewick referred to the late delivery of accounts and asked the Leader of the Council if he could confirm the steps being taken to ensure the 2019 / 20 accounts would be delivered on time. In response the Leader paid tribute to the former Director of Resources (Section 151 Officer) and the tremendous amount of work that she had done whilst at the Council. He reported that she had taken up a new role with Capita PRC and wished her every success in this role. In response to the question, the Leader advised that he had asked the Interim Section 151 Officer to assess the situation along with reviewing resources to ensure the right people were in place to deliver the accounts. He confirmed that work in respect of the 2019 / 20 accounts was being delivered on an ongoing basis and therefore these would be delivered on time. Members were advised at this point that the Council had successfully recruited into the post of Director of Resources and the new post holder would be starting early in the new year. At this point the Leader advised the Council that he had not entered into any third party agreements with any members of staff.

Councillor M F L Durham asked the Leader of the Council following a large amount of public interest in the future of Canada Wharf if he could confirm that Maldon Yacht Club (the Yacht Club) would be included in discussions regarding the future of the site. In response to the question, the Leader of the Council referred to the good work of the Yacht Club and as a responsible landlord how the Council would consider the community benefit alongside enterprise in respect of Canada Wharf. He advised that

the Council had agreed to extend the Yacht Club's lease which allowed time to work closely with them to explore shared opportunities on the site. The Leader of the Council referred to this matter having been discussed in private session and at this point referred to a comment he had made during previous discussions and apologised if this comment caused any offence. The Leader confirmed that the Council would be working with Maldon Yacht Club to establish if they wished they would be included in future plans.

Councillor RH Siddall raised a point of order but was advised by the Chairman that this was not valid.

Councillor M W Helm, as Chairman of the Overview and Scrutiny Committee, asked the Leader of the Council if he agreed with him that should a Member wish to make a complaint or raise an issue regarding another Member they should contact the Monitoring Officer. The Leader of the Council agreed with Councillor Helm and referred to the Council conducting its business in a professional way and how if this was not possible, the use of emergency powers would be used, which could exclude Members from the decision-making process. He advised that if any Member had anything to say about other Members they should raise this with the Monitoring Officer.

Councillor W Stamp asked, in the interest of openness and transparency, if the Leader of the Council could assure her that any amendments no matter how minor to Terms of Reference for relevant Committees, Sub-Committees or Working Groups would be brought to the Council for approval / refusal and not carried out in the respective meetings. She also sought assurance that this had not occurred in this municipal year without Council approval. In response the Leader of the Council advised that it was his understanding that when a Working Group was formed the Terms of Reference could be reviewed by the Working Group, but would then come back to the appointing body for approval. He advised Members to raise any questions with the Director of Strategy, Performance and Governance. The Chairman informed Members that as far as he was aware as Chairman of the Council there had not been any changes to the criteria of a Working Group agreed without them going back to its parent body.

Councillor C Morris asked a question to the Leader of the Council regarding a statement he had made earlier in the meeting. In response the Chairman advised that the Leader of the Council had answered the points raised. Councillor Morris disputed this, and a debate ensued with the Chairman during which the Monitoring Officer provided advice. This caused some disruption to the meeting and in light of this the Chairman proposed that in accordance with Procedure Rule 10 Councillor Morris no longer be heard. This motion was duly seconded. In accordance with Procedure Rule No. 13 (3) Councillor C Morris requested a recorded vote. The Chairman put the motion to the Council and the voting was as follows:

For the recommendation:

Councillors E L Bamford, Miss A M Beale, R G Boyce, Mrs P A Channer, R P F Dewick, M F L Durham, Mrs J L Fleming, A S Fluker, B E Harker, M W Helm, A L Hull, C P Morley, Mrs M E Thompson and Miss S White.

Against the recommendation:

Councillors M G Bassenger, B S Beale, V J Bell, M R Edwards, M S Heard, K M H Lagan, C Mayes, C Morris, S P Nunn, N G F Shaughnessy, R H Siddall, W Stamp and J Stilts.

Abstention:
Councillor C Swain.

The Chairman advised that the motion had therefore been carried and the Member would no longer be heard at the meeting and anything he said would not be minuted.

In response to a question the Chairman advised that there would not be any further questions to the Leader and the Council would move to the next item of business.

572. EXCLUSION OF THE PUBLIC AND PRESS

Prior to voting on the proposal to exclude the public and press and in response to a question raised regarding why the following item of business was being considered in private session, the Director of Strategy, Performance and Governance advised that this was due to the report containing figures that related to contracts.

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

573. FULL COUNCIL TRANSFORMATION: GATEWAY REVIEW

The Council considered the report of the Director of Strategy, Performance and Governance presenting the fourth quarterly gateway review of the full Council Transformation Programme as agreed by the Council on 9 August 2018. The report gave assurance on the governance arrangements in place for the programme and the oversight given by the Council's Transformation Board and officer led Programme Delivery Board. The latest Transformation Board report was attached at Appendix 1 to the report and Appendix 2 provided detail of the equality analysis undertaken. The Transformation Programme Governance and Terms of Reference were attached at Appendix 3.

The Council's Medium-Term Financial Strategy was set out in the report along with the forecast savings to be achieved through delivery of the Future Model.

The Leader of the Council when presenting the report thanked the Corporate Leadership Team for their work and staff who had gone through the Transformation process. He also thanked the Deputy Leader and the Members of the Transformation Board.

574. ADJOURNMENT OF THE MEETING

At this point in the meeting the Chairman adjourned the meeting for a short break.

RESOLVED that the meeting of the Council be adjourned at 9:11pm.

575. RESUMPTION OF BUSINESS IN CLOSED SESSION

RESOLVED that the meeting of the Council be resumed in closed session at 9:20pm.

576. FULL COUNCIL TRANSFORMATION: GATEWAY REVIEW (CONTINUED)

The Leader of the Council proposed that the recommendations as set out in the report be agreed.

In response to a number of questions, the Director of Strategy, Performance and Governance provided Members with further information regarding savings achieved, redundancy costs, commercial projects and delivery of IT solutions.

The Chairman then put the Leaders' proposal to the Council and upon a vote being taken this was agreed.

RESOLVED

- (i) That Members review and comment on the contents of this report;
- (ii) that benefits realisation reports for Post Programme Activity are presented to the Council on a quarterly basis for the next 12 months (to November 2020);
- (iii) that a public report and press briefing is prepared for release.

There being no further items of business the Chairman closed the meeting at 9.38 pm.

R G BOYCE MBE
CHAIRMAN

**LOCAL GOVERNMENT BODIES
AND OUTSIDE BODIES (NOVEMBER 2019 – APRIL 2020)**

LOCAL GOVERNMENT BODIES:

BODY	REPRESENTATIVES FROM NOVEMBER 2019
East of England Local Government Association	Leader of the Council
Essex Local Government Association	Leader of the Council
Local Government Association	Leader of the Council

OUTSIDE BODIES (not appointed by Maldon District Council but involve Members of the Council):

BODY	REPRESENTATIVES FROM NOVEMBER 2019
Essex Partnership Board (Mid Essex representative)	Leader of the Council

OUTSIDE BODIES:

BODY	REPRESENTATIVES FROM NOVEMBER 2019
Blackwater Estuary Siltation Steering Group	Councillor A S Fluker
Bradwell Local Community Liaison Council	Councillors R G Boyce MBE, Mrs P A Channer CC, A S Fluker and Mrs M E Thompson
British Red Cross Society – Essex County Branch	Chairman of the Council
Drapers Farm Sports Club Committee	Councillor Miss S White
Essex Coastal Forum	Councillor M F L Durham, CC <i>Substitute: Councillor A S Fluker</i>
Essex Countywide Traveller Unit Committee	Councillor M F L Durham CC
Essex Flood Partnership Board	Councillor Miss S White <i>Substitute: Councillor Mrs P A Channer, CC</i>
Essex Planning Policy Portfolio and Chairman's Group	Chairman of the Strategy and Resources Committee <i>Substitute: Vice-Chairman of the Strategy and Resources Committee.</i>
Essex Waste Inter Authority Agreement Member Working Group	Chairman of the Performance, Governance and Audit Committee <i>Substitute: Vice-Chairman of the Performance, Governance and Audit</i>
Essex Waste Member Partnership Board	Chairman of the Strategy and Resources Committee <i>Substitute: Vice-Chairman Strategy and Resources Committee</i>

**LOCAL GOVERNMENT BODIES
AND OUTSIDE BODIES (NOVEMBER 2019 – APRIL 2020)**

BODY	REPRESENTATIVES FROM NOVEMBER 2019
Joint Bradwell Member Board (JMBB) (Council 29/10/18)	Leader and Deputy Leader of the Council Chairman and Vice-Chairman of the Strategy and Resources Committee (subject to confirmation by the JMBB)
Livewell Partnership Group	<u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, B E Harker, M W Helm, Mrs M E Thompson and Miss S White
Local Area Highways Panel	Councillors B E Harker, M W Helm and Mrs M E Thompson
Local Government Association Coastal Issues Special Interest Group	Councillor A S Fluker <i>Substitute: Councillor M F L Durham, CC</i>
Local Government Flood Forum	Councillor A S Fluker <i>Substitute: Councillor M F L Durham, CC</i>
Maldon and District Youth Strategy Group	Councillor A L Hull
Maldon Harbour Improvement Commissioners <i>This position is an appointment as a Commissioner for a minimum period of three years (appointment will continue even if Member leaves the Council)</i>	Councillor A S Fluker (until June 2021 – three-year appointment)
Maldon Locality Board	Leader of the Council Deputy Leader of the Council Leader of the Opposition (or representative) Chairmen (or Vice-Chairman) of the Performance, Governance & Audit and Strategy & Resources Committees
Maldon Operational Group <i>(Previously Maldon Health Hub)</i>	Councillors Mrs P A Channer, CC and Miss S White
Maldon Sure Start	Councillor A L Hull <i>Substitute: Councillor Miss S White</i>
Mid Essex Hospital Services NHS Foundation Trust – Council of Governors	Councillor Miss S White
Parking and Traffic Regulations outside London Adjudication Joint Committee (PATROL)	Councillor M F L Durham, CC <i>Substitute: Councillor A S Fluker</i>
Plume Educational Trust <i>(Four yearly appointment)</i>	Councillor R H Siddall <i>(from June 2019 to June 2023)</i> P G L Elliott <i>(from June 2017 to June 2021)</i>
Police and Crime Panel	Councillor M W Helm <i>Substitute: Councillor A S Fluker</i>

**LOCAL GOVERNMENT BODIES
AND OUTSIDE BODIES (NOVEMBER 2019 – APRIL 2020)**

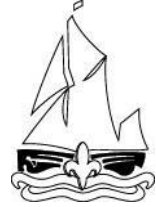
BODY	REPRESENTATIVES FROM NOVEMBER 2019
Responsible Authorities Group (RAG) (Community Safety)	Councillor A L Hull <i>Substitute: Councillor Miss S White</i>
Sense of Place Board	Chairman of the Strategy and Resources Committee <i>Substitute: Vice-Chairman of the Strategy and Resources Committee</i>
South Essex Parking Partnership – Joint Committee	Councillor M F L Durham, CC <i>(If a substitute is required, must notify the Committee 30 minutes prior to the start of a meeting)</i>
Southend Airport Consultative Committee	Councillor A S Fluker
Southminster Heritage Economic Regeneration Scheme Steering Group	Councillor A S Fluker
Stow Maries Aerodrome Consultative Committee (Appointed 20/12/18)	Councillor Mrs P A Channer CC and Miss S White
The Thomas Plume Library Charitable Incorporated Organisation	Leader of the Council <i>Substitute: Deputy Leader of the Council</i>
West Maldon Community Association Management Committee	Councillor M S Heard

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WORKING GROUPS (NOVEMBER 2019 – APRIL 2020)

Working Group	Membership from November 2019
Asset Management Working Group	<p><u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, Mrs J L Fleming, B E Harker, M W Helm and Miss S White</p> <p>Leader and Deputy Leader of the Council</p>
Corporate Governance Working Group	Councillors Mrs P A Channer CC, A S Fluker, B E Harker, R H Siddall and Miss S White
Corporate Projects Member Task and Finish Working Group <i>(Appointed by the Council on 8 September 2016)</i>	<p><u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, A S Fluker, M W Helm, Mrs M E Thompson and Miss S White</p>
Strategic Housing Board <i>(Council 16 February 2017 – Minute No, 991 refers)</i>	<p><u>Six Members of the Council:</u> Councillors E L Bamford, Mrs P A Channer CC, Mrs J L Fleming, M W Helm, Mrs M E Thompson and Miss S White</p>

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**MINUTES of
COUNCIL
19 DECEMBER 2019**

PRESENT

Chairman	Councillor R G Boyce MBE
Vice-Chairman	Councillor Mrs P A Channer, CC
Councillors	E L Bamford, Miss A M Beale, B S Beale MBE, M G Bassenger, V J Bell, R P F Dewick, M F L Durham, CC, M R Edwards, Mrs J L Fleming, A S Fluker, B E Harker, M S Heard, M W Helm, A L Hull, K W Jarvis, J V Keyes, K M H Lagan, C Mayes, C P Morley, C Morris, S P Nunn, N G F Shaughnessy, R H Siddall, N J Skeens, W Stamp, Mrs J C Stilts, C Swain, Mrs M E Thompson and Miss S White

1. CHAIRMAN'S NOTICES

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

2. APOLOGIES FOR ABSENCE

There were none.

3. DECLARATION OF INTEREST

Councillor S P Nunn declared a pecuniary interest in Agenda Item 7b – Minutes of the Strategy and Resources Committee, Appendix 3 relating to Fees and Charges policy and specifically the river wharfage fees as he occasionally undertook work for Topsail Charters as a historian guide and was remunerated for that work. He felt this was connected with the barges, was a direct pecuniary interest and therefore he would be withdrawing from the chamber when this item was considered. He also declared an interest in relation to Agenda Item 5 Public Questions – question 2 which linked to the same subject as his earlier declaration but advised that as it was not for debate he would not be withdrawing from the chamber for this item of business.

Councillor B S Beale joined the meeting at this point.

Councillors K M H Lagan, C Mayes and J Stilts declared a non-pecuniary interest in Agenda Item 7b – Minutes of the Strategy and Resources Committee, Appendix 3 relating to wharfage and car park as they had been in communication with some persons effected by this.

Councillor M R Edwards declared that in the interest of openness and transparency relating to Agenda Item 7b – Minutes of the Strategy and Resources Committee, he was a Member of the Thames Sailing Barge Trust.

Councillor M S Heard declared a non-pecuniary interest as he was a trustee for the Brent steam tug. He also declared a non-pecuniary interest as he was a trustee of the Joseph Henry Unwin fund.

Councillor B E Harker declared in the interest of openness and transparency and in relation to Agenda Item 7b – Minutes of the Strategy and Resources Committee that he was treasurer of the Friends of Heybridge Cemetery where his wife was also secretary and he was Chairman of the Joseph Henry Unwin Trust which occasionally donated to the Citizens Advice Bureau.

Councillor M F L Durham declared a non-pecuniary interest as a member of Essex County Council in relation to any items of business pertaining to that Authority.

Councillor J V Keyes advised in the interest of openness and transparency he had a non-pecuniary interest in Agenda Item 7b – Minutes of the Strategy and Resources Committee.

Councillor Mrs P A Channer declared a non-pecuniary interest as a Member of Essex County Council on any matter pertaining to that authority, particularly Agenda Item 7b – Minutes of the Strategy and Resources Committee. In relation to this item of business she declared the following interests in relation to specific items contained in these Minutes:

- Minute No. 9 – Maldon District Council Affordable Housing and Viability Supplementary Planning Document – Consultation on Draft Amendment: she was trustee of the Henry Guilder Drake Almshouse Trust.
- Minute No. 6 – Advice Services Contract: in the interest of openness and transparency she knew the Chairman as they were an Essex County Councillor and sat on Cold Norton Parish Council which was within her division.

In addition Councillor Mrs Channer made reference to a person she had met whilst attending an engagement for the Chairman.

Councillor A S Fluker declared in the interest of openness and transparency he represented the Council on the Maldon Harbour Improvement Commissioners board and was a harbour commissioner.

Councillor Miss S White declared that she represented the Council on the Maldon Harbour Improvement Commissioners board and knew the new chairman of the Citizens Advice Bureau.

4. MINUTES - 21 NOVEMBER 2019

The Chairman advised that he felt there were some further amendments required to the Minutes. He therefore proposed that agreement of the Minutes be deferred to the next ordinary meeting of the Council and Officers be asked to check the audio recording and

bring a revised version of the Minutes back to the next meeting. This was duly seconded and agreed.

RESOLVED that the Minutes of the Council meeting held on 21 November 2019 be deferred pending review by Officers and brought back to the next ordinary meeting of the Council.

5. PUBLIC QUESTIONS

In accordance with Procedure Rule 1(3)(e) and the Council's Public Question Time and Participation at Council and Committee Meetings Scheme, the Chairman of the Council referred to two questions of which prior notification had been given. A copy of the questions was circulated prior to the meeting.

Question one:

Ms July Lea, Chairman of the Maldon Society was in attendance at the meeting and read out her questions, set out below along with the responses from the Leader of the Council (show in *italics*).

“In connection with the Council's relationship with the proposed new nuclear power station at Bradwell, (also referred to in item 12 on tonight's agenda).

- a) Is it correct that MDC is receiving each month approximately £15,000 from the potential developer?

Yes.

- b) What use has been made of the income in connection with Bradwell B received to date?

It has been used to support the staffing resource required by the Council to ensure it is undertaking the role of engaging in the Development Consent Order (DCO) process regarding the Bradwell B proposals.

- c) Does the Council recognise its integral role as a primary conduit in a disinterested process of public consultation on whether the nuclear development should proceed?

The development of a new nuclear power station falls within the scope of the 'Nationally Significant Infrastructure Projects' (NSIPs), as set out in the Planning Act 2008. In these instances, the developer applies directly to the Secretary of State for a Development Consent Order (DCO) rather than to the Local Planning Authority for planning permission. Maldon District Council will be a consultee as part of the DCO process. BrB has indicated that the application for the DCO will be submitted in 2022. However, there is a significant consultation and engagement process leading up to the submission of the application. Whilst Maldon District Council will not be the determining authority for the actual power station application, host local authorities have an important role in the NSIP, DCO process. Participation is not obligatory but is strongly advised by the Planning Inspectorate. Whilst it is appreciated that local authority resources are limited, relevant authorities are strongly encouraged to discuss and work through the issues raised by NSIP proposals. A local authority will provide an important local perspective at the pre-application

stage, in addition to the views expressed directly to the developer by local residents, groups and businesses.

- d) What answer would be given to those who consider a) and c) above represent a conflict of interest?"

It is normal for the developer in these cases to provide resource to the Local Authority to support the planning process. This has been the case with other DCO processes around the country and both Maldon District Council and Essex County Council are seeking support in this case. This in no way represents a conflict of interest and the funding simply enables the Local Authority to engage in the consultation fully and to discharge the expectations that HMPI has raised. Whilst the Councils Local Development Plan states broad support for the development of Bradwell B, the Council also recognises its role within the consultation process to maximise any benefits and mitigate any impacts should the development be approved by the Secretary of State.

The provision of funding in no way affects the integrity of the Council in fulfilling its role in the DCO consultation process. In fact the Planning Inspectorate supports the development of funding agreements between local authorities and the applicant within its formal guidance on the DCO process.

***The role of local authorities in the development consent process
Advice Note two: The role of local authorities in the development consent process (HMPI February 2015)***

'10.1 Planning performance agreements (PPA) are a matter for the local authority and the developer and may be justified by the impact on the local authority's resources. The Planning Inspectorate is, in principle, supportive of PPAs but will not get involved in the negotiation of a PPA as it is a legal agreement between two parties.'

Question two:

Mr John Rayment of the Thames Sailing Barge Trust was in attendance at the meeting and read out his question, set out below along with the response from the Leader of the Council (shown in *italics*).

“The Thames Sailing Barge Trust, is a registered charity which owns and operates two sailing barges, Pudge and Centaur, at Hythe Quay. The Trust is a non-profit making charity with no paid employees and is run by volunteers, and has berthed its vessels on the Quay for 37 years.

- The Trust is not a commercial operator
- We gain our income through donations, membership and from the small income we make from taking the public and members on weekend sails between May and September.
- In a good year we just about break-even
- By removing the discount, we will have to pay a further £6500 a year, **this being a 100% increase on what we pay. This is unfair.**
- This increase will put the Trust into a loss-making situation which is not sustainable and will result in us having to consider our future on the Quay.

If the proposed increase is to be based on comparable costs for berthing elsewhere, the Council must also consider the advantages other ports have over the town in terms of tides and other operational factors.

The Trust's aims include making the barges available to the public and children. If we have to move away from Maldon, then these opportunities would be lost to the town. The Trust is part of the Maldon Heritage Group and our barges are part of Maldon's heritage.

And on top of this it is also proposed that you will charge vehicles for parking on the Quay.

Question:

We wish to ask the Leader of the Council to reconsider the proposal to increase the wharfage charges by removing the 50% discount for our barges Pudge and Centaur, as this will significantly impact on our viability and future at Maldon."

I am grateful for the information provided and will ensure your views are considered when the recommendations from the Strategy and Resources Committee are presented to Council later at this meeting.

6. CHAIRMAN'S ANNOUNCEMENTS

The Chairman referred to a number of events which the Vice-Chairman had attended on his behalf.

7 December 2019	Day of Dedication, Woodland Glades Maldon and Burnham-on-Crouch <i>Vice-Chairman</i>
10 December	Epping Forest Civic Carol by Candlelight Service, Waltham Abbey Church <i>Vice-Chairman</i>
11 December	Braintree District Council, Festive Concert <i>Vice-Chairman</i>
13 December	Chelmsford City Council Civic Carol Service, Chelmsford Cathedral <i>Vice-Chairman</i>
18 December	Rochford Civic Carol Service, Rayleigh <i>Vice-Chairman</i>
18 December	Burnham-on-Crouch Royal National Lifeboat Institute (RNLI) Carol Service

The Chairman reminded and welcomed everyone to the nine lessons and Carol service taking place on Sunday 22 December at 6:30pm at All Saints Church, Maldon which he was hosting in conjunction with the Church.

7. PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE - 28 NOVEMBER 2019

RESOLVED

- (i) That the Minutes of the Performance, Governance and Audit Committee held on 28 November 2019 be received.

Councillor E L Bamford, Chairman of the Committee presented the Minutes and proposed that they be accepted with the exception of Minute 8 Draft Statement of Accounts 2018 / 19 as these were the subject of a separate report on the agenda. This was duly agreed.

RESOLVED

- (ii) That with the exception of Minute 8, the Minutes of the Performance, Governance and Audit Committee held on 28 November 2019 be agreed.

8. STRATEGY AND RESOURCES COMMITTEE - 5 DECEMBER 2019

RESOLVED

- (i) That the Minutes of the Strategy and Resources Committee held on 5 December 2019 be received.

Minute No. 6 – Review of Advice Services Funding 2020 / 21

RESOLVED

- (ii) That funding to the Maldon Citizens Advice is increased to the previous level of £73,500 from 1 April 2020.

Minute No. 9 – Maldon District Council Affordable Housing and Viability Supplementary Planning Document – Consultation on Draft Amendment

RESOLVED

- (iii) That the proposed amendments (attached at Appendix 1 to the Minutes of the Strategy and Resources Committee) to the Affordable Housing and Viability Supplementary Planning Document (attached at Appendix 2 to the Minutes of the Committee) be agreed.

In accordance with his earlier declaration Councillor S P Nunn left the meeting at this point.

Minute 15 – 2020 / 21 Fees and Charges Policy

It was noted that a revised version of Appendix 3 to these Minutes had been circulated prior to the meeting.

The Leader of the Council proposed that the fees and charges policies (as set out in the revised Appendix 3) be accepted, subject to the following amendments:

- Green Waste Bin Service – That the proposed removal of the £5 discount to Direct Debit and web payments be agreed on the basis that Officers take steps to clear the waiting list for green waste bins.
- River Wharfage – The Leader referred to a number of representations that had been received in respect of this matter. He proposed that the suggested changes to river wharfage as set out in Appendix 3 (amended version) be referred back to

the Strategy and Resources Committee for further research and subsequent consideration by the Council at its meeting in February 2020.

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

RESOLVED

- (iv) That the proposed removal of the £5 discount for direct debit and web payments relating to Green Waste Bin Service be agreed, and Officers take steps to clear the waiting list for green waste bins.
- (v) That the proposed policy changes to River Wharfage be removed from Appendix 3 and following additional research considered by the Strategy and Resources Committee at its next meeting prior to approval by the Council at its meeting in February 2020.
- (vi) That subject to (iv) and (v) above, the revisions to the fees and charges policies outlined in Appendix 3 (as circulated at the meeting) be agreed.

Councillor Nunn returned to the chamber.

Minute 16 – 2020 / 21 Revenue Budget Growth and Savings

RESOLVED

- (vi) that the proposals for growth items, as set out in Appendix 4 to the Minutes of the Strategy and Resources Committee, be agreed;
- (vii) that the proposals for savings and income generation, as set out in Appendix 5 to the Minutes of the Strategy and Resources Committee, be agreed;
- (viii) that the projects to be funded from the Repairs and Renewals reserve, as set out in Appendix 6 to the Minutes of the Strategy and Resources Committee, be agreed.

RESOLVED

- (ix) That subject to the above decisions, the Minutes of the Strategy and Resources Committee held on 3 December 2019 be agreed.

9. MINUTES OF MEETINGS OF THE COUNCIL

The Council noted the list of Committees that had met since the last meeting of the Council, up to Wednesday 11 December 2019 for which Minutes had been published.

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

There were none.

11. RIVER CROUCH COASTAL COMMUNITY TEAM CHANGE TO TERMS OF REFERENCE AND REPRESENTATIVES

The Council considered the report of the Director of Strategy, Performance and Governance updating Members on the changes to the Terms of Reference for the River Crouch Coastal Community Team (RCCCT) since its transfer to Rochford District Council in July 2019. The report also sought appointment of a single representative to the RCCCT.

The report provided background information regarding the RCCCT and how in September 2019 it had refreshed its Terms of Reference. There had been a change to the composition and Members of the RCCCT and the Council was requested to amend its current Member representation in light of this.

The Leader of the Council proposed that recommendation (i) be amended to read "...be noted" and that Councillor N Skeens be appointed as the Council's representative on the RCCCT with Councillor S P Nunn as his substitute. This was duly seconded and upon a vote being taken was agreed.

RESOLVED

- (i) That the updated Terms of Reference for the River Crouch Coastal Community Team (RCCCT) be noted;
- (ii) That Councillor N Skeens be appointed as the Council's representative on the RCCCT with Councillor S P Nunn as his substitute.

12. BRADWELL B PLANNING POLICY POSITION STATEMENT

The Council considered the report of the Director of Strategy, Performance and Governance providing an update on providing a planning position statement in relation to any new development relating to the Bradwell B (BrB) project.

The report provided background information regarding the selection of Bradwell as one of the eight sites considered suitable by the Government for the siting of a new nuclear power station and the work being undertaken in relation to the development of the station. The report set out the Council's position in dealing with planning application which may not accord with the Council's Local Development Plan and aimed to take advantage of the future power station.

Members were advised that in the future it would be necessary to provide a more robust, evidence based, policy position in relation to BrB associated planning applications. To facilitate this Officers were suggesting that a Member workshop be arranged to gain some guidance from Members regarding the direction of travel for the production of new planning policies to deal with such planning applications in the future.

The Leader of the Council proposed an amendment to the recommendation to include the Bradwell B communications team in the workshop. He advised that the communications team had been visiting local Parish Councils and other organisations giving a presentation in relation to Bradwell and it would be useful for them to go

through this presentation with Members. He proposed subject to that change that the recommendation as set out in the report be agreed. This was duly seconded and agreed.

RESOLVED that a workshop be provided for all Members, to include an update on the Bradwell B (BrB) project, presentation from the Bradwell B communications team and seek direction in the production of any new planning policies relating to BrB.

13. COUNCIL GOVERNANCE IN RELATION TO BRADWELL B

The Council considered the report of the Director of Strategy, Performance and Governance seeking Members' endorsement of proposals for the governance of Maldon District Council's decision making in relation to the proposed Bradwell B Nuclear Power Station.

The report outlined the process to be undertaken in development of a new nuclear power station and how the developer would apply directly to the Secretary of State for a Development Consent Order (DCO) rather than to the Local Planning Authority (LPA) for planning permission. The Council would however have an important role in this process and the report provided detailed information in respect of this. A table within the report set out the decision-making routes along with the groups and individuals that would be involved.

It was noted that the Council would be required to make a range of decisions as part of the DCO process, beginning with the approval of the Statement of Community Consultation. Members were advised that the proposed decision-making framework, if approved, would be utilised to allow the Council to respond in a timely and effective way.

The Leader of the Council proposed an amendment to the recommendation, as set out in the report, that the decision-making process be clarified and agreed at the next meeting of the Strategy and Resources Committee. He also proposed to add robustness and ensure decisions were being made by Members that decisions were only made by the Strategy and Resources Committee and / or the Council. This proposal was duly seconded and agreed.

RESOLVED

- (i) that the governance arrangements outlined within the report for decision regarding Bradwell B and its associated development be endorsed;
- (ii) that the decision-making process be clarified and reported to the next Strategy and Resources Committee;
- (iii) that any decisions relating to Bradwell B be brought to future meetings of the Strategy and Resources Committee and / or the Council for Members' consideration.

14. DRAFT STATEMENT OF ACCOUNTS 2018 / 19

The Council considered the report of the Interim Section 151 Officer presenting the Draft Statement of Accounts for 2018 / 19 (attached as Appendix 1 to the report) for approval.

It was noted that the Performance, Governance and Audit Committee at its last meeting had recommended “that the final Statement of Accounts for 2018 / 19, once the External Auditor’s Opinion on the accounts and the judgement for Value for Money had been received, be approved”. Further details regarding the approval of the Statement of Accounts was set out in the report.

It was noted that no significant issues with the Council’s accounts for 2108 / 19 had been identified. The report advised that the External Auditor had issued his draft audit opinion and value for money judgement which indicated an unqualified or modified opinion on the account for 2018 / 19 and value for money.

Councillor E L Bamford, Chairman of the Performance, Governance and Audit Committee presented the report and advised that the signed Auditors opinion would follow once the accounts had been agreed by the Council. She proposed that the recommendation as set out in the report be agreed. This was duly seconded and agreed.

RESOLVED that the draft Statement of Accounts for 2018 / 19, as set out in Appendix 1 to the report, be approved.

15. COUNCIL TAX BASE 2020 / 21

The Council considered the report of the Interim Section 151 Officer relating to the Council Tax Base for 2020 / 21. It was noted that the Council had to notify its tax base calculations to Essex County Council, Essex Fire Authority, the Police and Crime Commissioner for Essex and Parish Councils by 31 January 2020.

The report explained that the tax base figure was an integral part of the calculations for setting the level of Council Tax. The detailed calculation of the relevant amounts for 2020 / 21 were shown in Appendix A to the report.

Members were informed that the tax base used for 2019 / 20 (the current year) was 24,536.1. The proposed new figure for the forthcoming year represented an increase of 554.7 or 2.26%. This increase related to the number of new dwellings added to the valuation list.

The Leader of the Council proposed that the recommendations as set out in the report be agreed. This was duly seconded and agreed.

RESOLVED that in accordance with the Local Authorities (Calculation of Tax Base) Regulations 2012 the amount calculated by Maldon District Council as its council tax base for the 2020 / 21 year shall be set at 25,090.8.

16. SCHEDULE OF MEETINGS 2020 / 21

The Council considered the report of the Director of Strategy, Performance and Governance presenting for approval the Schedule of Meetings for 2020 / 21 (attached as Appendix 1 to the report).

The Leader of the Council proposed that subject to the following minor amendments the Schedule of Meetings for 2020 / 21 be agreed:

- 8 February 2021 – This should read NW
- 4 May 2021 had been missed off the schedule.

This was duly seconded and agreed.

RESOLVED that subject to the following amendments, the Schedule of Meetings for 2020 / 21 be approved.

- 8 February 2021 –should read NW;
- 4 May 2021 had been missed off the schedule.

17. SCHEDULE OF MEETINGS 2019 / 20

RESOLVED that the meeting of the Strategy and Resources Committee scheduled for 16 January 2020 be moved to Wednesday 29 January 2020.

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

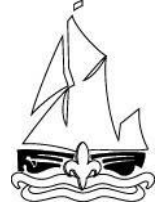
Councillor C Swain asked the Leader of the Council, now that Highways England had announced their preferred route for upgrading the A12 between Boreham and Witham, involving removal of both junctions at Hatfield Peverel and construction of a new junction at Rivenhall, if the Leader would press the County Council to bring forward proposals to provide access to that junction for traffic from Maldon and Heybridge?

In response the Leader advised that Highways England were proposing to close the junctions and introduce a new super junction to the east which would serve that area. There would be a public consultation in 2020. He emphasized that throughout the A12 widening scheme engagement and consultation process, the Council had emphasised to Highways England, the importance of maintaining access to the A12 from the District at Hatfield Peverel. He made reference to the Local Development Plan bringing forward a lot of residential properties in the north of the District which would need to access the A12 and how this had been made clear as part of the consultation process.

There being no further items of business the Chairman closed the meeting at 8.05 pm.

R G BOYCE MBE
CHAIRMAN

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**MINUTES of
PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE
9 JANUARY 2020**

PRESENT

Chairman	Councillor E L Bamford
Vice-Chairman	Councillor K W Jarvis
Councillors	Mrs P A Channer, CC, M F L Durham, CC, A S Fluker, B E Harker, M S Heard, S P Nunn, N J Skeens, W Stamp, Mrs J C Stilts, C Swain and Mrs M E Thompson

1. CHAIRMAN'S NOTICES

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

2. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor B S Beale, MBE.

3. MINUTES OF THE LAST MEETING

RESOLVED that the minutes of the meeting held on 28 November 2019, be confirmed.

4. DISCLOSURE OF INTEREST

Councillor Mrs P A Channer, CC declared a non-pecuniary interest as a member of Essex County Council on issues in the Audit report around flooding.

Councillor M F L Durham, CC declared a non-pecuniary interest as a member of Essex County Council on issues in the Audit report pertaining to flooding.

5. PUBLIC PARTICIPATION

No requests had been received.

6. INTERNAL AUDIT PROGRESS REPORT

Prior to the presentation of the above report the Chairman advised the Committee that the current audit situation was being considered first under Agenda Item 6. Internal

Audit Progress Report and then the historic situation under Item 7. Historic Audit Actions Report. All changes approved under Item 7 would be reflected in the next Internal Audit Follow-up of Recommendations report at the February Committee.

The Committee then considered the report of the Interim Section 151 Officer that provided, by way of appendix 1 and 2, reports issued by BDO LLP, the Council's Internal Auditors.

The Audit Manager from BDO LLP took the Committee through the reports starting with the Audit Progress Report December 2019. She advised that the IT Disaster Recovery and Main Financial Systems reports had been issued in draft and would be submitted to the February Committee meeting. The Workforce Management, Flooding Risk Management and Network Security reports were in fieldwork as of week commencing 6/1/20 and that all changes to the Internal Audit Plan agreed with management, were listed on page 19 of the Audit Progress Report.

With reference to the Follow Up of Recommendations report she said that there were no new recommendations due for follow-up in this committee cycle. It had been agreed to review old recommendations and close them off if appropriate, as reflected in Agenda Item 7 Historic Audit Actions report. These changes would be reflected in the next iteration of the Follow Up of Recommendations report.

Councillor Nunn opened the debate by asking why the Committee was sitting given the lack of items of business on the agenda. The Chairman advised that the main bulk of the work would be considered at the 27 February Committee and that tonight's agenda served as an advance outline of that. Furthermore, decisions made on Item 7 on this agenda will impact the content of reports at the next meeting.

In response to questions raised the Audit Manager reported the following:-

- That limited effectiveness of procurement and contract management had been considered at the meeting on 28 November 2019. The assessment that it was moderate in design demonstrated that controls in place were good, but there had been some exceptions to the effectiveness of certain controls e.g. contract management. Work was now underway to ensure that all correct documentation was in place in relation to contract management.
- That operational effectiveness of controls was monitored by checking staff were following the policies and procedures in place. For this meeting none of those recommendations were due for reporting as Internal Audit, together with management, were going through a period of reassessment to determine if they were still applicable following the restructure. From February 2020 the Committee would receive reports on those that are still applicable together with an appropriate update on the status of each recommendation.

The Chairman put the recommendations to the Committee and they were agreed.

RESOLVED that the Committee considered and commented on:

- (i) the Internal Audit Progress Report December 2019 at appendix 1, and,

- (ii) the Internal Audit Follow Up of Recommendations Report, December 2019 at appendix 2.

7. HISTORIC AUDIT ACTIONS REPORT

The Committee considered the report of the Director of Strategy, Performance and Governance that provided a proposed review of historic audit recommendations.

The Programmes, Performance and Governance Manager took the Committee through the report and appendix. She explained the rationale for the report in that the systems previously used for monitoring audit recommendations had changed therefore timely to undertake some housekeeping around historic audit recommendations. Addressing the table at appendix 1 she advised Members that some of the recommendations would be subsumed into new recommendations and historic actions were being recommended for removal as they had been superseded by other ongoing work. The historic recommendations were largely around Channel Shift and transformation and had already been completed through the Transformation work.

In response to questions on the appendix regarding historic recommendations proposed for removal and how related work would be taken forward, Officers responded as follows:-

- Planning 16/17 - that this would be delivered as part of the Transformation Structure under the responsibility of the process improvement team and planning officers.
- That as a result of the substantial changes and reengineering of systems and processes in the last year, recommendations dating back to 16/17 had been subsumed into the transformation programme as they had naturally been overtaken by the transformation work.
- That all transformation work was monitored and reviewed by the Transformation Board and Members had access to the information through the minutes on the I Drive; gateway reviews; update reports to Members and reports to Council.
- That Flood Risk Management would be reported back to the Committee in April 2020 and the Lead Specialist Place, Damian Ghela had responsibility for this going forward. The Director of Service Delivery agreed he would update Members further by email following the meeting.
- That there were still two recommendations outstanding regarding Safe and Clean Environment and the Director of Service Delivery agreed he would update Members further following the meeting.

A debate ensued where Members expressed concern regarding a lack of clarity around those recommendations that were being removed, what they were being replaced with, those recommendations that would form part of the new Audit Plan and who was responsible in each area. It was further noted that there was no wish to revisit what had already been done but rather than remove them, retain the threads of the existing process until a new one was in place.

The Chairman, noting these concerns, said that it may have been better for the sake of clarity, to outline how particular items would be covered going forwards. She then put the recommendation to the Committee that Members approve the proposed revisions, including removal of audit actions, which had been addressed as part of the transformation work. This was not agreed.

Councillor A S Fluker, acknowledging the issues raised in the debate proposed that the item be deferred, and a short report be submitted to a future committee outlining what was going forward in the new audit plan and what items/recommendations had been identified for closure. This would provide clarity and enable the Committee to decide what to do with the recommendations being proposed for closure. This was duly seconded.

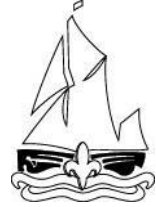
The Chairman put the proposal to the Committee that the item be deferred to come back to Committee with a link into the future audit plan and it was agreed.

RESOLVED that the item be deferred to come back to Committee with a link into the future audit plan.

8. ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRMAN OF THE COMMITTEE DECIDES ARE URGENT

There were none and the meeting closed at 8.00pm.

E L BAMFORD
CHAIRMAN



**MINUTES of
STRATEGY AND RESOURCES COMMITTEE
29 JANUARY 2020**

PRESENT

Chairman	Councillor B E Harker
Vice-Chairman	Councillor Miss S White
Councillors	R G Boyce MBE, Mrs P A Channer, CC, M R Edwards, Mrs J L Fleming, A S Fluker, A L Hull, K M H Lagan, C Mayes, R H Siddall, Mrs J C Stilts, C Swain and Mrs M E Thompson
In attendance	Councillors E L Bamford and C Morris

683. CHAIRMAN'S NOTICES

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

684. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICES

Apologies for absence were received from Councillors N Skeens and N G F Shaughnessy. In accordance with notice duly given Councillor M S Heard was attending as a substitute for Councillor Shaughnessy and Councillor W Stamp as a substitute for Councillor Skeens.

685. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the Strategy and Resources Committee meeting held on 5 December 2019, be agreed.

686. DISCLOSURE OF INTEREST

Councillor Mrs P A Channer disclosed a non-pecuniary interest as a Member of Essex County Council relating to most items of business, save for some of those relating to financial matters. She also declared a pecuniary interest in relation to Agenda Item 11 – Community Infrastructure Levy (CIL) Grant Offer advising that the report referred to a grant that Essex County Council had agreed to give to this Council regarding CIL. Councillor Mrs Channer explained that due to the wording of the report, the criteria of the grant detailed in the report and not having been able to clarify matters with the Monitoring Officer that she would remove herself from the Chamber for this item of business.

The following declarations were made in relation to Agenda Item 17 – Discretionary Fees and Charges 2020 / 21:

- Councillor K M W Lagan declared in relation to paragraph 3.6 of the report he was an ex-barge owner, aware of the barge owners present at the meeting and had had conversations with many people regarding this subject, including member of the yacht club.
- Councillor C Mayes declared a non-pecuniary interest as a member of the Heritage Harbour Group and was known to some of the barge owners.
- Councillor J Stilts declared a non-pecuniary interest as a member of the Heritage Harbour Group and was known to some of the barge owners.
- Councillor M R Edwards declared that he was a member of the Thames Barge Trust.

Councillor A S Fluker declared in the interest of openness and transparency that he represented the Council on the Maldon Harbour Commission. In response to a question regarding this declaration, Councillor Fluker advised that Section 25 of the Localism Act was clear that a Member may declare an interest of openness and transparency.

687. PUBLIC PARTICIPATION

In accordance with the Council’s public participation scheme the following Members of the public addressed the Committee:

- Mr Paul Jefferies spoke in relation to Agenda Item 17 – Discretionary Fees and Charges 2020 / 21, specifically paragraph 3.6 which referred to Wharfage fees at the Hythe Quay, Maldon.
- Mr John Rayment spoke on behalf of the Thames Barge Trust and in relation to Agenda Item 17 – Discretionary Fees and Charges 2020 / 21, specifically paragraph 3.7 which discussed car parking on the Hythe Quay.
- Mr Andy Ambrose of Arrow Taxis spoken in relation to Agenda Item 7 – Air Quality Action Plan – Improving Taxi Emissions.

At this point, Councillor M S Heard declared a non-pecuniary interest in Agenda Item 17 – Discretionary Fees and Charges 2020 / 21 as he was a Trustee of the Steam Tug Brent, but advised he had no financial involvement in the Tug.

688. DRAFT NORTH QUAY REGENERATION DEVELOPMENT BRIEF - APPROVAL FOR PUBLIC CONSULTATION

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members’ approval of the Draft North Quay Development Brief (attached as Appendix 1 to the report) for public consultation for six weeks from Monday 3 February. It was noted that the Development Brief was a requirement of the Local Development Scheme 2019 / 21.

The report provided background information regarding the adoption of the Maldon and Heybridge Central Area Masterplan as a Supplementary Planning Document by the Council in December 2017.

The Draft North Quay Development Brief set out the national and local planning and policy framework for development and regeneration in the North Quay defined area. The draft Brief had been prepared with business and stakeholder engagement in addition to specialist input from external agencies and organisations. Public consultation was now required for a minimum of six weeks to progress the Brief through to adoption by the Council.

In response to questions raised by Members, the Strategic Theme Lead – Place, provided the following information:

- The related Flood Risk Assessment was due to be completed in Spring 2020. The flood resilience document from the Environment Agency had referred to some of the tidal defences requiring attention but these would be captured through Section 106 agreement.
- There was permission for further car parking on a site adjacent to Tescos.
- There was no bridge included and connectivity was via Sadds Wharf and Station Road.
- Planning Policy D1 and the supplementary Maldon Design Guide were recommended to be referenced in any design proposals. In addition the Maldon Conservation Area, listed buildings and locally listed building had been highlighted in the design principles.

In response to a comment, it was agreed that the highlighting in Figure 11 of the brief ‘existing residential houseboats’ would be amended to more accurately reflect the location of these houseboats.

RESOLVED that subject to the above amendment, the Draft North Quay Development Brief (attached as Appendix 1 to the report) be approved for public consultation.

689. AIR QUALITY ACTION PLAN - IMPROVING TAXI EMISSIONS

The Committee considered the report of the Director of Service Delivery seeking Members’ consideration of an action plan to improve emissions from taxis by:

- introducing an age limit for hackney carriage and private hire vehicles to meet air quality objectives in the soonest possible time;
- installing electric vehicle charging points in Maldon for taxi drivers

The report provided background information regarding the Air Quality Management Area (AQMA) declared on Market Hill by the Council in December 2018. Members were advised that Section 84 of the Environment Act 1995 required local authorities to develop Air Quality Action Plans within 12 months of declaring an AQMA and detail measures to tackle the problems causing exceedances.

The report set out how the Air Quality Action Plan (AQAP) would set out the measures that the Council would take to improve air quality in the District between 2020 and 2025. The actions were detailed in the report and it was noted that if approved they would be included in the AQAP which would be brought forward for public consultation during 2020.

A debate ensued and in response to questions raised further information on the proposals was provided by Officers.

There was some concern raised regarding the wording of the recommendations and the Director of Service Delivery clarified that if agreed the actions detailed in the recommendations would form part of the AQAP which would then be subject to public consultation.

Following further discussion Councillor W Stamp proposed that consideration of this report be deferred until the recommendation was appropriately worded. This proposal was not seconded.

Councillor A S Fluker, Leader of the Council, referred to paragraph 3.5.4 of the report and proposed that an additional recommendation be added to state that the bullet points detailed in recommendation (i) and recommendation (ii) form part of the public consultation. This proposal was duly seconded and subsequently agreed.

RESOLVED

- (i) That, in relation to the age restriction, the Council introduces an age limit for hackney carriage and private hire vehicles:
 - From 1 January 2021, licensed vehicles can continue to be licensed until they reach 12 years of age or 15 years for a purpose built taxi.
 - From 1 January 2021, all newly licensed vehicles will be of a Euro 6 standard for both petrol and diesel vehicles.
 - From 1 January 2026, all newly licensed vehicles will be of an electric hybrid or ultra-low emission standard.
- (i) That, in relation to Electric Vehicle (EV) charge points, that EV charge points to support taxi drivers are approved and a further options report be brought to a future meeting of the Strategy and Resources Committee to consider locations and tariffs.
- (ii) That the points set out in recommendations (i) and (ii) above are subject to public consultation as part of the Air Quality Action Plan.

690. THE CROUCH VALLEY FESTIVAL OF FOOD AND DRINK

The Council considered the report of the Director of Service Delivery providing an update on the Crouch Valley Festival of Food and Drink 2019 and seeking Members' support for continuation of this event.

Members noted the success of the Crouch Valley Festival of Food and Drink in 2019. In response to a number of questions raised, the Commercial Manager, provided the Committee with the following information:

- In addition to staff costs, costs relating to social media, installation of toilets and waste, security, first aid, marquees, staging etc. made up the other costs of £12,800 detailed in the report.

- Officers would be looking to identify sponsorship at the same level as 2019 ensuring the event would break even or generate a surplus and at this point Members were also reminded of the risks identified with running such an event.
- Any capital costs such as website etc. for 2019 would, where possible be reused from 2019 and therefore reduce costs further.
- The figures in terms of risk to the Council related to holding one event, if two events were to be agreed Officers would hope, for example, to reduce costs through negotiations with vendors etc.

Officers were requested to ensure that when bringing forward any future such events that along with accurate figures they were supported by a cost benefit analysis.

Councillor A S Fluker commented on the success of the recent Festival of Food and drink. In response to comments regarding a second festival in Maldon he proposed that recommendation (iv) be amended to request that Officers bring back to this Committee, as a matter of urgency, a business plan that clearly presented the fully costed figures proposed. This was duly seconded and agreed.

RESOLVED

- (i) That the post event summary report attached as Appendix A to the report be noted;
- (ii) That the total risk exposure to Maldon District Council for a future event of £16,201 (made up staff costs £3,399 + Other costs £12,802), this is subject to supplementary funding request (growth bid), be noted;
- (iii) That subject to (ii) above the continuation of the Crouch Valley Festival in 2020 be supported;
- (iv) That Members agree to officers exploring a similar food and drink event to be hosted in Maldon's Promenade Park and that Officers bring back to this Committee, as a matter of urgency, a business plan that clearly presents the fully costed figures proposed.

691. BRADWELL B GOVERNANCE

The Committee received the report of the Director of Strategy, Performance and Governance reporting the Council's governance of decision making in relation to the proposed Bradwell B Nuclear Power Station.

Members' were reminded at the Council meeting on 19 December 2019 the decision-making routes in relation to proposed Bradwell B Nuclear Power Station were endorsed by the Council. These were set out in table 1 of the report. Further background information regarding the Government announcement of Bradwell being one of eight sites considered suitable for the siting of a new nuclear power station was detailed along with the process required.

The report set out a number of detailed examples of how the Council's governance was anticipated to apply in relation to the decision-making framework and Nationally Significant Infrastructure Projects Development Consent Order.

RESOLVED that the Council's governance arrangements for the proposed Bradwell B Nuclear Power Station be noted.

692. LOCAL DEVELOPMENT SCHEME 2020 - 2022

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' endorsement of an update to the Council's Local Development Scheme (LDS) (attached as Appendix 1 to the report). It was noted that the new LDS would replace the existing document approved by the Council on 28 March 2019. The revised LDS took into account the timetable for the progression of supplementary planning documents and other planning policy documents required to help deliver the Local Development Plan (LDP) until 2022. Members were reminded that the LDS was a statutory requirement relating to the preparation of Local Development Documents.

Background information regarding the requirements for an LDS was set out in the report. It was noted that the LDS had been updated to provide for the preparation of the Bradwell B Development Plan Document (DPS), to take account of work undertaken and updated the project timetables.

Officers were requested when making such changes to similar documents in the future that tracked changes were provided to aid identification of where changes had been made.

In response to questions raised the Director of Strategy, Performance and Governance highlighted specific points within the LDS and provided further information.

RECOMMENDED that the Local Development Scheme (**APPENDIX 1**) be approved as the project plan for key planning policy documents until 2022.

Further to her earlier declaration, Councillor Mrs P A Channer left the meeting at this point.

693. COMMUNITY INFRASTRUCTURE LEVY GRANT OFFER

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' approval of an offer of a grant from Essex County Council (ECC) towards the cost of introducing a Community Infrastructure Levy (CIL) within the Maldon District. Members were also requested to note associated grant conditions.

The report provided background information regarding the CIL and the Council's agreement in September 2019 to commence work to introduce a CIL in Maldon.

ECC was offering to support the preparation and adoption of a CIL with capacity funding of up to £180,000 for up to two authorities within the County. As a condition of this grant, ECC would wish to influence the spend of CIL income, if a CIL was adopted, on infrastructure priorities up to the value of the grant, with terms agreed through a Memorandum of Understanding (MoU).

The Director of Strategy, Performance and Governance clarified that any reference to Maldon throughout the report should refer to the Maldon *District*.

Following a brief discussion Councillor A S Fluker proposed that the Committee accept the recommendation as set out in the report. This was duly seconded and agreed.

RECOMMENDED that the Community Infrastructure Levy grant offer from Essex County Council and its related conditions be accepted.

Councillor Mrs Channer returned the Chamber at this point.

694. COUNCIL TAX SUPPORT SCHEME

The Committee considered the report of the Director of Service Delivery seeking Members' approval of a cost neutral Local Council Tax Support Scheme (LCTS) for 2020 / 21 with minor changes to improve the scheme for the customer, whilst satisfying the administration of the scheme of the Council.

The report set out two changes being proposed to the LCTS:

- A minimum income change threshold – Where the change to a claimant's income was below a threshold of £10 the award of LCTS would remain unchanged.
- Period reviews of Universal Credit claims – Universal Credit customers would receive an award for LCTS for a fixed period of up to six months, at the end of the six months award would be based upon a average of the previous six months income, unless there had been a significant change in circumstances.

It was noted that the changes would help support delivery of a cost neutral LCTS within the budget proposed for 2020 / 21. An Equality Impact Assessment had been undertaken and was attached at Appendix 1 to the report.

RECOMMENDED that following Members' careful reading of and regard to the Equality Impact Assessment (attached as **APPENDIX 2** to these Minutes) the following changes to the existing scheme are approved:

- (i) a cost of living increase in line with the Department for Work and Pensions schemes be included in the Local Council Tax Support Scheme for 2020 / 21 for Pensioners only;
- (ii) any legislative changes being introduced to the Housing Benefit Scheme for 2020 / 21 are mirrored in the Councils LCTS scheme to ensure consistency;

- (iii) the introduction of a minimum income change threshold of up to £10 per week, and periodic reviews of Universal claims with a fixed period of award.

695. SUPPLEMENTARY ESTIMATE - FIXED TERM FINANCIAL RESOURCE

The Council considered the report of the Director of Strategy, Performance and Governance seeking Members' approval of a supplementary estimate to support the Council's finance function to ensure a robust financial service was in place.

The report outlined the transformation programme recently implemented by the Council to improve services to customers and the high level risks a recent internal finance audit had highlighted. It was noted that a review of the model and the way it was working within the Directorate was being undertaken. There was requirement for a short-term additional resource to support the finance team in ensuring financial stability and to continue the process improvement work required as part of the transformation model.

A number of related risks and options were set out in the report. It was noted that to minimise risks and have the highest likelihood for delivery of the improvements to provide financial stability Officers were proposing that Option C – recruitment of a one-year fixed term finance specialist be agreed

In response to a number of questions raised, the Interim Section 151 Officer provided Members with the following additional information:

- There had been difficulties recruiting into posts and it was noted that recruitment into financial positions was a national issue at the moment.
- A supplementary estimate was being requested as it was hoped that someone could be recruited prior to 31 March 2020, however whatever budget costs were not used would be carried forward into the following years' budget.
- The results of the recent internal finance audit along with explanation of them would be presented to a future meeting of the Performance, Governance and Audit Committee.
- The costs detailed was for all costs, including on-costs and the estimated maximum costs that the Council would incur.

RESOLVED that a budget requirement of £49,280 be agreed to fund and recruit a qualified fixed term finance specialist to support the finance function to ensure a robust financial service is in place and continue the handover of finance processes to caseworkers in accordance with the transformation model.

696. CAPITAL PROJECT BIDS 2020 / 21

The Committee considered the report of the Interim Section 151 Officer seeking Members' consideration of the Capital Projects put forward by Officers prior to the approval of the 2020 / 21 budget and updated Medium Term Financial Strategy.

This Committee at its meeting on 5 December 2019 Officers had received a report on Capital projects and Officers had been requested to submit further information on Service Improvement and Services Failure projects and this report sought to provide

that information. It was noted that projects had been reviewed and recategorized where required. One project had been added, some projects had also been removed from the project list and the report provided further details of these.

Detailed project sheets for each project were set out in Appendix A to the report and it was noted that the projects had been categorised into Essential and Service Failure. The Chairman advised Members that the headers on pages 199 – 208 of the agenda pack should refer to 2020 / 21 Budget Process.

A debate ensued during which questions were raised in relation to specific capital projects and in response the following information was provided:

- Rigid Inflatable Boat - Members were advised of the work being done to reduce Anti-Social Behaviour and improve enforcement on the river. It was noted that the Council's current workboat did not fulfil the functions required of it and therefore this Capital Project had been put forward for consideration. The Director of Service Delivery advised that a Rigid Inflatable Boat was the best solution for the Council and assured Members that there was budget which would be utilised to maintain the new boat, if approved. It was clarified that the new boat would be stored out of the river and launched as and when required. The Commercial Officer clarified that the River Baliff would train other suitable Officers on use of the boat.

In response to a question regarding enforcement income, the Director of Service Delivery advised that he did not have that information but would provide Members with it outside of the meeting.

- 2 Ride on John Deere mowers and Wood Chipper- In response to a question regarding using contractors, the Director of Service Delivery explained the multi-faceted work of the Parks Team. He explained that the equipment that formed these capital project bids related to day to day activities carried out by the team.

In response to a further question, Members were advised that the Council did carry out mowing etc. for Parish Councils for which they were charged.

The Interim Section 151 Officer provided some clarification to the Committee in respect of leasing equipment and changes to accounting standards which had resulted it leasing equipment being less favourable.

Members were informed that any procurement in respect of the Capital Programme would follow the Council's procurement policy and procedures.

RECOMMENDED that the Capital Project bids set out in **APPENDIX 3** to these Minutes be considered and the items for inclusion in the 2020 / 21 Capital Programme be identified.

697. CAPITAL AND INVESTMENT STRATEGIES FOR 2020 / 21 AND MINIMUM REVENUE STATEMENT 2020 / 21

The Committee considered the report of the Interim Section 151 Officer seeking Members' approval of an annual Capital Strategy (attached as Appendix 1 to the report)

and Investment Strategy (attached as Appendix 2 to the report) for 2020 / 21. The minimum Revenue Provision was attached as Appendix 3 to the report.

It was reported that the Capital Strategy had been prepared considering the future plans of the Council, ensuring that they were affordable and prudent. The Annual Investment Strategy had been updated in line with statutory requirements and good practice, having regard to the Council's financial position, links to wider strategies, plans and aims and the advice of the Council's external treasury advisor. There were no changes to the Council's treasury management practices or processes, as previously reported to the Committee.

The Chairman reported that on pages 215 and 221 of the agenda pack there were references to the Finance and Corporate Services Committee and that these should refer to the *Strategy and Resources Committee*. These amendments were noted.

In response to a question, the Interim Section 151 Officer provided clarification on the reserve held for potential appeals.

RECOMMENDED

- (i) that the Capital Strategy for 2020 / 21, attached as **APPENDIX 4** to these Minutes, be approved;
- (ii) that the Investment Strategy for 2020 / 21, attached as **APPENDIX 5** to these Minutes, be approved;
- (iii) that the Minimum Revenue Provision Statement for 2020 / 21, attached as **APPENDIX 6** to these Minutes, be approved

698. TREASURY MANAGEMENT STRATEGY 2020 / 21

The Committee considered the report of the Interim Section 151 Officer presenting the Treasury Management Strategy 2020 / 21 (attached as Appendix 1 to the report) for approval by the Council. The supporting Treasury Management Practices were attached as Appendix 2 the report.

It was noted that the Treasury Management Strategy had been updated in line with statutory requirements and good practice, having regard to the Council's financial position, links to wider strategies, plans & aims and the advice of the Council's external treasury advisor.

The Chairman advised that there was an amendment to Treasury Management Practices 6 – Reporting requirements and management information arrangements. He proposed that the recommendation be amended as follows:

That the Treasury Management Strategy 202 / 21 at Appendix 1 and the accompanying Treasury Management Practices (TMP) be approved but that TMP6 at Appendix 2 be amended as necessary to align with the Council's new Committee structure and the roles and responsibilities therein.

This proposal was duly agreed.

RECOMMENDED that subject to amendment of the Treasury Management Practices (TMP), specifically TMP6 to align it with the Council's new Committee structure and the roles and responsibilities therein, the Treasury Management Strategy 2020 / 21, attached as **APPENDIX 6** to these Minutes, be approved.

699. DISCRETIONARY FEES AND CHARGES 2020 / 21

The Committee considered the report of the Director of Resources, seeking Members' consideration of the proposed Fees and Charges for 2020 / 21 that generate greater than £2,000 (set out in Appendix A to the report). It was noted that Fees and Charges which generated less than £2,000 were reviewed and set by the interim Section 151 Officer under delegated powers.

Members were reminded that the proposed fees and charges for 2020 / 21 had been based on the policy decisions recently updated and agreed by this Committee at its last meeting. The report detailed the budgets for income generated from fees and charges and provided an update in respect of the following areas:

- Car parking
- Green waste bin services direct debit payments discount
- Event land hire
- Bootcamp licences
- Wharfage fees at the Hythe Quay
- Car parking on the Hythe Quay

A debate ensued. In response to a number of questions Officers provided Members with further information. In respect of Wharfage fees at the Hythe Quay, the Interim Section 151 Officer clarified that the proposed increase was on the current discounted Wharfage fees.

There was a lengthy discussion in relation to the proposed changes to Wharfage and car parking fees on the Hythe Quay. Several Members expressed concern particularly regarding the impact the fees would have on the barge owners.

Councillor A S Fluker referred to the investment made by the Council on the Hythe Quay and the need to speak to barge owners prior to the proposed 20% increase in 2021 / 22. He proposed that in relation to Wharfage and car parking fees on the Hythe Quay that the Council meet with the barge owners twice before this Committee met in 12 months' time.

Councillor C Swain referred to the Hythe Quay and the proposed related fee increases. He proposed that no changes to the fees be made until the Council had reviewed the position of the Hythe Quay in relation to the Central Area Master Plan which enabled the Council to take into account all other aspects of heritage and environment and use of the Blackwater etc.

The Interim Section 151 Officer advised Members that the proposed phased increase over three years was to fit into the Council's Medium-Term Financial Strategy (MTFS)

and this formed part of the £1.8m saving identified through the transformation programme. To meet this savings target it was necessary for the Council to look at income. He then provided Members' with additional information regarding the reasoning behind the changes proposed.

In accordance with Procedure Rule No. 13 (3) Councillor K M H Lagan requested a recorded vote. This was duly seconded.

Further debate ensued. The Chairman put the recommendation as set out in the report with a caveat that the Council entered into negotiations with the barge owners for future years. At this point the Director of Service Delivery sought further clarification from the Committee in respect of car parking at the Hythe Quay.

Following further discussion Councillor Fluker clarified his earlier proposition proposing that the Council increase Hythe Quay Wharfage Fees by 10% for 2020 / 21, with no increases for future years but met with barge owners to discuss the views of both sides. In respect of Car Parking Fees at Hythe Quay he proposed that for 2020 / 21 the fees be increased, and the Council then enter into negotiations with the Hythe Quay users. He proposed that all other detailed fees and charges be agreed as set out in the report. This was duly seconded.

The Chairman put the proposal in the name of Councillor Fluker to the Committee and the voting was as follows:

For the recommendation:

Councillors R G Boyce, Mrs P A Channer, M R Edwards, Mrs J L Fleming, A S Fluker, B E Harker, A L Hull, R H Siddall, W Stamp, Mrs M E Thompson and Miss S White.

Against the recommendation:

Councillors M S Heard, K M H Lagan, C Mayes, J Stilts and C Swain

RECOMMENDED that subject to the following amendments, the detailed Fees and Charges for 2020 / 21 as set out in **APPENDIX 7** to these Minutes, be agreed:

- **Wharfage fees at the Hythe Quay** – For 2020 / 21 a 10% increase on the currently 50% discounted fee of £3,250 (2019 / 20) with a full review to be undertaken in consultation with the boat operators during 2020 / 21 to determine the policy on the Hythe Quay Wharfage Fees in time for the 2021 / 22 budget cycle. The recommended fee for 2020 / 21 is £3,575 for the year.
- **Car parking on the Hythe Quay** - the cost of parking permits at Hythe Quay be set at £116 for 2020 / 21 and a full review be undertaken in consultation with the Hythe Quay car parking permit users in respect of the future level of parking permit fees.

700. REVISED 2019 / 20 ESTIMATES, ORIGINAL 2020 / 21 BUDGET ESTIMATES AND COUNCIL TAX 2020 / 21

Councillor Mrs P A Channer disclosed an interest in this item of business as it made reference to the Community Infrastructure Levy and advised that she did not need to leave the chamber as the decision on this topic had already been made.

The Committee considered the report of the Interim Section 151 Officer presenting:

- for noting, the Provisional Local Government Finance Settlement announced by the Government on 20 December 2019;
- the revised 2019 / 20 and original 2020 / 21 General Fund Revenue Budget estimate;
- the proposed council tax increase for 2020 / 21;
- the policy for the use of Reserves.

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

- the latest information on the provisional Local Government finance settlement 2020 / 21;
- revised General Fund revenue budget estimates 2019 / 20;
- General Fund revenue budget estimates 2020 / 21;
- budget growth, savings and income generation in 2020 / 21;
- New Homes Bonus (NHB);
- Future Council model;
- Pension Fund deficit recovery;
- funding for work on Bradwell B Power Station and Community Infrastructure Levy;
- Essex region business rates pool;
- an update on interest on investments;
- the Council Tax requirement for 2020 / 21;
- Council Tax £5 increase on 2019 / 20 Band D Basic amount;
- General Fund balance and revenue reserves;
- Medium Term Financial Strategy (MTFS);
- risks to the Council's financial position.

The Interim Section 151 Officer reported that the Local Government Finance Settlement for 2020 / 21 was still provisional and final figures were awaited. It was noted that once received an adjustment to general balances may be required. There were some further figures awaiting final confirmation and should the final figures received result in any changes these would be reported to the Council at its meeting on 13 February 2020.

It was noted that the recommended increase of £5 on Council Tax was based on the flexibility given by the Government to allow increases of either 1.99% or £5 whichever was the greater.

Councillor R G Boyce thanked the Interim Section 151 Officer for his detailed report and proposed that the recommendations as set out in the report be agreed.

In response to several questions raised by Members, the Interim Section 151 Officer provided the following additional information:

- the process undertaken in setting the proposed budget was unchanged from that used in previous years;
- staffing was accounted for within three cost centres and areas supporting front line services were accounted for as a recharge for those areas.
- In respect of transformation savings agreed £1m came from staff and £800,00 from service areas in terms of additional income and reduction in expenditure.
- At the beginning of 2019 / 20 the Council's General Fund Balance was £4.769m

During the discussion Councillor C Morris left the meeting and did not return.

Reference was made to the budget presentations given by the Interim Section 151 Officer to Members and it was requested that in the future consideration be given to recording these so Members unable to attend could review them. This request was noted by Officers.

The Chairman then put the proposal in the name of Councillor Boyce and upon a vote being taken this was agreed.

RESOLVED

- (i) that the main details of the Provisional Local Government Finance Settlement 2020 / 21 described in section 3.4 of the report be noted;

RECOMMENDED

- (ii) that the following be approved:
 - (a) the Revised 2019/20 and Original 2020/21 General Fund Revenue Budget Estimates (Appendices 1, 2 and 3 to the report);
 - (b) an average Band D council tax of £202.40 (excluding parish precepts) (£5 increase) for 2020/21 (Appendix 1 to the report);
 - (c) policies on the designated use of financial reserves (Appendix 4 to the report);
 - (d) maintain the current policy of a minimum general fund balance of £2,600,000;
- (iii) that the Council gives due regard to the Interim Section 151 Officer's statement on the robustness of budgets and adequacy of reserves in **APPENDIX 5**.

701. ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRMAN OF THE COMMITTEE DECIDES ARE URGENT

Prior to closing the meeting the Chairman thanked the Director of Service Delivery, Director of Strategy, Performance and Governance and Interim Section 151 Officer for their hard work.

The meeting closed at 10.28 pm.

**B E HARKER
CHAIRMAN**

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**MALDON DISTRICT COUNCIL
LOCAL DEVELOPMENT SCHEME
2020 –2022**



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Introduction

1. The Planning and Compulsory Purchase Act 2004, as amended by the Localism Act 2011, requires local planning authorities to prepare and maintain a Local Development Scheme (LDS). The purpose of the LDS is to set out the subject matter, area to be covered and timetable for the preparation and revision of local development documents, including Supplementary Planning Documents (SPDs) as well as other planning policy documents such as development briefs, Conservation Area character appraisals and LDP evidence base documents.
2. In essence, it is a project plan setting out the timetable for work to be undertaken from January 2020 until January 2022. It sets out details of the documents that will be given priority during this period.
3. This LDS has been prepared having regard to the Localism Act 2011, the Government's National Planning Policy Framework (NPPF) 2018, and the Town and Country Planning (Local Planning) (England) Regulations 2012 and the Town and Country Planning (Local Planning) (England) (Amendment) Regulations 2017.
4. Unlike previous related regulations, the Local Planning Regulations 2012 do not contain any specific provisions relating to the preparation of the LDS, giving councils the freedom to report the information that they think most relevant to local people, while maintaining the requirement to keep the public informed about the status of planning documents. In particular, local planning authorities are no longer required to submit the LDS to the Secretary of State.
5. This LDS document will:
 - Provide details on Supplementary Planning Documents, other planning policy documents and Evidence Base documents that the Council intends to produce and a timetable for their preparation up to January 2022;
 - Outline the 'Milestones' to be achieved as part of the process leading to the adoption of the various documents;
 - Provide information on the Authority Monitoring Report;
 - Set out details on the approved Local Development Plan policies that are used to assess planning applications; and
 - Set out the resources available and any constraints.
6. It is important that plans for the future development of the District are produced in a timely and efficient manner. If not, development which is crucial to the social, economic and environmental well-being of the District and its residents may be delayed, the co-ordination of development and infrastructure provision may be difficult to achieve and it puts at risk the Council's ability to defend planning decisions at appeals.

Maldon District Development Plan

7. The Maldon District Local Development Plan (LDP) together with the Essex Minerals and Waste Local Plans and any 'made' neighbourhood plans are part of the Development Plan for the District. All planning applications should be in accordance with the Development Plan unless material considerations indicate otherwise.

Maldon District Local Development Plan

8. On the 21 July 2017, the Secretary of State Approved the Maldon District Local Development Plan (LDP). The LDP includes the following components:

- The spatial strategy for future growth within the District over the next 15 years;
 - Strategic development policies;
 - Development management policies; and
 - Land use allocations.
9. The diagram at **Appendix 1** sets out how the LDP sits within the hierarchy of planning policy and supporting documents. The Policies Map supports the LDP, but does not form part of it.
 10. On approval, the LDP replaced the ‘Saved Policies’ in the Replacement Local Plan (2005) and became the development plan document for the District. The approved LDP policies are listed in **Appendix 2**.
 11. The LDP will be monitored annually and by July 2022 the Council will complete an assessment of the LDP to identify whether a full or partial review is required. This will ensure that the policies remain relevant and and are effective.
- Bradwell B Development Plan Document (DPD)**
12. The Council proposes to prepare a Development Plan Document to provide an adopted planning policy framework and to provide clarity on the Council’s vision and development strategy in relation to the wider development impacts and opportunities arising from the Bradwell B proposal.

Document Title	Bradwell B Development Plan Document
Role and Content	To provide an adopted planning policy framework and development strategy in relation to the wider development impacts and opportunities arising from the Bradwell B proposal.
Coverage	Maldon District
Timetable	Consultation: Spring 2021 and Autumn 2021 Examination: Spring/Summer 2022 Adoption: Autumn 2022
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Evidence base
Resource	<ul style="list-style-type: none"> • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base and aid with the examination.

Table 1: Bradwell B Development Plan Document - Summary

Essex Minerals and Waste Local Plans

13. It should be noted that Essex County Council is the Minerals and Waste Planning Authority for Essex. The Essex Replacement Minerals Local Plan was adopted on the 8 July 2014 and the Replacement Waste Local Plan was adopted on the 11 July 2017.

Neighbourhood Plans

14. The Burnham-on-Crouch Neighbourhood Plan was 'made' by the Council on the 7 September 2017. Several other Neighbourhood Plans are in the pipeline. Further information on their progress can be found on the Council's website www.maldon.gov.uk

15. The LDP is supplemented by the following documents:

- a) Community Infrastructure Levy
- b) Supplementary Planning Documents
- c) Masterplans, Development Briefs and Design Codes
- d) Conservation Area Appraisals
- e) Statement of Community Involvement
- f) Authority Monitoring Report
- g) Evidence base

These are discussed in more detail below.

Community Infrastructure Levy

16. The Community Infrastructure Levy (CIL) was introduced by the Planning Act 2008 and defined in the CIL Regulations 2010 (as amended). CIL is a locally set charge on new development that the Council will implement across the District. It is based on the size and type of development and once set in an area is mandatory to be paid and non-negotiable. The funds raised must be used to provide infrastructure which is required to support new development across the area.
17. CIL must be informed by an Infrastructure Delivery Plan and a CIL Viability Assessment. Both were previously published in 2014.
18. Proposed CIL rates are published within a Draft Charging Schedule. The CIL Regulations 2010 (as amended) currently require consultation to be undertaken before the Draft Charging Schedule can be submitted to government.
19. Initial consultations were undertaken in 2014 on the Preliminary Draft Charging Schedule and the Draft Charging Schedule, which presented proposed CIL rates.
20. It is important that CIL is based on up-to-date evidence. As a result of the delay in the Local Development Plan being approved, the Council decided to review the evidence base to ensure they provide a sound foundation for a Levy. In the meantime the Government have proposed changes to the CIL Regulations. Work on the Maldon CIL is now due to recommence, starting with an update of the evidence base, and another consultation will be undertaken before the Draft Charging Schedule is submitted.
21. An examination into the Council's Draft Charging Schedule will then need to take place. This is largely reliant on the availability of a Planning Inspector, but a realistic timeframe is Summer 2021.

Document Title	Community Infrastructure Levy Charging Schedule
Role and Content	To establish a charging schedule for the application of a community infrastructure levy on new development
Coverage	Maldon District
Timetable	Consultation: Autumn 2020 Examination: Summer 2021 Adoption: Summer/Autumn 2021
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Infrastructure Delivery Plan • Viability assessment
Resource	<ul style="list-style-type: none"> • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base and aid with the examination.

Table 2: Community Infrastructure Levy Charging Schedule - Summary

Supplementary Planning Documents

22. Supplementary Planning Documents (SPDs) can be produced to build upon and provide more detailed guidance on the policies in the Local Development Plan. SPDs are not subject to independent examination, but are subject to public consultation lasting 6 weeks. On adoption, SPDs will have material weight in decision-making on planning applications.

23. The Council adopted two Supplementary Planning Guidance documents and five SPDs between 2005 – 2007. Over the last 10 or so years national and local policy has changed significantly. In the last year the Affordable Housing Guide and the Vehicle Parking Standards SPD have been formally revoked and replaced by new SPD’s. The five outstanding documents were reviewed in 2019 to establish whether their content remains relevant. A formal decision whether to revoke, retain or update these documents was made by Council in September 2019. The following SPDs were revoked in 2019.

Title	Year of Adoption
Developer Contributions Guide	2006
Children’s Play Spaces	2006
Accessibility to Buildings	2006
Sadd’s Wharf	2007
Heybridge Basin Timber Yard	2007

Table 3: Revoked Supplementary Planning Guidance/Documents

24. Eight SPD’s have been adopted.

Title	Year of Adoption
Maldon and Heybridge Central Area Masterplan	2017
Maldon District Design Guide	2017
South Maldon Garden Suburb Masterplan	2018
Renewable and Low Carbon Technologies	2018
Specialist Needs Housing	2018
Vehicle Parking Standards	2018
Affordable Housing and Viability	2018
Green Infrastructure Strategy	2019

Table 4: Existing Supplementary Planning Documents

25. The Council proposes to introduce three new Supplementary Planning Documents (see Table 5).

Title	North Quay Development Brief
Role and Content	To guide the development and regeneration proposals of employment generating mixed-use development within the North Quay area.
Coverage	North Quay, The Causeway and Heybridge Creek
Timetable	<ul style="list-style-type: none"> January/February 2020 – Consultation April 2020 – Approval of Final Brief
Chain of Conformity	<ul style="list-style-type: none"> Relevant Planning Acts and Regulations National Planning Policy Framework and Planning Practice Guidance Maldon District Council Corporate Plan (2019 - 2023) Local Development Plan Maldon and Heybridge Central Area Masterplan SPD Evidence Base
Resource	<ul style="list-style-type: none"> Local Plans team; Other Council Officers; Co-operation with relevant stakeholders including landowners, developers, infrastructure providers; and Use of technology and web-based communication to assist with consultation;
Essex Coast Recreational disturbance Avoidance Mitigation Strategy	
Role and Content	<ul style="list-style-type: none"> To set out the approach to securing mitigation necessary to protect the Habitats sites of the Essex Coast from increased recreation pressure associated with new housing in accordance with LDP Policies N1 and N2 To identify the level of financial contribution to be sought from residential development; To set out how and when the Council expects financial contributions to be delivered.
Coverage	Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Colchester, Maldon, Rochford, Southend, Tendring, Thurrock and Uttlesford local authority areas
Timetable	<ul style="list-style-type: none"> January 2020 – Consultation Draft Summer 2020 – Approval of Final SPD

Chain of Conformity for both SPDs	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Evidence Base
Resource for both SPDs	<ul style="list-style-type: none"> • Consultants to develop the SPDs; • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders; and • Use of technology and web-based communication to assist with consultation.
Title	Planning Obligations SPD
Role and Content	To set out Maldon District Council's approach to seeking Section 106 planning obligations.
Coverage	District wide
Timetable	<ul style="list-style-type: none"> • To be prepared prior to the adoption of CIL
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Council Corporate Plan (2019 - 2023) • Local Development Plan • Maldon and Heybridge Central Area Masterplan SPD • Evidence Base
Resource	<ul style="list-style-type: none"> • Local Plans team; • Other Council Officers; • Co-operation with relevant stakeholders including landowners, developers, infrastructure providers; and • Use of technology and web-based communication to assist with consultation;

Table 5: Proposed Supplementary Planning Documents

Masterplans, Development Briefs and Design Codes

26. Table 6 shows the masterplans and design codes that have been endorsed by the Council for use in the consideration of planning applications.

Title	Status
North Heybridge Garden Suburb Strategic Masterplan Framework	Endorsed by Council – October 2014
North Heybridge Garden Suburb Strategic Design Code	Endorsed by Council - February 2017
South Maldon Garden Suburb Strategic Design Code	Endorsed by Council – March 2016

Table 6: Master Plans and Design Codes

Conservation Area Character Appraisals

27. There are 14 conservation areas in the District. Twelve have a character appraisal or statement, which summarises the area's special character and appearance and makes recommendations for its appropriate preservation and enhancement.

28. Two conservation areas at Stow Maries Aerodrome and the Chelmer and Blackwater Navigation do not have a review and appraisal - other documents are available which inform their sensitive

management. To reflect availability of resources the Council intends to produce a character appraisal for the Chelmer and Blackwater Navigation over this LDS period.

Title	Chelmer and Blackwater Navigation Character Appraisal
Role and Content	To define the 'special architectural or historic interest' of the Conservation Area and identify what it is about the character and appearance of the area that should be preserved or enhanced. It may also identify any features that detract from the character of the area.
Coverage	Chelmer and Blackwater Navigation Conservation Area
Timetable	<ul style="list-style-type: none"> • May 2020 – Consultation Draft • October 2020 – Approval of Final Appraisal
Chain of Conformity	<ul style="list-style-type: none"> • Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Council Corporate Plan (2019 - 2023) • Local Development Plan • Navigation Landscape Character Assessment • Evidence Base
Resource	<ul style="list-style-type: none"> • Specialist – Conservation & Heritage • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including Parish Councils; and • Use of technology and web-based communication to assist with consultation

Table 7: Conservation Area Character Appraisals

Statement of Community Involvement

- 29. The Statement of Community Involvement sets out how the community will be engaged in the preparation of planning policy documents and in determining planning applications in the District. The Council adopted the Statement of Community Involvement (SCI) in 2018.
- 30. The Council will complete an assessment by October 2023 to assess whether a full or partial update of the SCI is required.

Authority Monitoring Report

- 31. The Authority Monitoring Report (AMR) monitors the implementation and performance of policies and proposals in the LDP and will inform whether a LDP review is necessary. The AMR provides further details on the delivery of key LDP targets, including an Annual Position Statement relating to the Council’s annual Five Year Housing Land Supply.
- 32. The AMR is produced as a series of factsheets. The Council will update and publish the following aspects of the AMR annually:
 - A statement on the progress of each document in the LDS project plan;
 - An analysis of how or whether the policies of the LDP are delivering their objectives, including key targets, such as the number of net additional dwellings and the Five Year Housing Land Supply figure;
 - Details of statutory returns such as the number of applicants on the self build register;
 - Details relating to any neighbourhood plans that have been made in the last monitoring year;
 - Progress on the Community Infrastructure Levy;
 - Progress on infrastructure delivery.

33. The Council aims to ensure that the monitoring of all other LDP indicators is kept as up to date as possible. But to effectively manage resources, the Council intends to update other elements of the AMR every two years, starting in September 2020.

LDP Evidence Base

34. The LDP and other policy documents will be supported by evidence-based documents. These documents do not form part of the Development Plan but provide robust and reliable evidence to inform production of new documents. These documents will also provide the evidence for supporting the Council’s position through the planning application process. The current evidence base is available to view and download from the Council’s website www.maldon.gov.uk/LDP.

35. In 2020, the Council intends to review the local housing needs evidence. The Strategic Housing Needs Assessment (SHMA) was last updated in 2014, and requires updating. National policy has now changed and SHMAs have been replaced by Local Housing Needs Assessments (LHNA). Production of evidence base documents is resource intensive therefore it is intended that consultants will aid the production of these documents. The LHNA will be produced in 2020. The precise timetable will reflect the availability of consultants and the ability of the Council to fulfil its Duty to Cooperate requirements. The Accessibility of Settlements assessment is likely to be completed in 2020 by officers. Other evidence may be reviewed as resources permit.

Resources

36. The Local Plans Team will be responsible for the delivery of the LDP, the production of Supplementary Planning Documents, CIL, the SCI and the AMR. In addition to these resources, there will also be contributions from other officers within the Council. Other documents such as, the Recreational disturbance Avoidance and Mitigation Strategy SPD and several evidence base documents will be produced by consultants within allocated budgets.
37. As far as possible, projects will be jointly undertaken by officers to ensure smooth work flow in case of any staff absence. The Council will consider employing consultants if the need arises within allocated budgets.
38. The Council will also continue to work closely with neighbouring authorities in joint working arrangements, such as for the Recreational disturbance Avoidance and Mitigation Strategy SPD, and for evidence base documents and research.

Risk Assessment

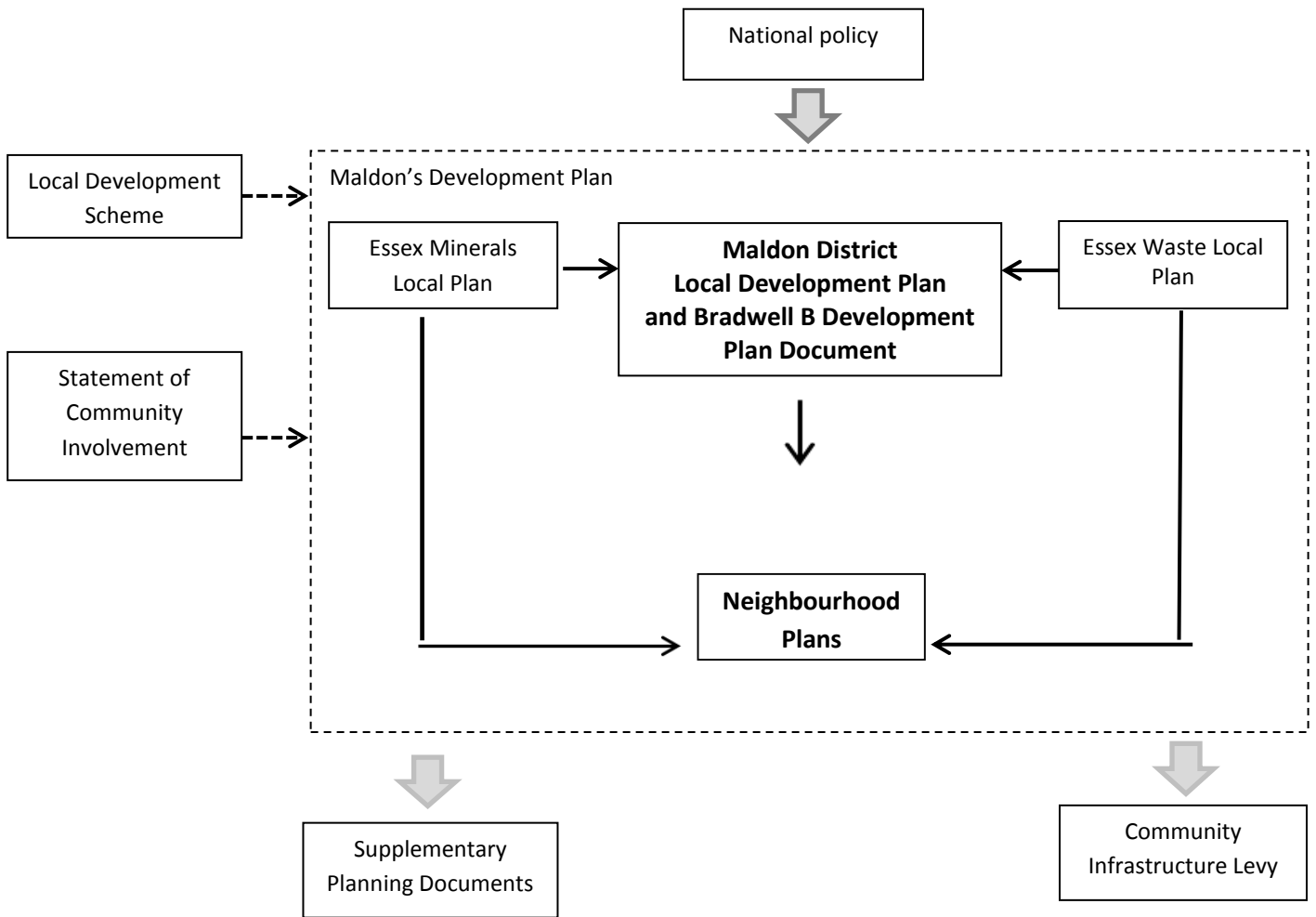
39. In preparing the LDS, the following risks have been identified that may affect or delay the process of delivering the Local Development Plan and the production of other planning policy documents. Contingency measures are suggested accordingly. The list is not exhaustive and does not include unlikely events which are difficult to foresee that temporarily cause a halt to normal Local Government operations.

Risk	Impact	Contingency	Responsibility
Revisions to national legislation and planning policy guidance – i.e. PPG	<ul style="list-style-type: none"> Out of date LDP and/or evidence base, lack of guidance available 	<ul style="list-style-type: none"> Monitoring of national planning policy revisions Quick turnaround of updates to evidence base Provision of guidance notes and/or SPDs to provide clarification on specific issues 	<p>Strategy, Policy and Communications Manager</p> <p>Senior Specialist Local Plans</p>

Risk	Impact	Contingency	Responsibility
Delays in political agreement	<ul style="list-style-type: none"> Delays in agreeing plans and documents 	<ul style="list-style-type: none"> Use of progress briefings to retain political awareness Use of delegated powers wherever appropriate 	<p>Director of Strategy, Policy and Governance</p> <p>Strategy, Policy and Communications Manager</p>
Consultation fatigue (community being consulted too often on planning documents and by other agencies over a range of issues)	<ul style="list-style-type: none"> Poor response to consultations 	<ul style="list-style-type: none"> Minimise by arranging a coordinated programme and possibly integrating individual engagement activities with other agencies 	<p>Strategy, Policy and Communications Manager</p> <p>Senior Specialist Local Plans</p> <p>Senior Specialist – Communications, Marketing & Engagement</p>
Staff changes or staff loss (staff leaving post/time delays in recruitment)	<ul style="list-style-type: none"> Loss of institutional capacity Inconsistency Knowledge gaps 	<ul style="list-style-type: none"> On-going training and development to improve expertise and encourage staff retention; Loss of staff will be countered by recruiting permanent and where necessary temporary staff 	<p>Director of Strategy, Policy and Governance</p> <p>Strategy, Policy and Communications Manager</p>
Additional unforeseen evidence base requirements	<ul style="list-style-type: none"> Poor evidence base which could lead to decisions on applications being challenged 	<ul style="list-style-type: none"> Use of specialist consultants to cover particular gaps in expertise 	<p>Strategy, Policy and Communications Manager</p> <p>Senior Specialist Local Plans</p>
Budget Constraints	<ul style="list-style-type: none"> Insufficient budget to cover costs 	<ul style="list-style-type: none"> Annual budget review to identify budget needs based on LDS Council reserve of a contingency amount to fund additional financial needs. 	<p>Director of Resources</p> <p>Director of Strategy, Policy and Governance</p> <p>Strategy, Policy and Communications Manager</p>

Table 8: Risks

Appendix 1: Local Development Plan Diagram



Appendix 2: Maldon District Local Development Plan: Policy List

Policy	Policy Title
S1	Sustainable Development
S2	Strategic Growth
S3	Place Shaping
S4	Maldon and Heybridge Strategic Growth
S5	Maldon and Heybridge Central Area
S6	Burnham-on-Crouch Strategic Growth
S7	Prosperous Rural Communities
S8	Settlement Boundaries and the Countryside
D1	Design Quality and the Built Environment
D2	Climate Change & Environmental Impact of New Development
D3	Conservation and Heritage Assets
D4	Renewable and Low Carbon Energy Generation
D5	Flood Risk and Coastal Management
D6	Advertisements
E1	Employment
E2	Retail Provision
E3	Community Services and Facilities
E4	Agricultural and Rural Diversification
E5	Tourism
E6	Skills, Training and Education
H1	Affordable Housing
H2	Housing Mix
H3	Accommodation for 'Specialist' Needs
H4	Effective Use of Land
H5	Rural Exception Schemes
H6	Provision for Travellers
H7	Agricultural and Essential Workers Accommodation
H8	Provision for Houseboats
N1	Green Infrastructure Network
N2	Natural Environment and Biodiversity
N3	Open Space, Sport and Leisure
T1	Sustainable Transport
T2	Accessibility
I1	Infrastructure and Services
I2	Health and Wellbeing

Appendix 3: Glossary

Authority Monitoring Report

Assesses the implementation of the Local Development Scheme and the extent to which policies in the Local Development Plan are being successfully implemented.

Development Plan Documents (DPDs)

The plan which identifies the future development of the District, drawn up by the Council in consultation with the community.

Development Management Policies

A suite of policies in the LDP that provide detailed technical guidance relating to the delivery of specific types of new development or address specific detailed planning issues.

Evidence Base

The evidence that any development plan document is based on. Includes documents relating to housing, the economy, the environment, infrastructure and transport.

Local Development Plan (LDP)

Sets out the planning strategy for future growth of the District over the next 15 years. It provides a spatial strategy for the delivery of the required future employment, homes, retail, community facilities and infrastructure. It identifies sites for new development and protects land for a variety of uses such as open space.

Local Development Scheme

A project plan which sets out the timetable for delivery of planning policy documents, the resources and risk involved.

National Planning Policy Framework (NPPF)

Sets out the government's planning policies for England and how these are expected to be applied.

National Planning Practice Guidance (PPG)

A web based resource which provides more detailed guidance on the planning policies set out in the NPPF.

Policies Map

A visual representation of the policies in the LDP.

Statement of Community Involvement (SCI)

Sets out how the community will be engaged in the preparation of planning policy documents and in determining planning applications in the District.

Supplementary Planning Documents (SPD)

Adds further detail to the policies in the LDP. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Can be a material consideration in planning decisions but are not part of the development plan.

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

Page 73

Title	Date	Officer Preparing
Council Tax Support scheme for 2020-21	November 2019	Sue Green
1. Background		
<p>1.1 Description of proposal / policy / service (Including aims, outcomes and in the case of an existing service how long it has been delivered in its current format)</p> <p>Council Tax Support aims to help people with low incomes to meet their Council Tax obligations, covering payment of Council Tax and Discounting of Council Tax</p> <p>The aim of Council Tax Support is</p> <ul style="list-style-type: none"> • To have a fair and equitable scheme • To maintain support for particularly vulnerable people within the constraints imposed by Government policy <p>The service areas or partner agencies involved are</p> <ul style="list-style-type: none"> • Maldon District Council • Any authority that can levy a charge to contribute to Council tax • Essex authorities who are sharing the scheme • All Essex precepting authorities • Department for Work and Pensions • Department for Communities and Local Government <ul style="list-style-type: none"> • <i>There are proposals to change the current scheme these changes are: To introduce a de minimis value on any change in income and to introduce periodic reviews of Universal Credit claims</i> 		
<p>1.2 Who are the users of the proposal / policy / service (Refer to data held about the users of the service i.e. numbers of users, demographic breakdown. Having this information is important to understand which sectors of the community might be affected. If that is not available refer to the demographic data held on the intranet.)</p> <p>Broadly, this affects those liable for Council Tax within the District and adults on a low income with low savings</p> <p>There are 3246 Council Tax Support Claimants* of which 1545 are working age.</p>		

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

1.3 Have users been consulted with? (Have you carried out consultation with users or stakeholders while drawing up the proposal / policy / service? For example, have you carried out a formal consultation, discussed the issue with a Friends/User Group or consulted with stakeholders? If so, outline the results and how it has informed your plans. It's also important to show whether the target audience was reached during the consultation.)

Yes ,a consultation has been conducted.

1.4 If the analysis is regarding an existing Service, what are users' views of that Service? (Base your view on evidence such as satisfaction surveys, levels of compliments and levels of complaints).

The Revenues and Benefits team is a high performing team that historically has met locally set performance targets. For the current financial year (2019-20) the team is striving to meet those targets, but as a result of high demands on the service, coupled with the impact of organisational change and resource challenges those targets are likely to remain a challenge,

The service is making good progress, and ensures that claims are prioritised to reduce impact on our most vulnerable customers.

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

2. Equality Aims – consider how the proposal / policy / service meets the three Equality Aims listed in the Equality Act.		
Aim	How does the proposal / policy / service meet the equality aim?	Action or addition needed in order that the proposal / policy / service meets the aim?
2.1 To eliminate unlawful discrimination, harassment and victimisation	<ul style="list-style-type: none"> Higher Rate Disability benefits will continue to be disregarded thereby protecting those with specific long term conditions who fall within this group. Without such action to protect this group the policy could potentially be discriminatory. There is also an Exceptional Hardship Scheme which can assist customers with specific circumstances. 	None required
2.2 To advance equality of opportunity between people who share a protected characteristic and those who do not	<ul style="list-style-type: none"> Older people are protected in the policy, which follows specific Government Regulations. Parents who receive a child benefit will continue to have this disregarded as part of the CTS calculation, which is consistent with the Council’s duty to safeguard and promote the welfare of children. Higher rate Disability Benefits will continue to be disregarded thereby protecting those with specific long term conditions who fall within this group. In 2014 it was also agreed that Lone Parents receive a disregard of £15 per week from Child Maintenance payments A hardship fund exists to ensure provision for those residents who have exceptional circumstances. 	

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

<p>2.3 To foster good relations between those who share a protected characteristic and those who do not</p>	<ul style="list-style-type: none"> The scheme remains means tested, the scope for discrimination is limited. All working age customers 	
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3. Equality Impacts – examine how the proposal / policy / service impacts on the community. Base the analysis on evidence. Attach additional documents if necessary.

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
<p>3.1 Age (What will the impact be on different age groups such as younger or older people?)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Older People (60+) are specifically protected under Government Regulations</p>	
<p>3.1 Age (What will the impact be on different age groups such as younger or older people?)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Due to the protection afforded to those of pensionable age, customers of working age are impacted directly by any changes to the scheme.</p> <p>People over 18 of working age will potentially may be required to pay more.</p>	<p>Parents will continue to have Child Benefit disregarded in the CTS calculation which is consistent with the Council's duty to safeguard and promote the welfare of children.</p> <p>Reducing the number of changes to entitlement will provide more financial stability</p> <p>The Council will continue to provide information and advice on income maximisation.</p>

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
<p>3.2 Disability (Consider all disabilities such as hearing loss, dyslexia etc as well as access issues for wheelchair users where appropriate)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>People with disabilities who are below pensionable age may need to pay more.</p>	<p>Higher Rate Disability Benefits continue to be disregarded (i.e. Disability Living Allowance) thereby protecting those with specific long term conditions.</p> <p>A hardship fund exists to ensure provision for those residents who have exceptional circumstances.</p>
<p>3.3 Pregnancy and Maternity (Think about pregnancy, new and breastfeeding Mums)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Removal of the family premium (currently an allowance of £17.45 per week) in line with the Government's changes for Housing Benefit will only affect those families who are working age and not claiming "passport" benefits such as Universal Credit and Income Support.</p> <p>New working age residents may see a reduction in support and some households with children will pay more.</p> <p>With regard to limiting the number of dependent children in the CTS calculation, households who have a third or subsequent child after 1 April 2017 may receive less support than claimants who have more children born before that date. This amounts to</p>	

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
				<p>an additional premium of £66.90 per week (for a child of any age).</p> <p>This would bring the scheme in line with the Government's changes for Housing Benefit.</p>	
<p>3.4 Sex (is the service used more by one gender and are the sexes given equal opportunity?)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>CTS is means tested and therefore gender is not a factor in the calculation of support.</p>	
<p>3.5 Gender Reassignment (Is there an impact on people who are going through or who have completed Gender Reassignment?)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>CTS is means tested and therefore gender is not a factor in the calculation of support</p>	
<p>3.6 Religion or belief (Includes not having a religion or belief)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>CTS is means tested and therefore religion is not a factor in the calculation of support</p>	
<p>3.7 Sexual Orientation (What is the impact on heterosexual, lesbian, gay or bisexual people?)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>CTS is means tested and therefore this characteristic is not a factor in the calculation of support</p>	
<p>3.8 Race (Includes ethnic or national origins including Gypsies and Travellers)</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<p>CTS is means tested and therefore this characteristic is not a factor in the calculation of support.</p>	
<p>3.9 Socio-Economic Group (Will people of any particular socio-economic group be particularly affected?)</p>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Council Tax Support is designed to help people who have restricted incomes. Any additional changes to the proposed scheme will therefore have an impact on those who claim</p>	

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
				support – particularly those of working age.	

4. Is there a Cumulative Impact? (If the same group is the subject of many changes or reductions the overall impact is much greater. Consider what else is happening within Maldon District Council that may have an impact and also what we know is happening elsewhere (such as Essex County Council). See Guidance for further advice.)

The requirement to introduce a local Council Tax scheme and to make savings has been introduced via Government policy so each year our scheme must be reviewed and a proposal must be pursued following a public consultation.

Whilst the authority may choose to allocate funding to ensure full protection for all customers, to date this has not been considered to be financially sustainable. Furthermore, the results from public consultations would appear to agree that customers claiming support should pay towards their Council Tax.

5. Outcome

5.1 Consider all the analysis and evidence above and indicate

(1) No change needed (2) Adjust (3) Adverse impact but continue (4) Stop, remove the proposal / policy / service

5.2 Adjustments
If option (2) above is selected please detail what adjustments are needed, who is responsible and how that will be reviewed. Also outline how that will be agreed (i.e. Committee, CMT).

The adjustments required are administrative and will be dealt with by the revenues and benefits teams

Maldon District Council Equality Analysis

Please complete the questions below as fully as possible - the boxes will expand to accommodate your text. Please include the document version in the footer below.

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
<p>5.3 Decision Making (How will this equality analysis be taken into account during the decision making process? For example will it be included with a report to Committee/CMT? Will it be considered at department level or by a Head of Service? How will community/stakeholders views be taken into account?)</p> <p>The Equality analysis will be included within the decision making process which includes consideration at</p> <ul style="list-style-type: none"> • Strategy and Resources Committee on 26 January 2020 • Full Council on 13 February 2020 					
<p>6.0 Next Steps</p>					
<p>6.1 If there was a lack of evidence or data held on which to base this assessment, how will that gap be addressed for the future?</p> <p>Not applicable</p>					
<p>6.2 Summary of actions highlighted within this analysis (Include how this will be picked up within service/work plans)</p> <p>None</p>					
<p>6.3 Arrangements for future monitoring of equality impact of this proposal / policy / service</p> <p>To be reviewed at least annually, or where relevant changes occur which may have an impact.</p>					
<p>6.4 Approved by (Manager or Head of Service signature and date)</p> <p>Sue Green (Customer, Casework and Community Engagement Manager)</p>					

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>	Renewal of parks and countryside Mowers
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Purchase of 2 new John Deere 1580 out front deck ride on mowers road legal to cut the verges around the Maldon district
Project Start Date <i>(Month and year)</i>	Oct-20
Project Completion Date <i>(Month and year)</i>	Oct-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	No
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
	£	£	£	£	
2020/21	41,000				41,000
2021/22					
2022/23					
2024/25					
TOTAL	41,000	0	0	0	41,000

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals <i>Corporate goals:</i> 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>	<p>To enhance the parks teams equipment and delivery service. The current equipment is no longer fit for purpose and is costing money to maintain the ride on is an 03 plate so has 16 years of service the other ride on mower is an 12 plate so has 7 years of service with the rear link arm needing replacing. The ride ons need to be road legal so as to be able to service road side sites around the Maldon district.</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</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>Are there Health & Safety implications? If so, please state</p>	<p style="text-align: center;">No</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p style="text-align: center;">No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p style="text-align: center;">No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p style="text-align: center;">To improve MDCs parks delivery service for 2020</p>

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>	Renewal of Parks & Countryside Machinery fleet				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Essential				
Project Lead Officer	Matt Wilson				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Purchase of a new wood chipper. We require a new wood chipper to reduce costs of clearing green waste from sites across the Maldon district. The chipper can be towed by any individual with a driving licence with no trailer licence required. Jensen A530L chipper or equivalent. To reduce down MDCs green waste costs by being able to chip green waste on site or at the depot that has been created by MDC, Payback and Essex Highways staff. The waste material can then be used on projects.				
Project Start Date <i>(Month and year)</i>	Apr-20				
Project Completion Date <i>(Month and year)</i>	Jun-20				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>					
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
	£	£	£	£	
2019/20	17,600				
2020/21					
2021/22					
2022/23					
TOTAL	17,600	0	0	0	0

CAPITAL PROJECT SHEET

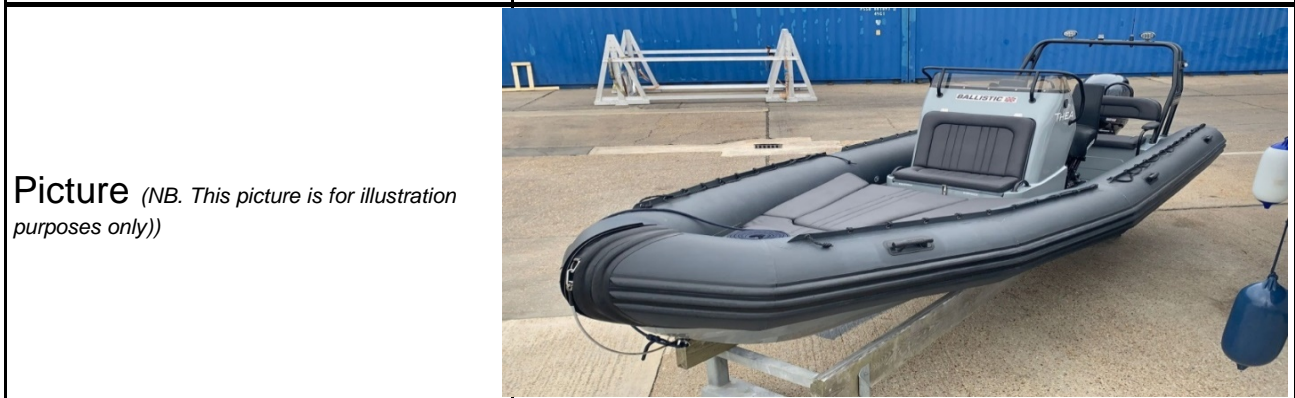
<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>4) delivering good quality, cost effective & Valued Services. We have used an inhouse chipper for the last year that was purchased second hand. This offered time and costs savings both in labour and waste material transfer with the added benefit of cutting down on the carbon footprint from having to haul green waste to an approved facility when it could be chipped and used on site as mulch</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</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;">No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>To speed up the process of green waste and reduce costs of haulage and disposal off waste material. Machine does not require tractor/TPO unit to power, plus can be towed on a standard vehicle licence</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p style="text-align: center;">No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p style="text-align: center;">No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>To allow MDC parks team to tender for future works around the district by being able to offer a waste clearance service to clients</p>

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>	Rigid Inflatable Boat - enforcement of council byelaws River Blackwater
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;">Nigel Harmer</p>
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>Procure a Rigid Inflatable Boat (RIB) to replace the present workboat for the primary role of enforcement of Council byelaws throughout the River Blackwater. Following the withdrawal of the previous RIB, no byelaw enforcement has taken place on the River & without the RIB no enforcement will take place during peak season in 2020.</p> <p>The overall cost will be off-set against the sale of the existing workboat (£20,000) and the £14,000 receipt from the insurance for the loss of the PWC's. The intention is to procure a nearly new/second hand boat and road trailer, and not a new vessel.. The requirements of a patrol vessel need to include patrolling in respect of environmental legislation, byelaw enforcement and maintenance work in connection with navigation bouys, as well as carrying limited numbers of staff for site visits in respect of planning applications and large coastal related developments and the removal of river users from the environmentally sensitive areas such as salt marsh and nesting areas for birds, which have a detrimental effect, causing increased erosion and disturbance. Replacing the existing workboat with a rigid inflatable boat would enable the enforcement role to be carried out once again, but does not diminish the River Bailiff's ability to carry out maintenance work on navigation buoys throughout the river should the need arise. The helmsman of the RIB will be the river bailiff, other officers may be onboard at times to support enforcement & environmental tasks but will not be in control of the vessel.</p>
Project Start Date <i>(Month and year)</i>	<p style="text-align: center;">Jan-20</p>
Project Completion Date <i>(Month and year)</i>	<p style="text-align: center;">May-20</p>

<p>Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i></p>	<p>Running costs, berthing and maintenance can be found in current annual budget allocation</p>
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	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	40,000				
2021/22					
2022/23					
2024/25					
TOTAL	40,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <ol style="list-style-type: none"> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services 	<ol style="list-style-type: none"> 1. strengthening communities to be safe, active and healthy 2. Protecting and shaping the District 4. Delivering good quality, cost effective and valued services
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<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>Part of the cost of this project is off-set by the sale of the existing workboat. There is no guaranteed date when this might take place.</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. The proposed vessel is governed by the same legislation that covers all other vessels used by the Authority.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>The Council, in being granted the byelaws by the Home Office in 2000 agreed to 'effectively advertise and enforce' them. This requirement is currently not being fulfilled.</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>5. Enforcement of Byelaws 18. River Blackwater Stakeholder contact 36. Operational standards for areas of work</p>

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;">Multi Use Games Area (MUGA) regeneration project. Promenade park, Maldon</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;">David Burnham</p>
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>Promenade Park currently houses a multi-use games area. The surface area requires a deep cleaning program along with surface patching and sealant works, this is due to the build-up of surface algae, moss and ingrained dirt. The court surface also has areas which require infill. Some areas of fencing are beyond economic repair and require installation of a new fencing. The program of works will ensure all round provision of the facility for community usage and potential for increasing hirer income. Once the work has been completed the facility will be tendered out to external operator with a view to MDC obtaining a yearly rent for the facility.</p> <p>Currently Promenade Park generates £300 pa, but it is estimated that this would increase to £2,000 pa with the improved facility (offering a 'pay back' period of c. 10 years for this project)</p> <p>Without this essential works this games area will close to the public in 2020, with temporary fencing required around the perimeter to stop access. With the improvement works, combined with a basic ongoing maintenance program, the new surfaces would expect to have a minimum life-span of 15 years.</p>
Project Start Date <i>(Month and year)</i>	<p style="text-align: center;">May-20</p>
Project Completion Date <i>(Month and year)</i>	<p style="text-align: center;">Jun-20</p>
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	<p style="text-align: center;">The works would be outsourced as specialist contractors would be required for the removal and new installation 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))



	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	20,000	0	0	0	0
2021/22					
2022/23					
2024/25					
TOTAL	20,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <ol style="list-style-type: none"> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services 	<p>Strengthening communities to be safe, active and healthy, Creating opportunities for economic growth and prosperity</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>There will be a loss of income (£336) to the Council while these works are being completed. However once the works have been completed the yield return of 10%pa will have a full return within 10 years. The regeneration works will also increase the income generation potential which will see the facility payback vastly quicker than 10 years.</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>None required</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Current surface condition contributes to an increase in risk and likelihood of more slips, trips and falls.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>this project delivers against the following Corporate Priorities: Increased income through commercialisation Our open spaces maintained for the enjoyment of all Working with communities and partners to support our health and wellbeing priorities</p>

CAPITAL PROJECT SHEET

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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;">Multi Use Games Area (MUGA) regeneration project. Riverside Park, Burnham-on-Crouch</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;">David Burnham</p>
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>Riverside Park currently houses a multi-use games area. The surface area requires a deep cleaning program along with surface patching and sealant works, this is due to the build-up of surface algae, moss and ingrained dirt. The court surface also has areas which require infill. Some areas of fencing are beyond economic repair and require installation of a new fencing. The program of works will ensure all round provision of the facility for community usage and potential for increasing hirer income.</p> <p>Once the work has been completed the facility will be tendered out to external operator with a view to MDC obtaining a yearly rent for the facility.</p> <p>Currently Riverside Park generates no income, but the potential is there with the improvements for community hire/leasing, in conjunction with or solely through immediate locality Sports clubs or commercial operation (i.e. The impending Caravan Lodge development opposite). Estimation is that after an initial development period, the income could be equivalent to that of the Prom Park MUGA.</p> <p>Without these essential works this games area will close to the public in 2020, with temporary fencing required around the perimeter to stop access.</p> <p>With the improvement works, combined with a basic ongoing maintenance program, the new surfaces would expect to have a minimum life-span of 15 years.</p>
Project Start Date <i>(Month and year)</i>	<p style="text-align: center;">Sep-20</p>
Project Completion Date <i>(Month and year)</i>	<p style="text-align: center;">Oct-20</p>

<p>Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i></p>	<p>The works would be outsourced as specialist contractors would be required for the removal and installation works</p>
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<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>	
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	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	26,000	0	0	0	0
2021/22					
2022/23					
2024/25					
TOTAL	26,000	0	0	0	0

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>Strengthening communities to be safe, active and healthy, Creating opportunities for economic growth and prosperity</p>
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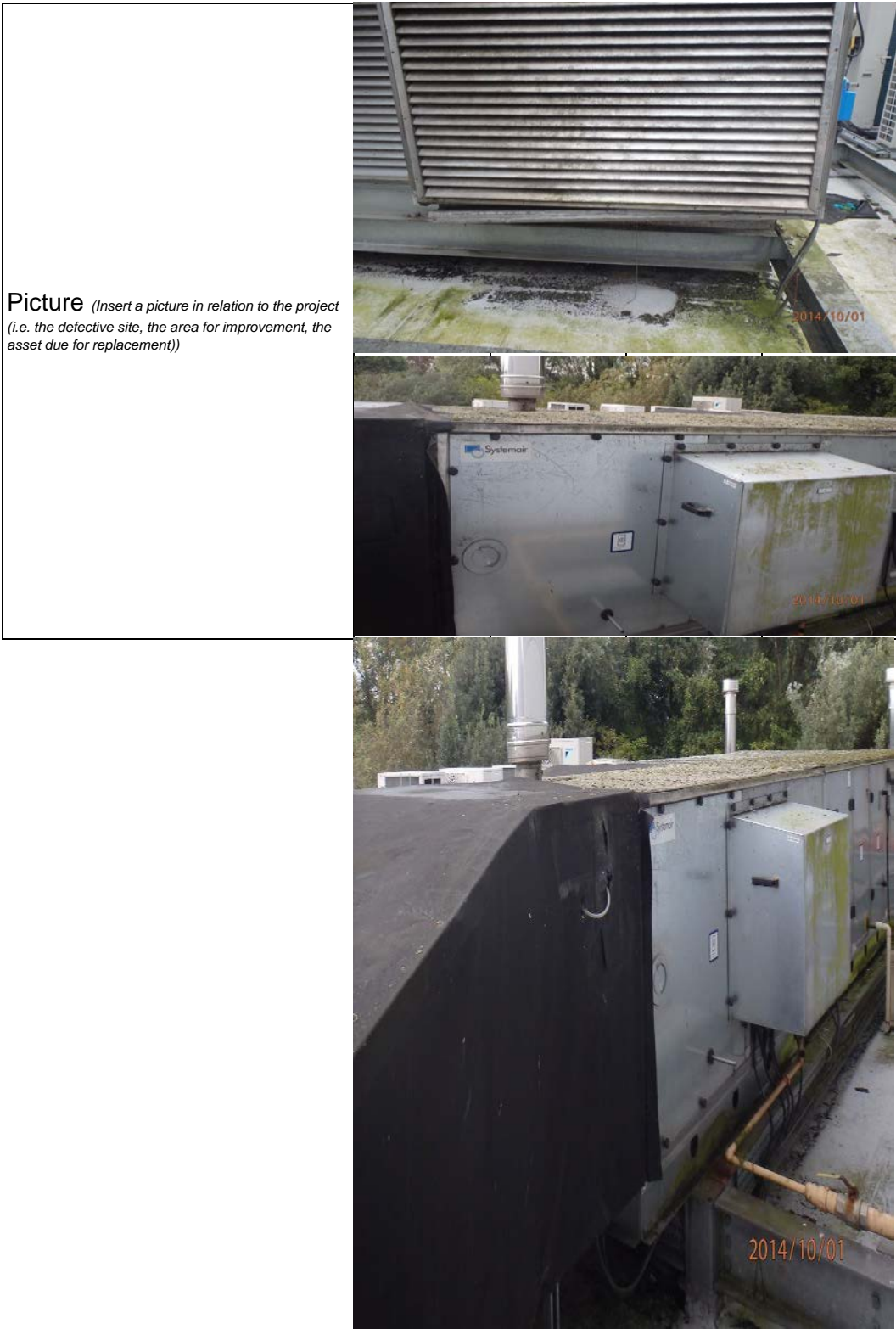
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No risk. The facility currently generates no income. With the planned redevelopment works this facility could become a key income driver for the Council via community hire and usage.</p> <p>The facility would also offer the potential prospect of a guaranteed annual income via outsourcing to an external facility operator.</p>
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<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>None required</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 to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>this project delivers against the following Corporate Priorities: Increased income through commercialisation Our open spaces maintained for the enjoyment of all Working with communities and partners to support our health and wellbeing priorities</p>

CAPITAL PROJECT SHEET

Please note that this reserve request sheet will be appended to the relevant Committee Report in the January 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>	Blackwater Leisure Centre
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Essential
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Blackwater Leisure Centre was built in the 1990's, with some additions in the early 2000's, to provide leisure activities for the people of Maldon. Part of the design requirements for such facilities is to provide a 'healthy' atmosphere for those using the facilities and to achieve this large Air Handling Units (AHU's) were installed to control the temperature and humidity within the building. The AHU serving the 'dry' side of the leisure centre (changing rooms, corridors, foyer etc) has been maintained over the years but has now reached the end of its life and is now not working and so needs to be replaced.
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Oct-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the specification, the tender process and to manage the works once let. Contractor costs to carry out the works.



	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	24,500				
2021/22					
2022/23					
TOTAL	24,500	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>Maintaining a safe and healthy atmosphere at this leisure facility for both the users of the facility and for the leaseholders staff who manage and run the centre. This will help to ensure that the service that the users receive is of a good quality.</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</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>Although the Health & Safety implications for the users is minimal as they can come and go from the building at will, the staff who work there are not in that position. Under the Health & Safety at Work etc Act, there is a duty on their employers, and by association the owners of this leased building, to ensure that the atmosphere in which they work is conducive with the works they are undertaking.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p style="text-align: center;">No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p style="text-align: center;">No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p style="text-align: center;">No</p>

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Capital Strategy 2020/21

Introduction

This capital strategy report for 2019 / 20, gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

In 2020 / 21, the Council is planning capital expenditure of £691

Governance: Service managers bid annually in September to include projects in the Council's capital programme. Bids are collated by the finance team who calculate the financing cost (which can be nil if the project is fully externally financed). The Corporate Leadership Team (CLT) and the relevant service committees appraise all bids based on a comparison of service priorities against financing costs and makes recommendations to Finance and Corporate Services. The final capital programme is then presented to Council in February each year.

- Full details of the Council's proposed capital programme for 2020 / 21, including the project appraisals undertaken, will be presented to Council for approval in February 2020.

Projects that generate savings or income may be progressed in year subject to a valid Business Case and Committee Approval.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

	2018 / 19 Actual £000s	2019 / 20 Budget £000s	2020 / 21 Budget £000s	2021 / 22 Budget £000s	2022 / 23 Budget £000s
External sources (Government Grant)	569	539	420	420	420
Own resources (Capital Receipts)	402	1,207	271	22	102
TOTAL	971	1,746	691	442	522

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Replacement of debt finance in £ 000's

	2018 / 19 actual £000's	2019 / 20 forecast £000's	2020 / 21 budget £000's	2021 / 22 budget £000's	2022 / 23 budget £000's
Own resources	-	-	226	226	226

- The Council's full minimum revenue provision statement is shown at Appendix 3

Estimates of Capital Financing Requirement

	31.3.2019 Actual £000's	31.3.2020 Forecast £000's	31.3.2021 Forecast £000's	31.3.2023 Forecast £000's	31.3.2022 Forecast £000's
General Fund services	780	544	318	92	0
TOTAL CFR	780	544	318	92	0

Asset management: To ensure that capital assets continue to be of long-term use, the Council is developing the 2020 / 21 asset management strategy.

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021 / 22. Repayments of capital grants, loans and investments also generate capital receipts. The Council may also receive Capital receipts from Right to Buys of Council Houses, however it is not possible to estimate how much may be received in any one year.

Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent

Due to decisions taken in the past, the Council currently has £0m borrowing and £22m treasury investments at an average rate of 1.6%.

Borrowing strategy: The Council is currently debt free, and there is currently no intention to borrow to fund projects included in the Capital Programme. However, if any substantial commercial investment projects are considered in the future then the Council would need to borrow any large amounts of funding that may be required.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Prudential Indicators: Authorised limit and operational boundary for external debt

	2019 / 20 limit £000	2020 / 21 limit £000	2021 / 22 limit £000	2022 / 23 limit £000
Authorised limit - borrowing	16,500	16,500	16,500	16,500
Operational boundary - borrowing	7,000	7,000	7,000	7,000

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to maximise investment return where satisfactory results of due diligence are found and risk mitigated, although security and liquidity are still considerations. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Treasury management investments (Average)

	31.3.2019 actual £000’s	31.3.2020 forecast £000’s	31.3.2021 budget £000’s	31.3.2022 budget £000’s	31.3.2023 budget £000’s
Near-term investments	8,205	7,000	5,000	5,000	5,000
Longer-term investments	4,939	5,000	5,000	5,000	5,000
TOTAL	13,144	12,500	10,000	10,000	10,000

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Resources and staff, who must act in line with the treasury management strategy approved by Council. Half yearly reports on treasury management activity are presented to Overview & Scrutiny Committee. The audit committee is responsible for scrutinising treasury management decisions.

Investments for Service Purposes

The Council does not make investments to assist local public services.

Commercial Activities

The Council currently do not have any significant commercial activities for investment returns, however with the continuing pressures on external funding, and the implementation of the Future Model, consideration is being given to potential projects, which, when evaluated, will follow the governance for approval outlined on page 1 of this strategy.

Liabilities

The Council is committed to making future payments to cover its pension fund deficit (valued at £25.5 m). It has also set aside £0.75 m to cover risks of Business Rates and Planning appeals.

Governance: Decisions on incurring new discretionary liabilities are taken by managers in consultation with the Director of Resources. The risk of liabilities crystallising and requiring payment is monitored by departments in conjunction with the finance team and are reported to committee/management as appropriate.

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2018/19 actual	2019 / 20 forecast	2020 / 21 budget	2021 / 22 budget	2022 / 23 budget
Financing costs (£m)	-	-	-	-	-
Proportion of net revenue stream	%	%	%	%	%

- The borrowing referred to in this strategy relates to proposals that are still in planning stages, therefore these haven't been included in the table above due to wider implications of potential new revenue streams that would impact on the revenue stream. This table will be updated once there is more detail on the proposed projects.

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for the duration of any borrowing arrangements. The Director of Resources is satisfied that the proposed capital programme is prudent, affordable and sustainable because for the main General Fund programme, there are existing reserves to fund the expenditure. Projects will only be progressed where they prove to generate savings or an income stream to the Authority, and the Business Case will assess the risks and mitigations of the projects.

Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, when recruited the Director of Resources will need to be a qualified accountant with relevant experience. The Council pays for junior staff to study towards relevant professional accounting qualifications.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisors and the Valuation Office as property advisors. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

- The Council's Treasury Management policy on the use of external advisers is available on request from the Council Offices.

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Investment Strategy 2020/21

Introduction

The Council invests its money for two main reasons:-

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**).
- to earn investment income (known as **commercial investments** where this is the main purpose).

Treasury Management Investments

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £12m and £20m during the 2020 / 21 financial year.

Contribution: The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

Further details: Full details of the Council's policies and its plan for 2020/21 for treasury management investments are covered in a separate document, the treasury management strategy.

Capacity, Skills and Culture

Elected members and statutory officers: The team involved in investment decision making have a number of years experience in treasury management. They attend sessions run by our treasury management advisors in relation to investments and treatment. The Treasury Management advisors are consulted on potential changes to portfolio. Members are also provided with treasury management training, the frequency is dependent on requirements and changes.

Commercial deals: The Finance Manager and Section 151 officers are involved in projects with a financial impact and therefore communicate with those negotiating commercial deals the principles of the prudential framework and regulatory regime.

Corporate governance: The annual strategies are reviewed by the Overview and Scrutiny Committees before presented to the Finance and Corporate Services Committee and the Council for approval.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. The Council does not have investments for services purposes. At the current time the Council also does not have any commitments to lend to third parties nor any guarantees issued over third party loans. Therefore, the potential investment risk is limited to the Council's

treasury management investments which comprise call accounts, deposits, Money Market Funds and longer-dated pooled property and multi-asset funds.

Total investment exposure	31.03.2019 Actual £000	31.03.2020 Forecast £000	31.03.2021 Forecast £000
Treasury management investments	13,144	12,500	10,000
TOTAL INVESTMENTS	13,144	12,500	10,000
TOTAL EXPOSURE	13,144	12,500	10,000

How investments are funded: The Council's investments are funded by usable reserves and income received in advance of expenditure.

Rate of return received: This indicator shows the investment income received less the associated costs, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Investments net rate of return	2018/19 Actual	2019/20 Forecast	2020 / 21 Forecast
Treasury management investments	1.6%	2.0%	2.0%
ALL INVESTMENTS	1.6%	2.0%	2.0%

There are not currently any other investment indicators, however as the Council moves towards more commercial service provision, then suitable indicators will be adopted.

Minimum Revenue Provision Statement 2020/21

Annual Minimum Revenue Provision Statement 2020/21

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement is an option recommended in the Guidance

For assets acquired by leases, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31st March 2020, the budget for MRP has been set as follows:

Replacement of debt finance in £ 000's

	2018 / 19 actual £000's	2019 / 20 forecast £000's	2020 / 21 budget £000's	2021 / 22 budget £000's	2022 / 23 budget £000's
Own resources	-	-	226	226	226

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Treasury Management Strategy Statement 2020/21

Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held are considered in the Investment Strategy.

External Context

Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2020/21. The General Election has removed some uncertainty and the Withdrawal Agreement Bill is now expected to pass through Parliament in January. However, uncertainties around the UK's future trading relationship with the EU remain as these have to be concluded in an ambitious transition period timeframe by December 2020.

GDP growth rose by 0.4% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.1% from 1.2%. Services, construction and production added positively to growth, by 0.5%, 1.2% and 0.1% respectively, while agriculture recorded a fall of 0.1%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.

The headline rate of UK Consumer Price Inflation remained the same in November 2019 at 1.5% year-on-year, the same as October 2019, however continuing to fall from highs of 2.1% in July and April 2019 as accommodation services and transport continued to contribute to a level of inflation below the BOE target of 2%. Labour market data continues to be positive. The ILO unemployment rate continues to hold at historic lows at 3.8%, its lowest level since 1975. The 3-month average annual growth rate for pay excluding bonuses rose to 3.5% in October 2019 providing some evidence that a shortage of labour is supporting wages. However, adjusting for inflation this means real wages increased by 1.8% in the three months to October 2019 and is only likely to have a moderate impact on household spending.

Domestic inflationary pressures have abated, as domestic gas and electricity price freezes have taken effect until 2020. The price of oil has fallen through the year, despite a rise in prices in December 2019. The limited inflationary pressure from real wages will likely keep inflation below the Bank of England target of 2%. The Bank of England maintained Bank Rate to 0.75% in December following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.

The US economy has continued to perform relatively well compared to other developed nations; however, the Federal Reserve has started to unwind its monetary tightening through 2019. The Federal Reserve has cut rates three times to 1.5% - 1.75%, to stimulate growth as GDP growth has started to fall (to 2.1%).

The fallout from the US-China trade war continues which, risks contributing to a slowdown in global economic activity in 2020. Recent suggestions have been an initial compromise and potential unwinding of tariffs; however, this can change quickly. Slow growth in Europe, combined with changes in leadership at the ECB and IMF has led to a change of stance from monetary tightening to monetary loosening. Quantitative easing has continued and been extended.

Credit outlook: The recent Bank of England stress tests assessed all seven UK banking groups. The tests scenarios include deep simultaneous recessions in the UK and global economies that are more severe overall than the global financial crisis, combined with large falls in asset prices and a separate stress of misconduct costs. All seven banks passed the test on both a CET1 ratio and a leverage ratio basis. Major banks have steadily increased their capital for many years now. However, there are a number of shortcomings in the Bank's approach; timeliness as the results are over 11 months out of date when they are published, being based on end-2018 balance sheets; ringfencing, as the tests ignore the restrictions on transferring capital between ringfenced "retail" banks and non-ringfenced "investment" banks within the larger groups and; coverage - the tests should be expanded to cover a wider range of UK banks and building societies.

The Bank of England will seek to address some of these issues in 2020, when Virgin Money/Clydesdale will be added to the testing group and separate tests will be included of ringfenced banks.

Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering adverse publicity and falling customer numbers.

Looking forward, the potential for a no UK-EU trade deal being agreed and ratified and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.

Interest rate forecast: The global economy continues to slow on the back of ongoing geopolitical issues, primarily the trade policy stance of the US and its spat with China. However, it has been reported that Phase I of a trade deal between the two countries will be signed on 15th January 2020.

The UK economy continues to slow due to both post-Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased. Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets over the period, including bond markets.

Parliament passed Prime Minister Boris Johnson's Withdrawal Agreement Bill and the UK will now exit the EU on 31st January 2020. The bill also rules out an extension to the transition period for agreeing a trade deal which means a no-deal Brexit cannot be entirely ruled out for 2020.

Our treasury advisor Arlingclose expects Bank Rate to remain at 0.75% for the foreseeable future but there remain substantial risks to this forecast, dependant on Brexit/trade deal outcomes as well as the evolution of the global economy. Arlingclose also expects gilt yields to remain at low levels for the foreseeable future and judges the risks to be weighted to the downside.

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

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 2.05%. Any new borrowing will be built into the budget at the relevant rate. For the purpose of project costing, the PWLB certainty rate for the borrowing term will be used.

Local Context

On 31 December 2019, the Council had zero borrowing and £21m of investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.19 Actual £000	31.3.20 Estimate £000	31.3.21 Forecast £000	31.3.22 Forecast £000	31.3.23 Forecast £000
General Fund CFR	780	544	318	92	0
Usable reserves	-10,418	9,765	-7292	-7021	-6,999
Working capital	-2,300	-2,300	-2,300	-2,300	-2,300
Investments	13,100	12,500	8,895	8,351	8,310

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing

The Council is currently debt free, however its capital expenditure plans imply a need to borrow over the forecast period. Investments are forecast to fall to £8.3m by 31 March 2023 as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget. This will need to be maintained at £10m, and therefore as the Capital Financing Requirement reflects a need to borrow, the Council will need to start looking to take out borrowing.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2020/21.

Liability benchmark: To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.3.19 Actual £000	31.3.20 Forecast £000	31.3.21 Forecast £000	31.3.22 Forecast £m	31.3.23 Forecast £m
CFR	780	544	317	92	0
Less: Usable reserves	-10,418	-9,765	-7,292	-7,021	-6,999
Less: Working capital	-2,300	-2,300	-2,300	-2,300	-2,300
Plus: Minimum investments	10,000	10,000	10,000	10,000	10,000
Liability Benchmark	-1,938	-1,521	725	701	803

Borrowing Strategy

The Council is currently debt free and its capital expenditure plans indicate a very small requirement to borrow and the Council will fulfil this requirement from short dated borrowing. Short-term interest rates are currently much lower than long-term rates, so this is likely to be more cost effective.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

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

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK

- any other UK public sector body
- UK public and private sector pension funds (except Local Government Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

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

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

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

Short-term and variable rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

Investment Strategy

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £11.5m and £22 million. Levels are expected to decrease in the forthcoming year as reserves are used to fund capital and revenue expenditure.

Objectives: The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: If the UK enters into a recession in 2020/21, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the Council will look to further diversify into more secure and/or higher yielding asset classes during 2020/21. This is especially the case for the funds available for longer-term investment. The majority of the Council's surplus cash remains invested in short-term unsecured bank deposits, certificates of deposit and money market funds. This diversification will represent a continuation of the new strategy adopted in 2017.

Business models: Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Central Govt.	n/a	n/a	£ Unlimited 50 years	n/a	n/a
UK Local Govt. Authorities	n/a	n/a	£2m 1 year	n/a	n/a
AAA	£2m 5 years	£2m 20 years	£2m 50 years	£1m 20 years	£1m 20 years
AA+	£2m 5 years	£2m 10 years	£2m 25 years	£1m 10 years	£1m 10 years
AA	£2m 4 years	£2m 5 years	£2m 15 years	£1m 5 years	£1m 10 years
AA-	£2m 3 years	£2m 4 years	£2m 10 years	£1m 4 years	£1m 10 years
A+	£2m 2 years	£2m 3 years	£1m 5 years	£1m 3 years	£1m 5 years
A	£2m 13 months	£2m 2 years	£1m 5 years	£1m 2 years	£1m 5 years
A-	£2m 6 months	£2m 13 months	£1m 5 years	£1m 13 months	£1m 5 years
None	£1m 6 months	n/a	£1m 25 years	£2m 5 years	£1m 5 years
Money Market and other pooled funds		£5m per fund			

This table must be read in conjunction with the notes below

Credit rating: Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Banks secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk.

Investments with the UK central government may be made in unlimited amounts for up to 50 years and with UK Local Government Authorities in unlimited amounts for up to 1 year.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following suitable due diligence by the Council's Section 151 officer.

Registered providers: Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed.

Pooled funds: Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. The Council currently have no such investments.

Operational bank accounts: The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost, will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then no investments will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser.

No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Investment limits: The Council's revenue reserves available to cover investment losses were forecast to be £2.7 million on 31st March 2019. In order that available reserves will not significantly be put at risk in the case of a single default, the maximum that will be lent to any one organisation including UK Local Government Authorities (other than the UK Government) will be £2 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£2m each
UK Central Government	unlimited
UK Local Government Authorities	£2m per Authority
Any group of organisations under the same ownership	£2m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Registered providers and registered social landlords	£2m in total
Unsecured investments with building societies	£5m in total
Loans to unrated corporates	£2m in total
Money market funds	£12m in total

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

Treasury Management Indicators

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

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio.

This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit score	6

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

Liquidity risk indicator	Target £000
Total cash available within 3 months	£5,000

Interest rate exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£62,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	-£45,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

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

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

As the Council does not have any external debt, the broad limits, above, have been set to allow any borrowing to be undertaken in the appropriate maturity band.

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

Principal sums invested for periods longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20 £000	2020/21 £000	2021/22 £000
Limit on principal invested beyond year end	£8,000	£7,500	£7,500

Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Markets in Financial Instruments Directive: The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Section 151 Officer considers this to be the most appropriate status.

Financial Implications

The budget for investment income in 2020/21 is £282,000, based on an average investment portfolio of £15 million at an average interest rate of 2%. The budget for debt interest paid in 2020/21 is currently zero as there is not a confirmed timeline for any borrowing requirement. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

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

Appendix A - Arlingclose Economic & Interest Rate Forecast January 2020

Underlying assumptions:

- The global economy has entered a period of weaker growth in response to political issues. The UK economy continues to experience slower growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations are low.
- Some improvement in global economic data and a more positive outlook for US/China trade negotiations has prompted worst case economic scenarios to be pared back.
- The new Conservative UK government will progress with achieving Brexit on 31st January 2020. The more stable political environment will prompt a partial return in business and household confidence in the short term, **but the subsequent limited Brexit transitional period, which the government is seeking to enforce, will create additional economic uncertainty.**
- UK economic growth stalled in Q4 2019. Inflation is running below target at 1.5%. The inflationary consequences of the relatively tight labour market have yet to manifest, while slower global growth should reduce the prospect of externally driven pressure, although escalating geopolitical turmoil could continue to push up oil prices.
- The first few months of 2020 will indicate whether the economy benefits from restored confidence. The government will undertake substantial fiscal easing in 2020/21, which should help support growth in the event of a downturn in private sector activity.
- The weak outlook for the UK economy and current low inflation have placed **pressure on the MPC to loosen monetary policy.** Two MPC members voted for an immediate cut in the last two MPC meetings of 2019. The evolution of the economic data and political moves over the next few months will inform policy, but **upside risks to Bank Rate are very limited.**
- Central bank actions and escalating geopolitical risks will produce volatility in financial markets, including bond markets.

Forecast:

- We have maintained our Bank Rate forecast at 0.75% for the foreseeable future. Substantial risks to this forecast remain, arising primarily from the government's policy around Brexit and the transitional period.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

APPENDIX 7

	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
3-month money market rate													
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
1yr money market rate													
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	0.30	0.50	0.55	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
5yr gilt yield													
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45
Arlingclose Central Case	0.50	0.50	0.55	0.55	0.55	0.60	0.60	0.65	0.65	0.70	0.75	0.75	0.75
Downside risk	0.35	0.50	0.55	0.55	0.55	0.60	0.60	0.65	0.65	0.70	0.75	0.75	0.75
10yr gilt yield													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.05	1.10	1.10
Downside risk	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50
20yr gilt yield													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.40
Downside risk	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.50	0.50
50yr gilt yield													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.40
Downside risk	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.50	0.50

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix B - Existing Investment & Debt Portfolio Position

	31 Dec 2019 Actual Portfolio £m	31 Dec 2019 Average Rate %
Total external borrowing	0	
Total gross external debt	0	
Treasury investments:		
Banks	4	0.8
Building societies (unsecured)	2	0.73
Certificates of Deposit	3	0.76
Money Market Funds	7	0.73
Property Fund	3	4.3
Other pooled funds	2	4.31
Total treasury investments	21	

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PLANNING & ENVIRONMENTAL SERVICES	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
ENVIRONMENTAL HEALTH					
GAMBLING ACT 2005					
Annual Fee					
Adult Gaming Centre	No	884.00	-	884.00	867.00
Betting premises (other)	No	530.00	-	530.00	520.00
Betting Premises (track)	No	884.00	-	884.00	867.00
Bingo premises	No	884.00	-	884.00	867.00
Casino premises (converted)	No	2,652.00	-	2,652.00	2,600.00
Casino premises (large)	No	8,840.00	-	8,840.00	8,667.00
Casino premises (regional)	No	13,260.00	-	13,260.00	13,000.00
Casino premises (small)	No	4,420.00	-	4,420.00	4,333.00
Family entertainment centre	No	666.00	-	666.00	653.00
Application Fees for Premises and Application for Provisional Statements					
Adult gaming centre	No	1,768.00	-	1,768.00	1,733.00
Betting premises (other)	No	2,652.00	-	2,652.00	2,600.00
Betting premises (track)	No	2,210.00	-	2,210.00	2,167.00
Bingo premises	No	3,094.00	-	3,094.00	3,033.00
Casino premises (large)	No	8,840.00	-	8,840.00	8,667.00
Casino premises (regional)	No	13,260.00	-	13,260.00	13,000.00
Casino premises (small)	No	7,072.00	-	7,072.00	6,933.00
Family entertainment centre	No	1,768.00	-	1,768.00	1,733.00
Application Fee for Premises with Provisional Statement					
Adult gaming centre	No	1,061.00	-	1,061.00	1,040.00
Betting premises (other)	No	1,061.00	-	1,061.00	1,040.00
Betting premises (track)	No	844.00	-	844.00	827.00
Bingo premises	No	1,061.00	-	1,061.00	1,040.00
Casino premises (large)	No	4,420.00	-	4,420.00	4,333.00
Casino premises (regional)	No	7,072.00	-	7,072.00	6,933.00
Casino premises (small)	No	2,652.00	-	2,652.00	2,600.00
Family entertainment centre	No	844.00	-	844.00	827.00
Transfer / Reinstatement of Licence					
Adult gaming centre	No	1,061.00	-	1,061.00	1,040.00
Betting premises (other)	No	1,061.00	-	1,061.00	1,040.00
Betting premises (track)	No	844.00	-	844.00	827.00
Bingo premises	No	1,061.00	-	1,061.00	1,040.00
Casino premises (converted)	No	1,194.00	-	1,194.00	1,171.00
Casino premises (large)	No	1,904.00	-	1,904.00	1,867.00
Casino premises (regional)	No	5,746.00	-	5,746.00	5,633.00
Casino premises (small)	No	1,591.00	-	1,591.00	1,560.00
Family entertainment centre	No	844.00	-	844.00	827.00
Variation Fee					
Adult gaming centre	No	884.00	-	884.00	867.00
Betting premises (other)	No	1,326.00	-	1,326.00	1,300.00
Betting premises (track)	No	1,109.00	-	1,109.00	1,087.00
Bingo premises	No	1,547.00	-	1,547.00	1,517.00
Casino premises (converted)	No	1,768.00	-	1,768.00	1,733.00
Casino premises (large)	No	6,630.00	-	6,630.00	6,500.00
Casino premises (regional)	No	6,630.00	-	6,630.00	6,500.00
Casino premises (small)	No	3,536.00	-	3,536.00	3,467.00
Family entertainment centre	No	884.00	-	884.00	867.00
LICENSING					
Animal Licensing					
Animal boarding establishments	No	276.00	-	276.00	271.00
Animal home boarding - new application	No	276.00	-	276.00	271.00
renewal	No	276.00	-	276.00	271.00
Dangerous wild animal	No	376.00	-	376.00	369.00
Dog breeding establishments	No	276.00	-	276.00	271.00
Pet shop	No	276.00	-	276.00	271.00
Riding establishments	No	376.00	-	376.00	369.00
Zoo licence (individually determined fees)	No	Recovery of costs			
Any costs incurred by the Council in licensing premises, e.g. Vet's fees, will be passed on to the licensee					

PLANNING & ENVIRONMENTAL SERVICES	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Hackney Carriage Licences					
Driver licence (Hackney or Dual) - 3 yrs duration	No	216.00	-	216.00	212.00
Vehicle licence (excludes vehicles test) - 1 yr duration	No	235.00	-	235.00	230.00
Licence fee reduced for wheelchair accessible vehicles 25%					
Local Government Miscellaneous Provisions Act 1982					
Sex establishment licence: application	No	2,616.00	-	2,616.00	2,565.00
renewal	No	523.00	-	523.00	513.00
variation	No	209.00	-	209.00	205.00
Private Hire Licences					
Driver licence (PH or Dual) - 3 yrs duration	No	216.00	-	216.00	212.00
Private hire operators licence (1 car) - 5yrs duration	No	216.00	-	216.00	212.00
Vehicle licence (excludes vehicles test) - 1 yr duration *	No	235.00	-	235.00	230.00
* Licence fee reduced for wheelchair accessible vehicles 25%					
Application to transfer a site licence	No	321.00	-	321.00	315.00
Deposit of Site Rules	No	59.00	-	59.00	58.00
Annual Fee					
Band 1 (1-8 Pitches)	No	0.00	-	0.00	-
Band 2 (9-24 Pitches)	No	272.00	-	272.00	267.00
Band 3 (25-99 Pitches)	No	460.00	-	460.00	451.00
Band 4 (100-199 Pitches)	No	722.00	-	722.00	708.00
Band 5 (more than 200 Pitches)	No	929.00	-	929.00	911.00
Band 1 (1-8 Pitches)	No	608.00	-	608.00	596.00
Band 2 (9-24 Pitches)	No	697.00	-	697.00	683.00
Band 3 (25-99 Pitches)	No	965.00	-	965.00	946.00
Band 4 (100-199 Pitches)	No	1,163.00	-	1,163.00	1,140.00
Band 5 (more than 200 Pitches)	No	1,405.00	-	1,405.00	1,377.00
Application to amend a site Licence fee					
Band 1 (1-8 Pitches)	No	356.00	-	356.00	349.00
Band 2 (9-24 Pitches)	No	366.00	-	366.00	359.00
Band 3 (25-99 Pitches)	No	380.00	-	380.00	373.00
Band 4 (100-199 Pitches)	No	387.00	-	387.00	379.00
Band 5 (more than 200 Pitches)	No	410.00	-	410.00	402.00
SCRAP METAL DEALERS LICENCES					
Scrap metal dealers collectors licence (3yrs duration)	No	194.00	-	194.00	190.00
Scrap metal dealers collectors licence renewal (3yrs duration)	No	146.00	-	146.00	143.00
Scrap metal dealers site licence (3yrs duration)	No	321.00	-	321.00	315.00
Scrap metal dealers site licence renewal (3yrs duration)	No	263.00	-	263.00	258.00
Scrap metal dealers variation of a licence	No	53.00	-	53.00	52.00
ENVIRONMENTAL WASTE					
PEST CONTROL - COMMERCIAL					
Insects and rodents per hour (excluding materials)	Yes	102.50	20.50	123.00	121.00
Rodent contract work	By ne	By negotiation - minimum charge £100			
Treatment for squirrels	Yes	102.50	20.50	123.00	121.00
Treatment for moles	Yes	102.50	20.50	123.00	121.00

APPENDIX 8

PLANNING & ENVIRONMENTAL SERVICES	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
PEST CONTROL - DOMESTIC					
Call out charge	Yes	59.17	11.83	71.00	70.00
Ants (each property)	Yes	83.33	16.67	100.00	99.00
Bedbug infestation: 1-3 bed property	Yes	87.50	17.50	105.00	103.00
4-5 bed property	Yes	92.50	18.50	111.00	109.00
> 5 bed property		By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge					
Bees	Yes	59.17	11.83	71.00	70.00
Brown-tailed moth		Based on hourly rate			
Fleas infestation: 1-3 bed property	Yes	87.50	17.50	105.00	103.00
4-5 bed property	Yes	92.50	18.50	111.00	109.00
> 5 bed property		By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge					
Lice and cockroaches	Yes	59.17	11.83	71.00	70.00
Mice	Yes	59.17	11.83	71.00	70.00
Rats	Yes	59.17	11.83	71.00	70.00
Wasps nests	Yes	59.17	11.83	71.00	70.00
additional nest (treated at same time as first)	Yes	28.33	5.67	34.00	33.00
RECYCLING					
Green bins: standard annual fee	No	46.00	-	46.00	46.00
direct debit payers and internet payers annual fee	No		-	<i>Deleted</i>	41.00
(standard fee: half year pro rata for new customers) (New Charge)	No	23.00	-	23.00	
Purchase of Green Bin including Delivery	no	25.00	-	25.00	23.00
REFUSE COLLECTION					
Household Bulky Waste - 1 to 3 items	No	35.00	-	35.00	30.00
Household Bulky Waste - 4 to 6 items	No	70.00	-	70.00	60.00
Household Bulky Waste - 7 to 9 items	No	105.00	-	105.00	90.00
Household Bulky Waste - 10 to 12 items (maximum)	No	140.00	-	140.00	120.00
Residential Homes Roadside Collection					
1100ltr bin or equivalent - annual charge	No		-	<i>Deleted</i>	1,100.00
NEW PROPERTIES (6 or more properties)					
Cost per refuse / recycling container to developers including delivery	Yes	60.00	12.00	72.00	60.00

APPENDIX 8

SERVICE DELIVERY	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
CEMETERIES					
Search in burial register	Yes	25.83	5.17	31.00	31.00
Use of chapel	No	135.00	-	135.00	133.00
Plot choosing: non-resident	no	108.00	-	108.00	106.00
resident	no	54.00	-	54.00	53.00
Collection of ashes	yes	35.83	7.17	43.00	42.00
					-
Bronze Memorial Plaques					
Bench plaque: 8" x 2.5"	No	178.00	-	178.00	175.00
Plaque on plinth: 6" x 4"	Yes	345.00	69.00	414.00	406.00
6" x 4"	No	153.00	-	153.00	150.00
7" x 5"	No	172.00	-	172.00	168.00
					-
Charges for Right to Place Monument					
Under 16 years	No		Free		-
Additional inscription	No	83.00	-	83.00	81.00
Full kerb set	No	223.00	-	223.00	218.00
Full kerb set & headstone up to 1m	No	326.00	-	326.00	320.00
Headstone up to 1m	No	142.00	-	142.00	139.00
Other memorials (<i>cremated remains memorials</i>)	No	110.00	-	110.00	108.00
					-
Exclusive Right of Burial - Non Resident					
All ages: 5 years	No	245.00	-	245.00	240.00
10 years	No	433.00	-	433.00	424.00
15 years	No	607.00	-	607.00	595.00
30 years	No	1,099.00	-	1,099.00	1,078.00
Ashes: 30 years	No	362.00	-	362.00	355.00
99 years	No	559.00	-	559.00	548.00
Ashes - woodland glades: 30 years	No	399.00	-	399.00	391.00
99 years	No	663.00	-	663.00	650.00
Traditional: 99 years	No	1,691.00	-	1,691.00	1,658.00
Transfer of exclusive rights of burial	No	36.00	-	36.00	36.00
Woodland glades (<i>inc memorial tree</i>): 30 years	No	1,326.00	-	1,326.00	1,300.00
99 years	No	1,969.00	-	1,969.00	1,931.00
					-
Exclusive Right of Burial - Resident					
All ages: 5 years	No	122.00	-	122.00	120.00
10 years	No	215.00	-	215.00	210.00
15 years	No	302.00	-	302.00	296.00
30 years	No	550.00	-	550.00	539.00
Ashes: 30 years	No	181.00	-	181.00	178.00
99 years	No	280.00	-	280.00	275.00
Ashes - woodland glades: 30 years	No	199.00	-	199.00	195.00
99 years	No	331.00	-	331.00	324.00
Traditional: 99 years	No	846.00	-	846.00	829.00
Transfer of exclusive rights of burial	No	36.00	-	36.00	36.00
Woodland glades (<i>inc memorial tree</i>): 30 years	No	662.00	-	662.00	649.00
99 years	No	1,617.00	-	1,617.00	1,585.00
					-
Grave Digging					
Under 16 years	No		Free		-
16 years and over - single depth	No	487.00	-	487.00	478.00
16 years and over - single depth Saturday	No	553.00	-	553.00	542.00
16 years and over - double depth	No	519.00	-	519.00	509.00
16 years and over - double depth Saturday	No	584.00	-	584.00	573.00
Ashes - single depth	No	95.00	-	95.00	93.00
Ashes - single depth Saturday	No	101.00	-	101.00	99.00
Ashes - double depth	No	101.00	-	101.00	99.00
Ashes - double depth Saturday	No	106.00	-	106.00	104.00
					-

SERVICE DELIVERY	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Interment - Non Resident					-
Under 16 years	No	Free			-
16 years and over	No	1,027.00	-	1,027.00	1,006.00
Ashes	No	314.00	-	314.00	308.00
Ashes - woodland glades	No	383.00	-	383.00	376.00
Burial plot adjacent to path or end of row	No	467.00	-	467.00	457.00
Scattering of ashes: under 16 years	No	Free			-
16 years and over	No	162.00	-	162.00	159.00
Saturday 10.00 - noon only	No	621.00	-	621.00	608.00
					-
Interment - Resident					-
Under 16 years	No	Free			-
16 years and over	No	514.00	-	514.00	504.00
Ashes	No	158.00	-	158.00	155.00
Ashes - woodland glades	No	193.00	-	193.00	189.00
Burial plot adjacent to path or end of row	No	233.00	-	233.00	228.00
Saturday 10.00 - noon only	No	310.00	-	310.00	304.00
Scattering of ashes: under 16 years	No	Free			-
16 years and over	No	83.00	-	83.00	81.00
					-
Memorialisation Scheme					-
Memorial climber / shrub	No	Deleted			-
Memorial garden seat: Traditional	No	1,200.00	-	1,200.00	1,100.00
Rustic	No	950.00	-	950.00	900.00
Memorial tree including planting	No	204.00	-	204.00	200.00
					-
OFF STREET PARKING					-
Vehicles that display up to date disabled persons badge		Free			-
					-
OFF STREET PARKING					-
Maldon District Council offices:					-
Up to 1 hr		0.92	0.18	1.10	
Up to 2hrs		1.17	0.23	1.40	
Pay & display: Saturday (8am to 5pm) up to 1 hour	Yes	0.92	0.18	1.10	1.00
Saturday (8am to 5pm) 1 to 2 hours	Yes	1.17	0.23	1.40	1.30
Saturday (8am to 5pm) 2 to 3 hours	Yes	1.67	0.33	2.00	1.80
Saturday (8am to 5pm) 3 to 4 hours	Yes	2.17	0.43	2.60	2.40
Saturday (8am to 5pm) over 4 hours	Yes	3.67	0.73	4.40	4.00
Saturday Evening 5pm to 10pm	Yes	1.25	0.25	1.50	1.00
Sunday All Day	Yes	1.25	0.25	1.50	1.00
Butt Lane (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.00
1 to 2 hours	Yes	1.17	0.23	1.40	1.30
2 to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	2.17	0.43	2.60	2.40
over 4 hours	Yes	3.67	0.73	4.40	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	1.25	0.25	1.50	1.00
Sunday All Day	Yes	1.25	0.25	1.50	1.00
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	290.00
monthly	Yes	47.50	9.50	57.00	52.00

APPENDIX 8

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		-
minimum 15 tickets			Discount of 10%		-
minimum 20 tickets			Discount of 15%		-
					-
Friary Fields (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	2.17	0.43	2.60	2.40
over 4 hours	Yes	3.67	0.73	4.40	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	1.25	0.25	1.50	1.00
Sunday All Day	Yes	1.25	0.25	1.50	1.00
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	290.00
monthly	Yes	47.50	9.50	57.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		-
minimum 15 tickets			Discount of 10%		-
minimum 20 tickets			Discount of 15%		-
Public sector partners (Monday - Friday)			Discount of 50%		-
					-
High St. East (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.00
1 to 2 hours	Yes	1.17	0.23	1.40	1.30
2 to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	2.17	0.43	2.60	2.40
over 4 hours	Yes	3.67	0.73	4.40	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.50	1.00
Sunday All Day	Yes	0.83	0.17	1.50	1.00
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	290.00
monthly	Yes	47.50	9.50	57.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		-
minimum 15 tickets			Discount of 10%		-
minimum 20 tickets			Discount of 15%		-
Public sector partners (Monday - Friday)			Discount of 50%		-
					-
Maldon Promenade (Monday to Sunday - 8am to 8pm)					-
Car: up to 1 hour	Yes	1.00	0.20	1.20	1.10
1 to 2 hours	Yes	2.00	0.40	2.40	2.20
2 to 4 hours	Yes	5.00	1.00	6.00	5.50
all day	Yes	6.42	1.28	7.70	7.00
Coach: up to 2 hours	Yes	6.08	1.22	7.30	6.60
over 2 hours	Yes	11.08	2.22	13.30	12.00
Coach park - coach / bus season tickets	Yes	183.33	36.67	220.00	200.00
Non residents season ticket	Yes	146.67	29.33	176.00	160.00
Residents season ticket	Yes	110.00	22.00	132.00	120.00
					-
Market Site					-
Season ticket: annual	Yes	586.67	117.33	704.00	640.00
6 months	Yes	293.33	58.67	352.00	320.00
monthly	Yes	52.50	10.50	63.00	57.00
					-
Silver Street					-
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	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%		-

<u>SERVICE DELIVERY</u>	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
White Horse Lane (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.00
1 to 2 hours	Yes	1.17	0.23	1.40	1.30
2 to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	3.08	0.62	3.70	3.40
over 4 hours	Yes	7.33	1.47	8.80	8.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	1.25	0.25	1.50	1.00
White Horse Lane	Yes				-
Maldon Schools permit	Yes	183.33	36.67	220.00	200.00
Residents season ticket (Monday 5pm-10pm All Day Sunday)	Yes	65.83	13.17	79.00	72.00
					-
					-
Beach Hut Hire - Promenade Park					-
Daily Charge					-
High-Season (April - September)		37.50	7.50	45.00	42.00
Low-Season (October - March)		26.67	5.33	32.00	30.00
Gold Package - (Peak season beach hut hire, 2 all day splash park wristbands and all day car parking at Prom)			Deleted		55.00
Silver Package - (Mid season beach hut hire, 2 all day splash park wristbands and all day car parking at Prom)			Deleted		-
					-
FUNFAIRS AND CIRCUSES - Minimum of:					-
Circus at Promenade Park					-
Daily ground rate (whilst circus is in operation)	No	155.00	-	155.00	150.00
Daily ground rate (whilst circus is not in operation)	No	80.00	-	80.00	75.00
					-
Travelling Funfair at Promenade Park					-
Daily ground rate (whilst fair is in operation)	No	485.00	-	485.00	475.00
Daily ground rate (whilst fair is not in operation)	No	195.00	-	195.00	191.00
					-
PARKS AND OPEN SPACES					-
Memorial Benches					-
Rustic bench	No	1,224.00	-	1,224.00	1,200.00
Cast iron bench	No	1,244.00	-	1,244.00	1,220.00
					-
Advertising and Sponsorship					-
Events Banners per week (main gate entrances on railings x2 + free electronic advert)	Yes	29.17	5.83	35.00	32.00
Events Banners per week (community / charity)	Yes	16.67	3.33	20.00	19.00
Electronic Advert (per day minimum 1 week)	No		Deleted		1.00
Internal park adverts TBA (per week)	Yes	16.67	3.33	20.00	19.00
Vehicle advertising TBA (per day)	Yes	108.33	21.67	130.00	127.00
Sponsorship	Yes		By negotiation		-

APPENDIX 8

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Event Land Hire Charge - Council Park or Open Space (New Charges - per day)					
Event licence / Permit fee (minimum fee payable on acceptance of event)	Yes	25.00	5.00	30.00	-
Charity - Small event (1-1,000 attendees)	Yes	25.00	5.00	30.00	-
Charity - Medium event (1,001- 2,500 attendees)	Yes	46.67	9.33	56.00	-
Charity - Large event (2,501 + attendees)	Yes	90.00	18.00	108.00	-
Community - Small event (1-1,000 attendees)	Yes	54.17	10.83	65.00	-
Community - Medium event (1,001- 2,500 attendees)	Yes	100.00	20.00	120.00	-
Community - Large event (2,501 + attendees)	Yes		Price on application		-
Commercial - Small event (1-1,000 attendees)	Yes	266.67	53.33	320.00	-
Commercial - Medium event (1,001- 2,500 attendees)	Yes	500.00	100.00	600.00	-
Commercial - Large event (2,501 + attendees)	Yes		Price on application		-
Other Council owned Land Hire for Concessions - (price is per operator, per day, per concession)					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Daily charge					
Medium (Team of 2 - 5 Operators) price per operator	No	54.00	-	54.00	53.00
Large (Team of 5+ Operators) price per operator	No			Deleted	153.00
Off Peak Time					
Daily charge					
Medium (Team of 2 - 5 Operators) price per operator	No	37.00	-	37.00	36.00
Large (Team of 5+ Operators) price per operator	No			Deleted	85.00
Charitable Concession	No		Deleted		Free
Pop Up Trading					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Market Stall (Frame with Canopy)	No	55.00	-	55.00	54.00
Wheelie Cart	No	49.00	-	49.00	48.00
Wheelie Cart including Fridge	No	54.00	-	54.00	53.00
Electricity	Yes	10.83	2.17	13.00	13.00
Off Peak Time					
Market Stall (Frame with Canopy)	No	44.00	-	44.00	43.00
Wheelie Cart	No	39.00	-	39.00	38.00
Wheelie Cart including Fridge	No	44.00	-	44.00	43.00
Electricity	Yes	10.83	2.17	13.00	13.00
ROUNDBABOUT SPONSORSHIP					
1 Year agreement - Maldon Town site	Yes		Price on application		4,000.00
1 Year agreement - Other district site	Yes		Price on application		3,500.00
3 Year agreement - Maldon Town site	Yes		Price on application		10,000.00
3 Year agreement - Other district site	Yes		Price on application		8,500.00
Landscaping scheme (minimum 5 years)	Yes		Price on application		500.00
1 Year Boundary sign Agreement	Yes		Price on application		2,500.00
Football (per game)					
Adult	Yes	44.17	8.83	53.00	52.00
Junior	Yes	33.33	6.67	40.00	39.00
Changing rooms (only)	Yes	11.67	2.33	14.00	14.00

APPENDIX 8

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
RIVERS					-
Moorings					-
Annual charge: up to 7.99 metres	Yes	119.17	23.83	143.00	140.00
8 to 9.99 metres	Yes	195.83	39.17	235.00	230.00
10 to 14.99 metres	Yes	271.67	54.33	326.00	320.00
15 metres and above	Yes	348.33	69.67	418.00	410.00
Mooring registration fee	Yes	106.67	21.33	128.00	125.00
Transfer of mooring		50% of annual mooring fee			-
Residential Mooring Charges					-
up to 9.99 metres (per month)		104.17	20.83	125.00	123.00
10 to 14.99 metres (per month)		208.33	41.67	250.00	185.00
15 metres and above (per month)		416.67	83.33	500.00	246.00
Wharfage - Hythe Quay Maldon and Burnham Pontoon					-
Daily fees: vessels and multihulls	Yes	17.50	3.50	21.00	21.00
Annual fees: Available to Fully Rigged Thames Sailing barges operators only	Yes	3,575.00	715.00	4,290.00	3,900.00
(annual fee can be paid quarterly with no penalty)	Yes	893.75	178.75	1,072.50	975.00
240/32 Amp Supply - Daily Charge (Maldon)	yes	3.33	0.67	4.00	4.00
Static Events on vessels using the Hythe Quay / Burnham (Daily charge)	Yes	101.67	20.33	122.00	120.00
Exclusive use of visitor pontoons Maldon / Burnham (Daily charge)	Yes	101.67	20.33	122.00	120.00
Visitor Pontoon - Weekly Winter charge Oct - April (Maldon)	yes	42.50	8.50	51.00	50.00
SPLASH PARK					-
Private bookings (per hour)	Yes	183.33	36.67	220.00	210.00
Private bookings (per half hour)	Yes	112.50	22.50	135.00	130.00
Changing rooms hire	Yes	11.67	2.33	14.00	
Single use ticket (per 20 mins)	Yes	2.29	0.46	2.75	2.50

APPENDIX 8

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
PLANNING SERVICES					
BUILDING CONTROL					
New dwellings		See attached - table A			
Work to a single dwelling		See attached - table B			
All other non-domestic work		See attached - table C			
DEVELOPMENT CONTROL					
Designs and Patents Act 1989					
Plan copies - per sheet:	A4	Yes	0.08	0.02	0.10
	A3	Yes	0.17	0.03	0.20
	A2	Yes	0.67	0.13	0.80
	die line	Yes	1.67	0.33	2.00
Ordnance Survey Maps					
Handling fee		Yes	1.67	0.33	2.00
Site plans (max 6 copies) - per extract		Yes	30.83	6.17	37.00
Other Development Control					
High Hedge Complaints		Yes	510.00	102.00	612.00
Street Naming and Numbering					
Adding / removing a name		no	0.00	-	0.00
Renaming / renumbering a property		no	41.00	-	41.00
Naming / numbering 1-5 properties (per property) inc flats*		no	41.00	-	41.00
Naming / numbering 6-25 properties (per property) inc flats*		no	31.00	-	31.00
Naming / numbering 26-75 properties (per property) inc flats*		no	26.00	-	26.00
Naming / numbering 76+ properties (per property) inc flats*		no	20.00	-	20.00
Naming a street (per street)**		no	102.00	-	102.00
Change to development after notification		no	51.00	-	51.00
Street renaming at residents request		no	153.00	-	153.00
Written confirmation of postal address details		no	0.00	-	0.00
* 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>					
CON29 (part 1): standard fee		Yes	123.33	24.67	148.00
additional fee for non-residential searches		Yes	22.50	4.50	27.00
LLC1		No	22.00	-	22.00
additional fee for non-residential searches		Yes	33.33	6.67	40.00
CON290 (part 2) enquiry - per question: Q4-5 only (if purchased with full search)		Yes	15.00	3.00	18.00
Q6-21		Yes	15.00	3.00	18.00
Q22 only		Yes	22.50	4.50	27.00
Additional enquiry		Yes	31.00	6.20	39.00
Additional parcel of land LLC1		No	5.00	-	5.00
Additional parcel of land CON29		Yes	15.00	3.00	18.00
Copy of duplicate search		Yes	10.00	2.00	12.00
Search confirmation (up to 3mths old)		Yes	10.00	2.00	12.00
Personal Searches					
CON29R standard enquiry (when viewed in person)				Free	Free
Local land charges register (in person): print out		No		Free	Free
view		No		Free	Free
Local land charges LLC1 certificated		No	22.00	-	22.00

Planning Services Pre-Application Fees and Charges 2020/21

	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.	90.00	18.00	108.00
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.	171.67	34.33	206.00
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	90.00	18.00	108.00
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	171.67	34.33	206.00
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	226.67	45.33	272.00
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	509.17	101.83	611.00
Medium development (Written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	339.17	67.83	407.00
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	565.83	113.17	679.00
Major development (Written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	565.83 (Plus additional £21 +VAT per dwelling to a maximum of 74 dwellings)	113.17	679.00

Major development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	1,131.67	226.33	1,358.00
(Plus additional £21 +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.	67.50	13.50	81.00
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.	226.67	45.33	272.00
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.	551.67	110.33	662.00
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.	171.67	34.33	206.00
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.	497.50	99.50	597.00
Minor Tree advice (Tree within a conservation area only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees	67.50	13.50	81.00

Minor Tree advice (TPOs only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	90.00	18.00	108.00
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	226.67	45.33	272.00
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	453.33	90.67	544.00
Inspection of compliance with Enforcement Notice	Written confirmation that an enforcement notice has been complied with.	226.67	45.33	272.00
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	171.67	34.33	206.00
Compliance with S.106 Agreement requests	Written confirmation that all/some S.106 obligations have been agreed per obligation	113.33	22.67	136.00
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	171.67	34.33	206.00

*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
2020/21**

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)

VAT rate **20.0%**

Code	Bungalows or Houses less than 4 storeys		Plan Charge	Inspection Charge *	Building Notice Charge*	Regularisation Charge*
H01	1 Plot	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
H02	2 Plots	Net	293.00	782.00	1,182.00	1,505.00
		VAT	58.60	156.40	236.40	-
		Total	351.60	938.40	1,418.40	1,505.00
H03	3 Plots	Net	342.00	1,075.00	1,558.00	1,983.00
		VAT	68.40	215.00	311.60	-
		Total	410.40	1,290.00	1,869.60	1,983.00
H04	4 Plots	Net	391.00	1,368.00	1,934.00	2,462.00
		VAT	78.20	273.60	386.80	-
		Total	469.20	1,641.60	2,320.80	2,462.00
H05	5 Plots	Net	440.00	1,661.00	2,311.00	2,941.00
		VAT	88.00	332.20	462.20	-
		Total	528.00	1,993.20	2,773.20	2,941.00
Flats						
F01	1	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
F02	2	Net	293.00	635.00	1,021.00	1,299.00
		VAT	58.60	127.00	204.20	-
		Total	351.60	762.00	1,225.20	1,299.00
F03	3	Net	342.00	782.00	1,236.00	1,573.00
		VAT	68.40	156.40	247.20	-
		Total	410.40	938.40	1,483.20	1,573.00
F04	4	Net	391.00	928.00	1,451.00	1,847.00
		VAT	78.20	185.60	290.20	-
		Total	469.20	1,113.60	1,741.20	1,847.00
F05	5	Net	440.00	1,075.00	1,666.00	2,120.00
		VAT	88.00	215.00	333.20	-
		Total	528.00	1,290.00	1,999.20	2,120.00
Conversion to						
V01	Single Dwelling-House	Net	195.00	586.00	860.00	1,094.00
		VAT	39.00	117.20	172.00	-
		Total	234.00	703.20	1,032.00	1,094.00
V02	Single Flat	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
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.		205.00	261.00
		VAT			41.00	-
		Total			246.00	261.00

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

PLANNING SERVICES

TABLE B - WORK TO A SINGLE DWELLING
2020/21

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)

VAT rate		20.0%									
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	98.00	98.00	49.00	49.00	215.00	108.00	274.00		
		VAT	19.60	19.60	9.80	9.80	43.00	21.60	-		
New charge		Total		117.60	117.60	58.80	58.80	258.00	129.60	274.00	
D01	Separate single storey extension with floor area exceeding 10m ² but not exceeding 40m ²	Net	195.00	391.00	98.00	196.00	645.00	323.00	821.00		
		VAT	39.00	78.20	19.60	39.20	129.00	64.60	-		
		Total		234.00	469.20	117.60	235.20	774.00	387.60	821.00	
D02	Separate single storey extension with floor area exceeding 40m ² but not exceeding 100m ²	Net	195.00	489.00	98.00	245.00	752.00	376.00	957.00		
		VAT	39.00	97.80	19.60	49.00	150.40	75.20	-		
		Total		234.00	586.80	117.60	294.00	902.40	451.20	957.00	
D03	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m ²	Net	195.00	440.00	98.00	220.00	699.00	350.00	889.00		
		VAT	39.00	88.00	19.60	44.00	139.80	70.00	-		
		Total		234.00	528.00	117.60	264.00	838.80	420.00	889.00	
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	195.00	586.00	98.00	293.00	860.00	430.00	1,094.00		
		VAT	39.00	117.20	19.60	58.60	172.00	86.00	-		
		Total		234.00	703.20	117.60	351.60	1,032.00	516.00	1,094.00	
D05	A building or extension comprising SOLELY of a garage, carport or store - total floor area not exceeding 100m ²	Net	195.00	195.00	98.00	98.00	430.00	215.00	547.00		
		VAT	39.00	39.00	19.60	19.60	86.00	43.00	-		
		Total		234.00	234.00	117.60	117.60	516.00	258.00	547.00	
D06	Detached non-habitable domestic building with total floor area not exceeding 50m ²	Net	195.00	293.00	98.00	147.00	537.00	269.00	684.00		
		VAT	39.00	58.60	19.60	29.40	107.40	53.80	-		
		Total		234.00	351.60	117.60	176.40	644.40	322.80	684.00	
Conversions											
D07	First floor & second floor loft conversions	Net	195.00	391.00	98.00	196.00	645.00	323.00	821.00		
		VAT	39.00	78.20	19.60	39.20	129.00	64.60	-		
		Total		234.00	469.20	117.60	235.20	774.00	387.60	821.00	
D08	Other work (e.g. garage conversions)	Net	195.00	195.00	98.00	98.00	430.00	215.00	547.00		
		VAT	39.00	39.00	19.60	19.60	86.00	43.00	-		
		Total		234.00	234.00	117.60	117.60	516.00	258.00	547.00	
Alterations (including underpinning)											
D09	Renovation of a thermal element	Net	98.00	98.00	49.00	49.00	215.00	108.00	274.00		
		VAT	19.60	19.60	9.80	9.80	43.00	21.60	-		
		Total		117.60	117.60	58.80	58.80	258.00	129.60	274.00	
D10	Replacement of windows, roof lights, roof windows or external glazed doors	Net	98.00	98.00	49.00	49.00	215.00	108.00	274.00		
		VAT	19.60	19.60	9.80	9.80	43.00	21.60	-		
		Total		117.60	117.60	58.80	58.80	258.00	129.60	274.00	
D11x	Cost of work not exceeding £1,000 (Incl New charge)	Net	73.00	122.00	37.00	61.00	215.00	108.00	274.00		
		VAT	14.60	24.40	7.40	12.20	43.00	21.60	-		
		Total		87.60	146.40	44.40	73.20	258.00	129.60	274.00	
D11a	Cost of work exceeding £1,001 but not exceeding £2,000 (Incl Renewable Energy systems)	Net	98.00	147.00	49.00	74.00	269.00	135.00	342.00		
		VAT	19.60	29.40	9.80	14.80	53.80	27.00	-		
		Total		117.60	176.40	58.80	88.80	322.80	162.00	342.00	
D11	Cost of work exceeding £2,001 & not exceeding £5,000 (Incl Renewable Energy systems)	Net	147.00	195.00	74.00	98.00	376.00	188.00	479.00		
		VAT	29.40	39.00	14.80	19.60	75.20	37.60	-		
		Total		176.40	234.00	88.80	117.60	451.20	225.60	479.00	
D12	Cost of work exceeding £5,001 & not exceeding £25,000	Net	195.00	244.00	98.00	122.00	484.00	242.00	616.00		
		VAT	39.00	48.80	19.60	24.40	96.80	48.40	-		
		Total		234.00	292.80	117.60	146.40	580.80	290.40	616.00	
D13	Cost of work exceeding £25,001 & not exceeding £100,000	Net	244.00	489.00	122.00	245.00	806.00	403.00	1,026.00		
		VAT	48.80	97.80	24.40	49.00	161.20	80.60	-		
		Total		292.80	586.80	146.40	294.00	967.20	483.60	1,026.00	
Notifiable Electrical work (in addition to the above, where applicable)											
D14	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Net		This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation application a full appraisal and testing will be carried out.			205.00	n/a	261.00		
		VAT					41.00	n/a	-		
		Total					246.00	n/a	261.00		

**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
2020/21**

Limited to work not more than 3 storeys above ground level

VAT rate **20.0%**

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	195.00	98.00	391.00	196.00	762.00
		VAT	39.00	19.60	78.20	39.20	-
		Total	234.00	117.60	469.20	235.20	762.00
N02	Single storey with floor area not exceeding 40m2 but not exceeding 100m2	Net	195.00	98.00	586.00	293.00	1,016.00
		VAT	39.00	19.60	117.20	58.60	-
		Total	234.00	117.60	703.20	351.60	1,016.00
N03	With some part 2 or 3 storey in height and a total floor area not exceeding 40m2	Net	195.00	98.00	489.00	245.00	889.00
		VAT	39.00	19.60	97.80	49.00	-
		Total	234.00	117.60	586.80	294.00	889.00
N04	With some part 2 or 3 storey in height and a total floor area exceeding 40m2 but not exceeding 100m2	Net	195.00	98.00	635.00	318.00	1,080.00
		VAT	39.00	19.60	127.00	63.60	-
		Total	234.00	117.60	762.00	381.60	1,080.00
Alterations							
N05	Cost of work not exceeding £5,000	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Replacement of windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Renewable Energy systems (not covered by an appropriate competent persons scheme)	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Installation of new shop front	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
N06	Cost of work exceeding £5,000 & not exceeding £25,000	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Replacement of windows, roof lights, roof windows or external glazed doors (exceeding 20 units)	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Renovation of thermal elements	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Installation of a Raised Storage Platform within an existing building	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
N07	Cost of works exceeding £25,000 & not exceeding £100,000	Net	293.00	147.00	342.00	171.00	826.00
		VAT	58.60	29.40	68.40	34.20	-
		Total	351.60	176.40	410.40	205.20	826.00
	Fit out of building up to 100m2	Net	293.00	147.00	391.00	196.00	889.00
		VAT	58.60	29.40	78.20	39.20	-
Total	351.60	176.40	469.20	235.20	889.00		

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

Interim Section 151 Officer's 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 2020/21 General Fund Revenue Budget Estimates, the proposed Capital Programme, Capital Strategy and Investment Strategy, but in addition it also considers key medium term issues faced by the Council.

Assurance Statement of the Council's Section 151 Officer – Interim Section 151 Officer

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

In relation to the 2020/21 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 assurance is conditional upon:

- The agreement of a Medium Term Financial Strategy for 2020/21 to 2023/24.
- 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, Directors, Service Managers and budget holders managing their services with challenge on spending decisions and giving due regard to and exercising the financial controls and checks set out within the Council's Financial Regulations and Contract Standing Orders and delegations and spending within budget.
- That the Council has arrangements and resources in place to consider value for money in preparation for future years' budgets.

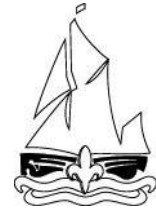
2. In relation to the adequacy of reserves, the overall position is that the authority has healthy balances across the General Fund and Capital, but recognises that over the medium term these are reducing. The policy on reserves and use of balances is set out annually and agreed in the medium term financial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

3. In relation to the General Fund Capital Programme 2020/21 (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 2020/21 to be sufficiently robust but challenging for approval by the Council. I am also able to advise the Council that the planned level usable General Fund Reserves and the working balance is adequate.

Kamal Mehta
Interim Section 151 Officer



**REPORT of
INTERIM SECTION 151 OFFICER**

to
COUNCIL
13 FEBRUARY 2020

CAPITAL PROJECT BIDS 2020 / 21

1. PURPOSE OF THE REPORT

1.1 The purpose of this report is to consider the Capital Projects that have been recommended for approval by the Strategy and Resources Committee on 5 December 2019 and 29 January 2020.

2. RECOMMENDATION

That the Council approves the projects set out in this report for inclusion in the 2020 / 21 Capital Programme as set out in **APPENDIX A**.

Project Category	Capital Project Bid Details	£'000
Vehicles		
SF	2 Ride on John Deere mowers	41,000
E	Wood Chipper	17,600
E	Rolling replacement Van	20,000
Rivers		
E	Rigid Inflatable Boat	40,000
Playsites		
E	Play site Resurfacing – West Maldon Community City (WMCC) and Hester place	28,000
E	Multi Use Games Area (MUGA) Maldon	20,000
E	MUGA Burnham-on-Crouch	26,000
Cemeteries		
E	Toilet Provision Maldon and Heybridge Cemetery	25,000
Promenade Park		
E	Waste Transfer Station Containers	12,000
Leisure Centres		
E	Air Handling Unit	24,500
		254,100
Essential		213,100
Service Failure		41,000

3. SUMMARY OF KEY ISSUES

- 3.1 The Council's capital programme reflects the three strategic themes set out in the Council's Corporate vision of Place Community and Prosperity.
- 3.2 The 2020 / 21 project bids set out in the table above have been categorised by Officers into three main groups:
- 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.
- 3.3 As part of the budget strategy the broad principles adopted in relation to capital are that expenditure should be financed from existing capital resources and not directly from revenue.
- 3.4 At the start of 2019 / 20 the Council had capital reserves totalling £3.1m. £1.5m was scheduled to be used to support the 2019 / 20 capital programme, which would leave £1.6m to support future programmes for 2020 / 21 and beyond.
- 3.5 In the absence of a sizeable capital receipt from a disposal of an asset, the Council will have used up its usable capital receipts within circa. 4 years at the rate of the capital programme suggested for 2020 / 21. That would mean that future capital programmes will have to be funded from borrowing. The Council is currently debt free.
- 3.6 The Committee should note that any large capital project(s) as a result of the Commercial Strategy will be presented for consideration on a project by project business case basis under the governance arrangements for the delivery of the Commercial Strategy. The financing options of those project(s) would be included as part of the business case for the project(s).

4. CONCLUSION

- 4.1 It is essential that the Council's assets are maintained to ensure continued reliability and service provision either at current or improved level.
- 4.2 The projects listed above are to form the 2020/21 Capital Programme. Any revenue consequences of the capital projects will be included in the 2020/21 revenue budget.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The Strategic and Financial Planning process is designed to ensure the Council delivers its organisational focus on Performance and value.
- 5.2 Each of the capital projects are linked to the Strategic Themes.

6. IMPLICATIONS

- (i) **Impact on Customers** – The aims of the projects and impact on customers were outlined in the original project briefs.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – Risks were considered as part of each project brief; this included information about the risks should the project not be taken forward, as well as risks that may impact on the success of the project.
- (iv) **Impact on resources (financial)** – The Capital programme is outlined in **APPENDIX A**. The capital programme will be financed internally by utilising capital reserves and the consequent impact on revenue will be factored into the Medium Term Financial Strategy.
- (v) **Impact on Resources (human)** – As well as financial factors, staff resources to deliver each project has been considered and was included within each project brief.
- (vi) **Impact on the Environment** – Many of the capital project bids are to maintain existing facilities or infrastructure. Any repair works will be undertaken sensitively to minimise the impact upon the wider environment.

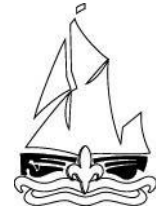
Background Papers: **APPENDIX A**.

Enquiries to: Kamal Mehta (Interim) Section 151 Officer, (Tel: 01621 875799).

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Capital Programme 2019/20 - 2023/24					
Project Title	Original	Revised	Original	Original	Original
	2019/20	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Vehicle & Plant Replacement					
Parks Vehicle - Rolling replacement programme	118	119	59	22	22
New Rangers Vehicle		9	20		
Information & Communication Technology					
I.T Projects		130			
PC and Printer Replacement Programme	35	35	35	35	35
Provision of Superfast Broadband	45	45			
Future Model IT		444			
E-Mail replacement - Upgrade of Exchange and Enterprise Vault		18			
Maldon Promenade					
Waste Transfer Station containers			12		
Dog / Rubbish bins prom park					
CCTV Upgrade Prom		9			
Tip Road Resurfacing (match funding)		80			
All weather Car Parking improvements		19			
New accessible play site	48	48			
Splash Park new elements	10	20	10		
Blackwater Leisure Centre					
Air Handling Unit			25		
Parks & open Spaces					
Riverside Park Information boards and signage		11			
CCTV Burnham, Brickhouse Farm & West Maldon CC		30			
Multi Use Games Area - Prom			20		
Multi Use Games Area - Burnham-On-Crouch			26		
Playsite resurfacing - WMCC & Hester Place			28		
Rivers					
New inflatable Rib			40		
Sport					
Replacement Carpet Astro pitch Plume school					80
Housing					
Mandatory Disabled Facilities Grants	420	539	420	420	420
Cemeteries					
Heybridge Cemetery Chapel Roof		24			
Maldon Cemetery foundation work	25	25			
Toilet provision Maldon & Heybridge Cememtery			25		
Car Parks					

Project Title	Original	Revised	Original	Original	Original
	2019/20	2019/20	2020/21	2021/22	2022/23
	£'000	£'000	£'000	£'000	£'000
Phase 2 CCTV upgrades and new equipment - Maldon High Street & Car Park System Upgrade		30			
Car Park Machines Prom and Maldon Town Centre		111			
Total Capital Programme	701	1,746	719	477	557
Funding					
Capital Receipts Applied	281	1,207	299	57	137
Government Grant	420	539	420	420	420



REPORT of INTERIM SECTION 151 OFFICER

**to
COUNCIL
13 FEBRUARY 2020**

CAPITAL AND INVESTMENT STRATEGIES FOR 2020 / 21 AND MINIMUM REVENUE STATEMENT 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 The Council is required to approve an annual Capital Strategy and Investment Strategy before the start of the financial year to which they relate. These documents have been considered and recommended for approval by the Strategy and Resources Committee at its meeting on 29 January 2020.

2. RECOMMENDATIONS

- (i) the Capital Strategy for 2020 / 21 (**APPENDIX 1**) be approved; and
- (ii) Investment Strategy for 2020 / 21 (**APPENDIX 2**) be approved; and
- (iii) Minimum Revenue Provision Statement for 2020 / 21 (**APPENDIX 3**) be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 The Prudential Code was updated in 2017 with a requirement for a new Capital Strategy. This details the intended capital expenditure plans and funding arrangements and sets Prudential Indicators against which actual expenditure and borrowing should be monitored. The Capital Strategy for 2020 / 21 is **APPENDIX 1**.
- 3.2 The Investment Strategy is at **APPENDIX 2**.
- 3.3 The Minimum Revenue Provision is at **APPENDIX 3**.
- 3.4 The Strategies have been compiled with the advice and support of the Council's treasury advisor, Arlingclose Ltd with the latest available 'outlooks' and interest rate forecasts at the time the strategies were drafted in January 2020.

4. CONCLUSION

- 4.1 The Capital Strategy has been prepared considering the future plans of the Council, ensuring that they are affordable and prudent. It links with the Council's Investment Strategy.
- 4.2 The Annual Investment Strategy has been updated in line with statutory requirements and good practice, having regard to the Council's financial position; links to wider strategies, plans and aims and the advice of the Council's external treasury advisor.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The Strategies and the Minimum Revenue Provision Statement support all three of the Council's strategic themes of Place, Community and Prosperity. There is a regulatory requirement for the Strategies and therefore the Council will be compliant in approving them before the start of the financial year on 1 April 2020.

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None directly.
- (iii) **Impact on Risk** – Any new investment decision will be entered with suitable due diligence to ensure that any risk is mitigated.
- (iv) **Impact on Resources (financial)** – Investment interest received is a financial resource available to support spending on service provision.
- (v) **Impact on Resources (human)** – None directly.
- (vi) **Impact on the Environment** – None directly.

Background papers: Economic Background and Outlook and Interest Rate Forecasts provided by Arlingclose Ltd. the Council's Treasury Management Advisors.

Enquiries to: Kamal Mehta, Interim Section 151 Officer. (Tel. 01621 875762)

Capital Strategy 2020/21

Introduction

This capital strategy report for 2019 / 20, gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometimes technical areas.

Capital Expenditure and Financing

Capital expenditure is where the Council spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, for example assets costing below £10,000 are not capitalised and are charged to revenue in year.

In 2020 / 21, the Council is planning capital expenditure of £691

Governance: Service managers bid annually in September to include projects in the Council's capital programme. Bids are collated by the finance team who calculate the financing cost (which can be nil if the project is fully externally financed). The Corporate Leadership Team (CLT) and the relevant service committees appraise all bids based on a comparison of service priorities against financing costs and makes recommendations to Strategy and Resources Committee. The final capital programme is then presented to Council in February each year.

- Full details of the Council's proposed capital programme for 2020 / 21, including the project appraisals undertaken, will be presented to Council for approval in February 2020.

Projects that generate savings or income may be progressed in year subject to a valid Business Case and Committee Approval.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

	2018 / 19 Actual £000s	2019 / 20 Budget £000s	2020 / 21 Budget £000s	2021 / 22 Budget £000s	2022 / 23 Budget £000s
External sources (Government Grant)	569	539	420	420	420
Own resources (Capital Receipts)	402	1,207	299	57	137
TOTAL	971	1,746	719	477	557

Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as Minimum Revenue Provision (MRP). Alternatively, proceeds from selling capital assets (known as capital receipts) may be used to replace debt finance. Planned MRP and use of capital receipts are as follows:

Replacement of debt finance in £ 000's

	2018 / 19 actual £000's	2019 / 20 forecast £000's	2020 / 21 budget £000's	2021 / 22 budget £000's	2022 / 23 budget £000's
Own resources	-	-	226	226	226

- The Council's full minimum revenue provision statement is shown at Appendix 3

Estimates of Capital Financing Requirement

	31.3.2019 Actual £000's	31.3.2020 Forecast £000's	31.3.2021 Forecast £000's	31.3.2023 Forecast £000's	31.3.2022 Forecast £000's
General Fund services	780	544	318	92	0
TOTAL CFR	780	544	318	92	0

Asset management: To ensure that capital assets continue to be of long-term use, the Council is developing the 2020 / 21 asset management strategy.

Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on service transformation projects until 2021 / 22. Repayments of capital grants, loans and investments also generate capital receipts. The Council may also receive Capital receipts from Right to Buys of Council Houses, however it is not possible to estimate how much may be received in any one year.

Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent

Due to decisions taken in the past, the Council currently has £0m borrowing and £22m treasury investments at an average rate of 1.6%.

Borrowing strategy: The Council is currently debt free, and there is currently no intention to borrow to fund projects included in the Capital Programme. However, if any substantial commercial investment projects are considered in the future then the Council would need to borrow any large amounts of funding that may be required.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Prudential Indicators: Authorised limit and operational boundary for external debt

	2019 / 20 limit £000	2020 / 21 limit £000	2021 / 22 limit £000	2022 / 23 limit £000
Authorised limit - borrowing	16,500	16,500	16,500	16,500
Operational boundary - borrowing	7,000	7,000	7,000	7,000

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to maximise investment return where satisfactory results of due diligence are found and risk mitigated, although security and liquidity are still considerations. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Treasury management investments (Average)

	31.3.2019 actual £000’s	31.3.2020 forecast £000’s	31.3.2021 budget £000’s	31.3.2022 budget £000’s	31.3.2023 budget £000’s
Near-term investments	8,205	7,000	5,000	5,000	5,000
Longer-term investments	4,939	5,000	5,000	5,000	5,000
TOTAL	13,144	12,500	10,000	10,000	10,000

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Resources and staff, who must act in line with the treasury management strategy approved by Council. Half yearly reports on treasury management activity are presented to Performance Governance and Audit Committee.

Investments for Service Purposes

The Council does not make investments to assist local public services.

Commercial Activities

The Council currently do not have any significant commercial activities for investment returns, however with the continuing pressures on external funding, and the implementation of the Future Model, consideration is being given to potential projects, which, when evaluated, will follow the governance for approval outlined on page 1 of this strategy.

Liabilities

The Council is committed to making future payments to cover its pension fund deficit (valued at £25.5 m). It has also set aside £0.75 m to cover risks of Business Rates and Planning appeals.

Governance: Decisions on incurring new discretionary liabilities are taken by managers in consultation with the Director of Resources. The risk of liabilities crystallising and requiring payment is monitored by departments in conjunction with the finance team and are reported to committee/management as appropriate.

Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Prudential Indicator: Proportion of financing costs to net revenue stream

	2018/19 actual	2019 / 20 forecast	2020 / 21 budget	2021 / 22 budget	2022 / 23 budget
Financing costs (£m)	-	-	-	-	-
Proportion of net revenue stream	%	%	%	%	%

- The borrowing referred to in this strategy relates to proposals that are still in planning stages, therefore these haven't been included in the table above due to wider implications of potential new revenue streams that would impact on the revenue stream. This table will be updated once there is more detail on the proposed projects.

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for the duration of any borrowing arrangements. The Director of Resources is satisfied that the proposed capital programme is prudent, affordable and sustainable because for the main General Fund programme, there are existing reserves to fund the expenditure. Projects will only be progressed where they prove to generate savings or an income stream to the Authority, and the Business Case will assess the risks and mitigations of the projects.

Knowledge and Skills

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, when recruited the Director of Resources will need to be a qualified accountant with relevant experience. The Council pays for junior staff to study towards relevant professional accounting qualifications.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisors and the Valuation Office as property advisors. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

- The Council's Treasury Management policy on the use of external advisers is available on request from the Council Offices.

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Investment Strategy 2020/21

Introduction

The Council invests its money for two main reasons:-

- because it has surplus cash as a result of its day-to-day activities, for example when income is received in advance of expenditure (known as **treasury management investments**).
- to earn investment income (known as **commercial investments** where this is the main purpose).

Treasury Management Investments

The Council typically receives its income in cash (e.g. from taxes and grants) before it pays for its expenditure in cash (e.g. through payroll and invoices). It also holds reserves for future expenditure and collects local taxes on behalf of other local authorities and central government. These activities, plus the timing of borrowing decisions, lead to a cash surplus which is invested in accordance with guidance from the Chartered Institute of Public Finance and Accountancy. The balance of treasury management investments is expected to fluctuate between £12m and £20m during the 2020 / 21 financial year.

Contribution: The contribution that these investments make to the objectives of the Council is to support effective treasury management activities.

Further details: Full details of the Council's policies and its plan for 2020/21 for treasury management investments are covered in a separate document, the treasury management strategy.

Capacity, Skills and Culture

Elected members and statutory officers: The team involved in investment decision making have a number of years experience in treasury management. They attend sessions run by our treasury management advisors in relation to investments and treatment. The Treasury Management advisors are consulted on potential changes to portfolio. Members are also provided with treasury management training, the frequency is dependent on requirements and changes.

Commercial deals: The Finance Manager and Section 151 officers are involved in projects with a financial impact and therefore communicate with those negotiating commercial deals the principles of the prudential framework and regulatory regime.

Corporate governance: The annual strategies will be reviewed by the Performance , Governance and Audit Committee before being presented to the Strategy and Resources Committee and the Council for approval.

Investment Indicators

The Authority has set the following quantitative indicators to allow elected members and the public to assess the Authority's total risk exposure as a result of its investment decisions.

Total risk exposure: The first indicator shows the Authority's total exposure to potential investment losses. The Council does not have investments for services purposes. At the current time the Council also does not have any commitments to lend to third parties nor any guarantees issued over third party loans. Therefore, the potential investment risk is limited to the Council's

treasury management investments which comprise call accounts, deposits, Money Market Funds and longer-dated pooled property and multi-asset funds.

Total investment exposure	31.03.2019 Actual £000	31.03.2020 Forecast £000	31.03.2021 Forecast £000
Treasury management investments	13,144	12,500	10,000
TOTAL INVESTMENTS	13,144	12,500	10,000
TOTAL EXPOSURE	13,144	12,500	10,000

How investments are funded: The Council's investments are funded by usable reserves and income received in advance of expenditure.

Rate of return received: This indicator shows the investment income received less the associated costs, as a proportion of the sum initially invested. Note that due to the complex local government accounting framework, not all recorded gains and losses affect the revenue account in the year they are incurred.

Investments net rate of return	2018/19 Actual	2019/20 Forecast	2020 / 21 Forecast
Treasury management investments	1.6%	2.0%	2.0%
ALL INVESTMENTS	1.6%	2.0%	2.0%

There are not currently any other investment indicators, however as the Council moves towards more commercial service provision, then suitable indicators will be adopted.

Minimum Revenue Provision Statement 2020/21

Annual Minimum Revenue Provision Statement 2020/21

Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2018.

The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP. The following statement is an option recommended in the Guidance

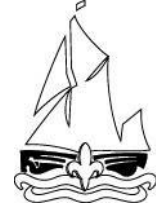
For assets acquired by leases, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

Based on the Authority's latest estimate of its capital financing requirement (CFR) on 31st March 2020, the budget for MRP has been set as follows:

Replacement of debt finance in £ 000's

	2018 / 19 actual £000's	2019 / 20 forecast £000's	2020 / 21 budget £000's	2021 / 22 budget £000's	2022 / 23 budget £000's
Own resources	-	-	226	226	226

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REPORT of INTERIM SECTION 151 OFFICER

**to
COUNCIL
13 FEBRUARY 2020**

TREASURY MANAGEMENT STRATEGY 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 The Code of Practice for Treasury Management requires the Council to approve a Treasury Management Strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Code. Members are therefore asked to consider and recommend to Council the Treasury Management Strategy for 2020 / 21.

2. RECOMMENDATION

That the Treasury Management Strategy 2020 / 21 be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 This report is to seek Members' comments on the Treasury Management Strategy .
- 3.2 The Treasury Management Strategy for 2020 / 21 is attached as **APPENDIX 1** and the supporting Treasury Management Practices are attached as **APPENDIX 2**.
- 3.3 The Strategy has been reviewed by the Council's Treasury Advisor, Arlingclose Ltd and includes their latest Interest Rate and Economic Outlooks at the time of writing in December 2019.

4. CONCLUSION

- 4.1 The Treasury Management Strategy has been updated in line with statutory requirements and good practice, having regard to the Council's financial position, links to wider strategies, plans and aims and the advice of the Council's external treasury advisor.

5. IMPACT ON STRATEGIC THEMES

- 5.1 This Strategy links to the Councils organisational focus on performance and efficiency.

6. IMPLICATIONS

- (i) **Impact on Customers** – None.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The Council is set in the coming years to implement its Commercial Strategy. All new commercial investment decisions will be entered into on the basis of a full understanding of the proposal / project through outline and full business case considerations and the necessary ‘due diligence’ to ensure that the risks and returns are fully understood with appropriate risk mitigation or removal actions being included in the decisions when taken.
- (iv) **Impact on Resources (financial)** – Investment interest received is a financial resource available to support spending on service provision. Appropriately qualified and trained staff are involved in the day to day operation of the Treasury Management function.
- (v) **Impact on Resources (human)** – None directly.
- (vi) **Impact on the Environment** – None.

Background papers: None.

Enquiries to: Kamal Mehta, Interim Section 151 Officer. (Tel. 01621 875762).

Treasury Management Strategy Statement 2020/21

Introduction

Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. The Council has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.

Investments held are considered in the Investment Strategy.

External Context

Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Council's treasury management strategy for 2020/21. The General Election has removed some uncertainty and the Withdrawal Agreement Bill is now expected to pass through Parliament in January. However, uncertainties around the UK's future trading relationship with the EU remain as these have to be concluded in an ambitious transition period timeframe by December 2020.

GDP growth rose by 0.4% in the third quarter of 2019 from -0.2% in the previous three months with the annual rate falling further below its trend rate to 1.1% from 1.2%. Services, construction and production added positively to growth, by 0.5%, 1.2% and 0.1% respectively, while agriculture recorded a fall of 0.1%. Looking ahead, the Bank of England's Monetary Policy Report (formerly the Quarterly Inflation Report) forecasts economic growth to pick up during 2020 as Brexit-related uncertainties dissipate and provide a boost to business investment helping GDP reach 1.6% in Q4 2020, 1.8% in Q4 2021 and 2.1% in Q4 2022.

The headline rate of UK Consumer Price Inflation remained the same in November 2019 at 1.5% year-on-year, the same as October 2019, however continuing to fall from highs of 2.1% in July and April 2019 as accommodation services and transport continued to contribute to a level of inflation below the BOE target of 2%. Labour market data continues to be positive. The ILO unemployment rate continues to hold at historic lows at 3.8%, its lowest level since 1975. The 3-month average annual growth rate for pay excluding bonuses rose to 3.5% in October 2019 providing some evidence that a shortage of labour is supporting wages. However, adjusting for inflation this means real wages increased by 1.8% in the three months to October 2019 and is only likely to have a moderate impact on household spending.

Domestic inflationary pressures have abated, as domestic gas and electricity price freezes have taken effect until 2020. The price of oil has fallen through the year, despite a rise in prices in December 2019. The limited inflationary pressure from real wages will likely keep inflation below the Bank of England target of 2%. The Bank of England maintained Bank Rate to 0.75% in December following a 7-2 vote by the Monetary Policy Committee. Despite keeping rates on hold, MPC members did confirm that if Brexit uncertainty drags on or global growth fails to recover, they are prepared to cut interest rates as required. Moreover, the downward revisions to some of the growth projections in the Monetary Policy Report suggest the Committee may now be less convinced of the need to increase rates even if there is a Brexit deal.

The US economy has continued to perform relatively well compared to other developed nations; however, the Federal Reserve has started to unwind its monetary tightening through 2019. The Federal Reserve has cut rates three times to 1.5% - 1.75%, to stimulate growth as GDP growth has started to fall (to 2.1%).

The fallout from the US-China trade war continues which, risks contributing to a slowdown in global economic activity in 2020. Recent suggestions have been an initial compromise and potential unwinding of tariffs; however, this can change quickly. Slow growth in Europe, combined with changes in leadership at the ECB and IMF has led to a change of stance from monetary tightening to monetary loosening. Quantitative easing has continued and been extended.

Credit outlook: The recent Bank of England stress tests assessed all seven UK banking groups. The tests scenarios include deep simultaneous recessions in the UK and global economies that are more severe overall than the global financial crisis, combined with large falls in asset prices and a separate stress of misconduct costs. All seven banks passed the test on both a CET1 ratio and a leverage ratio basis. Major banks have steadily increased their capital for many years now. However, there are a number of shortcomings in the Bank's approach; timeliness as the results are over 11 months out of date when they are published, being based on end-2018 balance sheets; ringfencing, as the tests ignore the restrictions on transferring capital between ringfenced "retail" banks and non-ringfenced "investment" banks within the larger groups and; coverage - the tests should be expanded to cover a wider range of UK banks and building societies.

The Bank of England will seek to address some of these issues in 2020, when Virgin Money/Clydesdale will be added to the testing group and separate tests will be included of ringfenced banks.

Challenger banks hit the news headlines in 2019 with Metro Bank and TSB Bank both suffering adverse publicity and falling customer numbers.

Looking forward, the potential for a no UK-EU trade deal being agreed and ratified and/or a global recession remain the major risks facing banks and building societies in 2020/21 and a cautious approach to bank deposits remains advisable.

Interest rate forecast: The global economy continues to slow on the back of ongoing geopolitical issues, primarily the trade policy stance of the US and its spat with China. However, it has been reported that Phase I of a trade deal between the two countries will be signed on 15th January 2020.

The UK economy continues to slow due to both post-Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased. Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets over the period, including bond markets.

Parliament passed Prime Minister Boris Johnson's Withdrawal Agreement Bill and the UK will now exit the EU on 31st January 2020. The bill also rules out an extension to the transition period for agreeing a trade deal which means a no-deal Brexit cannot be entirely ruled out for 2020.

Our treasury advisor Arlingclose expects Bank Rate to remain at 0.75% for the foreseeable future but there remain substantial risks to this forecast, dependant on Brexit/trade deal outcomes as well as the evolution of the global economy. Arlingclose also expects gilt yields to remain at low levels for the foreseeable future and judges the risks to be weighted to the downside.

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

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 2.05%. Any new borrowing will be built into the budget at the relevant rate. For the purpose of project costing, the PWLB certainty rate for the borrowing term will be used.

Local Context

On 31 December 2019, the Council had zero borrowing and £21m of investments. This is set out in further detail at **Appendix B**. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.19 Actual £000	31.3.20 Estimate £000	31.3.21 Forecast £000	31.3.22 Forecast £000	31.3.23 Forecast £000
General Fund CFR	780	544	318	92	0
Usable reserves	-10,418	9,765	-7292	-7021	-6,999
Working capital	-2,300	-2,300	-2,300	-2,300	-2,300
Investments	13,100	12,500	8,895	8,351	8,310

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing

The Council is currently debt free, however its capital expenditure plans imply a need to borrow over the forecast period. Investments are forecast to fall to £8.3m by 31 March 2023 as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget. This will need to be maintained at £10m, and therefore as the Capital Financing Requirement reflects a need to borrow, the Council will need to start looking to take out borrowing.

CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2020/21.

Liability benchmark: To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

Table 2: Liability benchmark

	31.3.19 Actual £000	31.3.20 Forecast £000	31.3.21 Forecast £000	31.3.22 Forecast £m	31.3.23 Forecast £m
CFR	780	544	317	92	0
Less: Usable reserves	-10,418	-9,765	-7,292	-7,021	-6,999
Less: Working capital	-2,300	-2,300	-2,300	-2,300	-2,300
Plus: Minimum investments	10,000	10,000	10,000	10,000	10,000
Liability Benchmark	-1,938	-1,521	725	701	803

Borrowing Strategy

The Council is currently debt free and its capital expenditure plans indicate a very small requirement to borrow and the Council will fulfil this requirement from short dated borrowing. Short-term interest rates are currently much lower than long-term rates, so this is likely to be more cost effective.

In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

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

- Public Works Loan Board (PWLB) and any successor body
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK

- any other UK public sector body
- UK public and private sector pension funds (except Local Government Pension Fund)
- capital market bond investors
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

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

- leasing
- hire purchase
- Private Finance Initiative
- sale and leaseback

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

Short-term and variable rate loans: These loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.

Investment Strategy

The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £11.5m and £22 million. Levels are expected to decrease in the forthcoming year as reserves are used to fund capital and revenue expenditure.

Objectives: The CIPFA Code requires the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

Negative interest rates: If the UK enters into a recession in 2020/21, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.

Strategy: Given the increasing risk and very low returns from short-term unsecured bank investments, the Council will look to further diversify into more secure and/or higher yielding asset classes during 2020/21. This is especially the case for the funds available for longer-term investment. The majority of the Council's surplus cash remains invested in short-term unsecured bank deposits, certificates of deposit and money market funds. This diversification will represent a continuation of the new strategy adopted in 2017.

Business models: Under the new IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties: The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the cash limits (per counterparty) and the time limits shown.

Table 3: Approved investment counterparties and limits

Credit rating	Banks unsecured	Banks secured	Government	Corporates	Registered Providers
UK Central Govt.	n/a	n/a	£ Unlimited 50 years	n/a	n/a
UK Local Govt. Authorities	n/a	n/a	£2m 1 year	n/a	n/a
AAA	£2m 5 years	£2m 20 years	£2m 50 years	£1m 20 years	£1m 20 years
AA+	£2m 5 years	£2m 10 years	£2m 25 years	£1m 10 years	£1m 10 years
AA	£2m 4 years	£2m 5 years	£2m 15 years	£1m 5 years	£1m 10 years
AA-	£2m 3 years	£2m 4 years	£2m 10 years	£1m 4 years	£1m 10 years
A+	£2m 2 years	£2m 3 years	£1m 5 years	£1m 3 years	£1m 5 years
A	£2m 13 months	£2m 2 years	£1m 5 years	£1m 2 years	£1m 5 years
A-	£2m 6 months	£2m 13 months	£1m 5 years	£1m 13 months	£1m 5 years
None	£1m 6 months	n/a	£1m 25 years	£2m 5 years	£1m 5 years
Money Market and other pooled funds		£5m per fund			

This table must be read in conjunction with the notes below

Credit rating: Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

Banks unsecured: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

Banks secured: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk.

Investments with the UK central government may be made in unlimited amounts for up to 50 years and with UK Local Government Authorities in unlimited amounts for up to 1 year.

Corporates: Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following suitable due diligence by the Council's Section 151 officer.

Registered providers: Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing. As providers of public services, they retain the likelihood of receiving government support if needed.

Pooled funds: Shares or units in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

Real estate investment trusts: Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties. The Council currently have no such investments.

Operational bank accounts: The Council may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will therefore be kept below £2m per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Council maintaining operational continuity.

Risk assessment and credit ratings: Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost, will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then no investments will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

Other information on the security of investments: The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser.

No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Investment limits: The Council's revenue reserves available to cover investment losses were forecast to be £2.7 million on 31st March 2019. In order that available reserves will not significantly be put at risk in the case of a single default, the maximum that will be lent to any one organisation including UK Local Government Authorities (other than the UK Government) will be £2 million. A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Investment limits

	Cash limit
Any single organisation, except the UK Central Government	£2m each
UK Central Government	unlimited
UK Local Government Authorities	£2m per Authority
Any group of organisations under the same ownership	£2m per group
Any group of pooled funds under the same management	£5m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Registered providers and registered social landlords	£2m in total
Unsecured investments with building societies	£5m in total
Loans to unrated corporates	£2m in total
Money market funds	£12m in total

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

Treasury Management Indicators

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

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio.

This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit score	6

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

Liquidity risk indicator	Target £000
Total cash available within 3 months	£5,000

Interest rate exposures: This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	£62,000
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	-£45,000

The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates.

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

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

As the Council does not have any external debt, the broad limits, above, have been set to allow any borrowing to be undertaken in the appropriate maturity band.

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

Principal sums invested for periods longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20 £000	2020/21 £000	2021/22 £000
Limit on principal invested beyond year end	£8,000	£7,500	£7,500

Related Matters

The CIPFA Code requires the Council to include the following in its treasury management strategy.

Financial Derivatives: Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and

callable deposits). The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.

Markets in Financial Instruments Directive: The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Section 151 Officer considers this to be the most appropriate status.

Financial Implications

The budget for investment income in 2020/21 is £282,000, based on an average investment portfolio of £15 million at an average interest rate of 2%. The budget for debt interest paid in 2020/21 is currently zero as there is not a confirmed timeline for any borrowing requirement. If actual levels of investments and borrowing, or actual interest rates, differ from those forecast, performance against budget will be correspondingly different.

Other Options Considered

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Section 151 Officer, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

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

Appendix A - Arlingclose Economic & Interest Rate Forecast January 2020

Underlying assumptions:

- The global economy has entered a period of weaker growth in response to political issues. The UK economy continues to experience slower growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations are low.
- Some improvement in global economic data and a more positive outlook for US/China trade negotiations has prompted worst case economic scenarios to be pared back.
- The new Conservative UK government will progress with achieving Brexit on 31st January 2020. The more stable political environment will prompt a partial return in business and household confidence in the short term, **but the subsequent limited Brexit transitional period, which the government is seeking to enforce, will create additional economic uncertainty.**
- UK economic growth stalled in Q4 2019. Inflation is running below target at 1.5%. The inflationary consequences of the relatively tight labour market have yet to manifest, while slower global growth should reduce the prospect of externally driven pressure, although escalating geopolitical turmoil could continue to push up oil prices.
- The first few months of 2020 will indicate whether the economy benefits from restored confidence. The government will undertake substantial fiscal easing in 2020/21, which should help support growth in the event of a downturn in private sector activity.
- The weak outlook for the UK economy and current low inflation have placed **pressure on the MPC to loosen monetary policy.** Two MPC members voted for an immediate cut in the last two MPC meetings of 2019. The evolution of the economic data and political moves over the next few months will inform policy, but **upside risks to Bank Rate are very limited.**
- Central bank actions and escalating geopolitical risks will produce volatility in financial markets, including bond markets.

Forecast:

- We have maintained our Bank Rate forecast at 0.75% for the foreseeable future. Substantial risks to this forecast remain, arising primarily from the government's policy around Brexit and the transitional period.
- Arlingclose judges that the risks are weighted to the downside.
- Gilt yields remain low due to the soft UK and global economic outlooks. US monetary policy and UK government spending will be key influences alongside UK monetary policy.
- We expect gilt yields to remain at relatively low levels for the foreseeable future and judge the risks to be broadly balanced.

APPENDIX 1

	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
3-month money market rate													
Upside risk	0.10	0.10	0.25	0.25	0.25	0.25	0.25	0.25	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Downside risk	0.50	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75	0.75
1yr money market rate													
Upside risk	0.10	0.20	0.20	0.20	0.20	0.20	0.20	0.25	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85	0.85
Downside risk	0.30	0.50	0.55	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65	0.65
5yr gilt yield													
Upside risk	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.45	0.45	0.45
Arlingclose Central Case	0.50	0.50	0.55	0.55	0.55	0.60	0.60	0.65	0.65	0.70	0.75	0.75	0.75
Downside risk	0.35	0.50	0.55	0.55	0.55	0.60	0.60	0.65	0.65	0.70	0.75	0.75	0.75
10yr gilt yield													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	0.75	0.80	0.80	0.85	0.85	0.90	0.90	0.95	0.95	1.00	1.05	1.10	1.10
Downside risk	0.40	0.40	0.40	0.40	0.45	0.45	0.45	0.45	0.50	0.50	0.50	0.50	0.50
20yr gilt yield													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.40
Downside risk	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.50	0.50
50yr gilt yield													
Upside risk	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.40	0.40	0.45	0.45
Arlingclose Central Case	1.20	1.25	1.25	1.25	1.30	1.30	1.30	1.35	1.35	1.35	1.40	1.40	1.40
Downside risk	0.40	0.40	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.45	0.50	0.50

PWLB Certainty Rate (Maturity Loans) = Gilt yield + 1.80%

PWLB Local Infrastructure Rate (Maturity Loans) = Gilt yield + 0.60%

Appendix B - Existing Investment & Debt Portfolio Position

	31 Dec 2019 Actual Portfolio £m	31 Dec 2019 Average Rate %
Total external borrowing	0	
Total gross external debt	0	
Treasury investments:		
Banks	4	0.8
Building societies (unsecured)	2	0.73
Certificates of Deposit	3	0.76
Money Market Funds	7	0.73
Property Fund	3	4.3
Other pooled funds	2	4.31
Total treasury investments	21	

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TREASURY MANAGEMENT PRACTICES PRINCIPLES AND SCHEDULES

Introduction:

The CIPFA Code of Practice on Treasury Management in the Public Services (the Code) was last revised in November 2017. The Code requires the setting out of the responsibilities and duties of members and officers, allowing a framework for reporting and decision making on all aspects of treasury management. This Council had adopted the original Code and has similarly adopted the revised 2017 Code. The Code recommends the creation and maintenance of:

- A Treasury Management Policy Statement, stating the policies and objectives of its treasury management activities,
- Suitable Treasury Management Practices setting out the manner in which the organisation will seek to achieve those policies and objectives and prescribing how it will manage and control those activities.

The Treasury Management Practices (TMPs) comprise:

- TMP 1: Risk management
- TMP 2: Performance measurement
- TMP 3: Decision-making and analysis
- TMP 4: Approved instruments, methods and techniques
- TMP 5: Organisation, clarity and segregation of responsibilities and dealing arrangements
- TMP 6: Reporting requirements and management information arrangements
- TMP 7: Budgeting, accounting and audit arrangements
- TMP 8: Cash and cash flow management
- TMP 9: Money laundering
- TMP 10: Training and qualifications
- TMP 11: Use of external service providers
- TMP 12: Corporate governance

Schedules supporting these practices and other documents held at an operational level specify the systems and routines to be employed and the records to be maintained in fulfilling the Council's treasury functions.

TMP 1: RISK MANAGEMENT

All treasury management activities involve both risk and the pursuit of reward or gain for the Council. The council’s policies and practices emphasise that the effective identification, management and containment of risk are the prime objectives of treasury management activities.

The Section 151 Officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation’s objectives in this respect, all in accordance with the procedures set out in **TMP6 Reporting requirements and management information arrangements**. In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out as schedules below.

- 1) **Credit and Counterparty Risk Management:** the risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing, capital, project or partnership financing, particularly as a result of the counterparty’s diminished creditworthiness, and the resulting detrimental effect on the Council’s capital or current (revenue) resources.

Principle: The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved instruments, methods and techniques, and listed in the schedule. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements.

Schedule:

<p>Criteria to be used for creating/managing approved counterparty lists/limits</p>	<p>The Section 151 Officer is responsible for setting a prudent criteria and the Council’s treasury advisors will also provide guidance and assistance in setting the criteria.</p> <p>The criteria will be agreed by Strategy and Resources Committee.</p> <p>The Council’s treasury management advisors will advise on credit policy and creditworthiness related issues. The Council will maintain a counterparty list based on its criteria and will monitor and update the credit standing of the institutions on a regular basis. This assessment will include consideration of credit ratings from all 3 ratings agencies and other alternative assessments of credit strength (for example, statements of potential government support which now includes resolution mechanisms for failing financial institutions, CDS information, the composition of an institution’s balance sheet liabilities). The Council will also take into account information on corporate developments of and market sentiment towards investment counterparties.</p> <p>The credit rating criteria will also apply to securities issued by financial and non-financial institutions, which in some instances, might be higher than that of the issuing institution.</p> <p>Higher time and cash limits may be set for secured investments (e.g. those with underlying collateral or which are by regulation excluded from being bailed-in/restructured in the event of financial distress.)</p> <ul style="list-style-type: none"> - Where there is no investment-specific rating, but collateral upon which the investment secured is rated, then the higher of the collateral and counterparty rating will be used to determine time and cash limits.
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<p>Approved methodology for changing limits and adding/removing counterparties</p> <p>Risk management : (a) creditworthiness deteriorates below the minimum criteria</p> <p>(b) ratings are placed on review for downgrade</p>	<p>The Section 151 Officer has delegated responsibility to add or delete counterparties and to review limits within the parameters of the criteria detailed above.</p> <p>Where an entity's credit rating is downgraded so that it fails to meet the minimum criteria, then</p> <ul style="list-style-type: none"> - No new investments will be made, - Any existing investments that can be recalled or sold at no cost will be, and - Full consideration will be given to the recall or sale of other existing investments with the affected counterparty. <p>Where a credit rating is placed on review for possible downgrade (also termed 'rating watch negative' or 'credit watch negative') so that it may fall below the minimum approved credit criteria, then only investments that can be withdrawn on [the next working day] will be made with that organisation until the rating review has been completed and its outcome known.</p> <p>The policy in (b) will not apply for 'negative outlooks' which indicate a long-term direction of travel rather than a possibility of an imminent downgrade.</p>
<p>Counterparty list and limits</p>	<p>A full individual listing of banking counterparties based on the criteria will be maintained. As credit ratings etc. are subject to change without notice, an up-to-date lending list will be maintained on an ongoing basis.</p> <p>It may be impractical to have a pre-determined list of non-financial counterparties in whose securities investments might be made. The minimum credit rating criteria and whether the security is secured or unsecured will determine its selection for investment.</p> <p>No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the minimum credit rating criteria.</p>
<p>Details of credit rating agencies' services and their application</p>	<p>The Council considers the ratings of all 3 ratings agencies (Standard & Poor's, Moody's and Fitch) when making investment decisions. Credit rating agency information is just one of a range of instruments used to assess creditworthiness of institutions.</p>
<p>Description of the general approach to collecting/using information other than credit ratings for counterparty risk assessment</p>	<p>The Council's Treasury Advisor provides timely information on counterparties, in terms of credit rating updates and economic summaries. Credit default swap information is received monthly, as well as information on share price.</p> <p>The Council's Treasury Advisor also undertakes analysis on the balance sheet structure of key banking institutions to help inform the potential restructure (i.e. bail-in) of a bank's unsecured liabilities should this be required by the regulatory authorities.</p> <p>In addition, the Section 151 Officer reads quality financial press for information on counterparties.</p>

- 2) **Liquidity Risk Management:** the risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the Council's business/service objectives will be thereby compromised.

Principle : *The Section 151 Officer will ensure the Council has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.*

The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

Schedule:

Cash flow and cash Balances	<p>The Council will aim for effective cash flow forecasting and monitoring of cash balances and will maintain an annual cash flow forecast.</p> <p>The Senior Accountant shall seek to optimise the balance held in the Council’s main bank accounts at the close of each working day in order to minimise the amount of bank overdraft interest payable or maximise the amount of interest that can be earned by investing surplus funds.</p>
Short term investments	<p>The Council uses various Current and Call Accounts and Money Market Funds to manage its liquidity requirements. These Accounts/Funds are named on the Council’s approved counterparty list. The maximum balance on each of these accounts is reviewed and set as part of the Council’s investment strategy.</p>
Temporary Borrowing	<p>Temporary borrowing up to 364 days through the money market is available should there be a cash flow deficit at any point during the year.</p> <p>At no time will the outstanding total of temporary and long-term borrowing together with any bank overdraft exceed the Prudential Indicator for the Authorised Borrowing Limit agreed by the Council before the start of each financial year.</p>
Bank Overdraft and standby facilities	<p>The Council has no authorised overdraft limit with its bankers.</p>

- 3) **Interest Rate Risk Management:** The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Council’s finances, against which the Council has failed to protect itself adequately.

Principle: *The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirements and management information arrangements.*

Schedule:

<p>Minimum/ maximum proportions of fixed/variable rate debt/interest</p>	<p>Borrowing/investments may be at a fixed or variable rate.</p> <p>The Prudential Code requires the Council to determine each year the maximum proportion of interest payable on net borrowing which is subject to fixed and variable interest rates. This is set each year as part of the annual budget setting process.</p> <p>In setting its forward Treasury Strategy on an annual basis, the Council will determine the necessary degree of certainty required for its plans and budgets but will, at the same time, allow sufficient flexibility to enable it to benefit from potentially advantageous changes in market conditions and level of interest rates and also to mitigate the effects of potentially disadvantageous changes.</p> <p>The Council will achieve this by the prudent use of its approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility.</p> <p>The Council may determine it is more cost effect in the short-term to fund its borrowing requirement through the use of internal resources ('internal borrowing') or through borrowing short-term loans. The benefits of such borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing or refinancing in future years when interest rates are expected to be higher.</p>
<p>Managing changes to interest rate levels</p>	<p>The main impact of changes in interest rate levels is to monies borrowed and invested at variable rates of interest.</p> <p>Interest rate forecasts are provided by the Council's treasury advisors and are closely monitored by the Finance Manager. Variations from original estimates and their impact on the Council's debt and investments are notified to the Strategy and Resources Committee as necessary.</p> <p>For its investments, the Council also considers dealing from forward periods dependent upon market conditions. The Council's counterparty term limits will apply and will include the forward period of the investment.</p>

- 4) **Exchange Rate Risk Management:** The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the Council's finances against which the Council has failed to protect itself adequately.

Principle: The Council will manage any exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/ expenditure levels.

Schedule:

<p>Exchange rate risk management</p>	<p>This Council does not, on a day to day basis, have foreign currency transactions or receipts. Unexpected receipt of foreign currency will be converted to sterling at the earliest opportunity.</p>
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- 5) **Refinancing Risk Management:** The risk that maturing borrowings, capital, project or partnership financings cannot be refinanced on terms that reflect the provisions made by the organisation for those refinancings, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time.

Principle: *The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.*

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.

Schedule:

Projected capital investment requirements	4 year projections are in place for capital expenditure and its financing or funding. Financing will be from capital receipts, reserves and any grants or contributions awarded, revenue resources or reserves. Funding will be from internal or external borrowing, as decided. The Council’s projected long-term borrowing requirement will be linked to the projected Capital Financing Requirement.
Debt profiling, policies and practices	Any longer term borrowing will be undertaken in accordance with the Prudential Code and will comply with the Council’s Prudential Indicators and the Annual Treasury Management Strategy. Where the lender to the Council is a commercial body the Council will aim for diversification in order to spread risk and avoid over-reliance on a small number of counterparties.
Policy concerning limits on revenue consequences of capital financings	The revenue consequences of financing the capital programme are included in cash flow models, annual revenue estimates and medium term forecasts.

- 6) **Legal and Regulatory Risk Management:** The risk that the Council itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the Council suffers losses accordingly.

Principle: *The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1(1) Credit and counterparty risk management, it will ensure that there is evidence of counterparties’ powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.*

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

Schedule:

<p>References to relevant statutes and regulations</p>	<p>The treasury management activities of the Council shall comply fully with legal statute and the regulations of the Council. These are:</p> <ul style="list-style-type: none"> ▪ CIPFA’s Treasury Management Code of Practice 2017 and subsequent amendments ▪ CIPFA Guide for Chief Financial Officers on Treasury Management in Local Authorities ▪ CIPFA Prudential Code for Capital Finance in Local Authorities and subsequent amendments ▪ CIPFA Standard of Professional Practice on Treasury Management ▪ The Local Government Act 2003 ▪ The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 SI 2003 No 3146, and subsequent amendments ▪ Pensions, England and Wales - The Local Government Pension Scheme (Management and Investment of Funds) Regulations 2009 - SI 2009 No 3093 ▪ The CLG’s statutory Guidance on Minimum Revenue Provision (MRP) ▪ The ODPM’s (now CLG’s) Guidance on Local Government Investments in England issued March 2004 and subsequent amendments ▪ The Local Authorities (Contracting out of Investment Functions) Order 1996 SI 1996 No 1883 ▪ LAAP Bulletins ▪ Code of Practice on Local Authority Accounting in the United Kingdom based on International Financial Reporting Standards (from 2010/11 onwards) ▪ Accounts and Audit Regulations 2015, as amended together with CLG’s Guidance ▪ The Non Investment Products Code (formerly known as The London Code of Conduct) for principals and broking firms in the wholesale markets ▪ Council’s Constitution including:- <ul style="list-style-type: none"> ○ Standing Order relating to Contracts ○ Financial Regulations ○ Scheme of Delegation
<p>Procedures for evidencing the organisation’s powers/ authorities to counterparties</p>	<p>The Council’s Financial Regulations contain evidence of the power/ authority to act as required by section 151 of the Local Government Act 1972, under the general direction of the Strategy and Resources Committee.</p> <p>The Council will confirm, if requested to do so by counterparties, the powers and authorities under which the Council effects transactions with them.</p> <p>Where required, the Council will also establish the powers of those with whom they enter into transactions, including any compliance requirements in respect of a duty of care and best practice.</p>
<p>Required information from counterparties concerning their powers/ authorities</p>	<p>Lending shall only be made to institutions on the Council’s authorised lending list or in securities which meet the Council’s approved credit criteria.</p> <p>The Council will only undertake borrowing from approved sources such as the PWLB (and its successor body), organisations such as the European Investment Bank and from commercial banks who are on the Council’s list of authorised institutions, thereby minimising legal and regulatory risk. The list of approved sources of borrowing are contained in TMP 4.</p>

Statement on political risks and management of the same	Political risk is managed by: <ul style="list-style-type: none"> • adoption of the CIPFA Treasury Management Code of Practice • adherence to Corporate Governance (<u>TMP 12 - Corporate Governance</u>)
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7) **Fraud, Error and Corruption, and Contingency Management:** The risk that the Council fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk referred to as operational risk.

Principle: The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

Schedule:

Details of systems and procedures to be followed, including Internet services	Segregation of duties minimises the possibility of fraud and loss due to error, and is detailed in TMP5 Organisation, clarity and segregation of responsibilities, and dealing arrangements. <ol style="list-style-type: none"> 1. <u>Electronic Banking and Dealing</u> <ol style="list-style-type: none"> (a) <u>Banking</u>: The Council's online banking service provided by Nat West is subject to separate log-on and password control allowing varying levels of access. Details of transactions and balances are available as required, and the system also holds historic data. Officers having access to the bank's online system are as follows: <ul style="list-style-type: none"> • Financial Services • Audit • IT Officer access is reviewed at least 6 monthly or as necessary. 2. <u>Standard Settlement Instructions (SSI) list</u> : <ul style="list-style-type: none"> • Brokers and counterparties with whom the Council deals direct are provided a copy of the SSI's. • Named officers will have authority to borrow from the PWLB and invest with the Debt Management Agency Deposit Facility. 3. <u>Payment Authorisation</u> : <ul style="list-style-type: none"> • Payments can only be authorised by agreed signatories of the Council, the list of signatories having previously been agreed with the Council's bank. • Inflow and outflow of monies borrowed and invested will only be from the counterparty's bank accounts.
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Verification	<p>Loans and investments will be maintained on spreadsheets</p> <p>Transactions will be cross-checked against broker notes, counterparty confirmations and PWLB loan schedules by verifying dates, amounts, interest rates, maturity, interest payment dates etc.</p> <p>When receiving requests for change of payment details, due care will be exercised to ascertain the bona fide of the request and avoid potential fraud. Additional checks will be made through pre-existing contact details for the payee (and not those on the notice received for change of payment details) before altering payment details.</p>
Substantiation	<ol style="list-style-type: none"> 1. The Treasury Management system balances are reconciled with financial ledger codes at the end of each month and at the financial year end. 2. Working papers are retained for audit inspection. 3. The bank reconciliation is carried out monthly from the bank statement to the financial ledger.
Internal Audit	<p>Internal Audit carry out an annual regulatory review of the treasury management function including probity testing. See <u>TMP7 Budgeting, accounting and audit arrangements</u>.</p>
Contingency Management	<ol style="list-style-type: none"> 1. All treasury spreadsheets are retained on the Council’s network. Daily back-ups are taken and maintained and network back-ups can be used by the IT services department to restore files, if necessary. 2. Network backups are held off site in a secure location. 3. Temporary off-site working facility: The officers who can avail of this facility following an emergency are Finance Manager and Senior Accountant who will individually be made aware of the procedures to follow. 4. Electronic Banking System Failure : Balance details will be obtained by phone from the Banks Corporate Service Team. Instructions for CHAPS payments will be made by Telephone or email. 5. The Business Continuity Plan is maintained by the Finance Manager.
Insurance Cover details	<p>The Council has Crime cover. Details of the provider and cover are held by the Senior Accountant</p>

- 8) **Market Risk Management:** This is the risk that, through adverse market fluctuations in the value of the principal sums the Council borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

Principle: This Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

Schedule:

<p>Details of approved procedures and limits for controlling exposure to investments whose capital value may fluctuate (gilts, CDs etc)</p>	<p>Investment instruments used by the external fund managers are subject to fluctuation in capital movements and exposed to interest rate risk. In order to minimise these risks capital preservation is set as the primary objective and pursuit of investment performance should be commensurate with this objective.</p> <p>Pooled funds with a Constant Net asset Value (CNAV) - The Council currently uses pooled funds as per its Treasury Management Strategy and on advice from its treasury advisors.</p> <p>Additionally the following risk control guidelines are set for each fund as part of the fund management agreement to control market risk :</p> <ul style="list-style-type: none"> (a) Maximum weighted average duration of the fund; (b) Maximum permitted exposure to gilts/bonds; (c) Maximum maturity of any instrument.
<p>Accounting for unrealised gains/losses</p>	<p>The method of accounting for unrealised gains or losses on the valuation of financial assets comply with Accounting Code of Practice.</p>

TMP 2: PERFORMANCE MEASUREMENT

Principle: The Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council’s stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, or the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out below.

Schedule:

<p>Policy concerning methods for testing value for money</p>	<p>Best value reviews will include the production of plans to review the way services are provided by</p> <ul style="list-style-type: none"> ▪ Challenging ▪ Comparing performance ▪ Consulting with other users and interested parties ▪ Applying competition principles <p>in order to pursue continuous improvement in the way the Council’s functions are exercised, having regard to a combination of value for money, efficiency and effectiveness.</p>
<p>Policy concerning methods for performance measurement</p>	<ul style="list-style-type: none"> • Performance measurement at this Council is intended to calculate the effectiveness of treasury activity in delivering the strategic objectives set through the Treasury Management Strategy and the Council’s Prudential Indicators and to enhance accountability. • Prudential Indicators are local to the Council and are not intended as a comparator between authorities. • The performance review will be made in the light of general trends in interest rates during the year and how the decisions made corresponded with these trends and the Council’s agreed strategy, i.e. the Council will avoid hindsight analysis. <p>Any comparison of the Council’s treasury portfolio against recognised industry standards, market indices and other portfolios is intended to:</p> <ul style="list-style-type: none"> (i) allow the Council the opportunity to assess the potential to add value through changes to the existing ways in which its portfolio is managed and (ii) permit an informed judgement about the merits or otherwise of using new treasury management techniques or instruments. <p>In drawing any conclusions the Council will bear in mind that the characteristics of its treasury operations may differ from those of other councils, particularly with regard to the position on risk.</p>

<p>Methodology to be applied for evaluating the impact of treasury management decisions</p>	<p>Monitoring of the outcome of treasury management activity against Prudential Indicators approved by the Council will be carried out.</p> <p>The year-end Annual Treasury Report will also include, as a matter of course, the outturn against the PIs set prior to the commencement of the financial year and any in-year amendments.</p> <p>The Councils Treasury Management advisors compare the performance of the Councils in-house funds against all its other clients and submits the results quarterly.</p>
<p>Methodology to be employed for measuring the performance of the Council's treasury management activities</p>	<p>Treasury management activity is reported annually against strategy and prevailing economic and market conditions. The report will include</p> <ul style="list-style-type: none"> a) Total debt including average rate and maturity profile (where appropriate) b) The effect of new borrowing and/or maturities on the above c) The effect of any debt restructuring on the debt portfolio d) Total investments including average rate, credit and maturity profile e) The effect of new investments/redemptions/maturities on the above f) The rate of return on investments against their indices for internally and externally managed funds g) An analysis of any risks inherent within the investment portfolio (e.g. exposure to market movements in the value of CDs, gilts/bonds, callable deposits in their call period) h) A statement whether the treasury management activity resulted in a breach of the Prudential Indicators and other limits set within treasury strategy.
<p>Best value</p>	<p>The treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated corporate and service objectives.</p> <p>When tendering for treasury-related or banking services, the Council adheres to its Financial Regulations. These require that :</p> <ul style="list-style-type: none"> a) For a contract with a value below an agreed threshold, at least 1 but preferably 3 quotes and service delivery proposals are obtained b) For a contract with a value above an agreed threshold but below an agreed tender threshold, at least 3 written quotes and service delivery proposals are obtained c) For a contract above an agreed tender threshold but below the EU threshold a tender exercise in line with CIPFA best practice is performed. d) When placing a contract with a value in excess of the EU Threshold a tendering process that meets the requirements of the EU procurement procedures (OJEU) is undertaken. e) If necessary, the Council will also consult with other users of similar services as well as with interested parties. f) The Council will also evaluate alternative methods of the availability of fiscal, grant or subsidy initiatives, and service delivery.

TMP 3: DECISION-MAKING AND ANALYSIS

Principle: The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed below.

Schedule:

Major treasury decisions	As a public service organisation, there is a requirement to demonstrate openness and accountability in treasury management activities. Accordingly, the Council will create and maintain an audit trail of major treasury management decisions which comprise either : a) Options Appraisal to determine a funding decision b) raising a new long-term loan / long-term source of finance c) prematurely restructuring/redeeming an existing long-term loan(s) d) investing longer-term (i.e. in excess of 1 year) e) utilisation of investment instruments which constitute capital expenditure (i.e. loan capital/share capital in a body corporate) f) leasing g) change in banking arrangements h) appointing/replacing a treasury advisor i) appointing/replacing a fund manager
Process	The Council's strategy for the application of its treasury policy is set out in the annual Treasury Management Strategy.
Delegated powers for treasury management	The Section 151 Officer has delegated powers to carry out the Council's strategy for debt management, capital finance and borrowing, depositing surplus funds and managing the cash flows of the Council.

<p>Issues to be addressed, evaluation, authorisation</p>	<p>In exercising these powers, the Section 151 Officer and those to whom the treasury activity have been delegated will</p> <ul style="list-style-type: none"> • have regard to the nature and extent of any associated risks to which the Council may become exposed; • be certain about the legality of the decision reached and that the necessary authority to proceed has been obtained; • be satisfied that the documentation is adequate to deliver the Council's objectives, protect the Council's interests, and to maintain an effective audit trail; • ensure that the perceived credit risk associated with the approved counterparties is judged satisfactory and is within agreed limits; • be satisfied that the terms of any transactions have been fully checked against the market, and have been found to be competitive; • follow best practice in implementing the treasury transaction. <p>In exercising Borrowing and Funding decisions, the Section 151 Officer will :</p> <ul style="list-style-type: none"> • evaluate economic and market factors that may influence the manner and timing of any decision to fund; • consider alternative forms of funding, including use of revenue resources, leasing and private partnerships; • consider the use of internal resources and/or the most appropriate periods to fund and repayment profiles to use; • consider ongoing revenue liabilities created; • where applicable, monitor regularly the benefits of internal borrowing against the potential for incurring additional costs by deferring borrowing into future years • consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use; • consider ongoing revenue liabilities created. <p>In exercising Investment decisions, the Section 151 Officer will :</p> <ul style="list-style-type: none"> • Determine that the investment is within the Council's strategy and pre-determined instruments and criteria; • consider the optimum period, in the light of core balances and reserves, cash flow availability and prevailing market conditions; • consider the alternative investment products and techniques available if appropriate.
<p>Processes to be followed</p>	<p>The processes to be followed will be in keeping with TMP 4: The Council's Approved, Instruments, Methods and Techniques.</p>
<p>Evidence and records to be kept</p>	<p>The Council will maintain a record of all major treasury management decisions, the processes undertaken and the rationale for reaching the decision made. These will allow for an historical assessment of decisions made and verification that any checks and safeguards are indeed in place and operating correctly.</p> <p>Records and working papers will be maintained by the Council electronically and in relevant files.</p>

TMP 4: APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

*Principle: The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the schedule to this document, and within the limits and parameters defined in **TMP1 Risk Management**.*

Schedule:

<p>Approved treasury management activities</p>	<p>The Council is permitted to undertake the following activities:</p> <ul style="list-style-type: none"> ▪ Managing cashflow ▪ Capital financing ▪ Borrowing including debt restructuring and debt repayment ▪ Lending including redemption of investments ▪ Banking ▪ Leasing ▪ Managing the underlying risk associated with the Council’s capital financing and surplus funds activities. <p>The above list is not finite and the Council would, from time to time, consider and determine new financial instruments and treasury management techniques; however, the Council will consider carefully whether the officers have the skills and experience to identify and manage the advantages and risks associated with using the instruments/techniques before undertaking them, more so as some risks may not be wholly or immediately transparent.</p>
<p>Approved capital financing methods and types/sources of funding</p>	<p><u>On balance sheet</u></p> <ul style="list-style-type: none"> • Public Works Loans Board (PWLB) loans and loans from its successor body • long term money market loans including LOBOs • temporary money market loans (up to 364 days). • bank overdraft • loans from bodies such as the European Investment Bank (EIB) • Stock issues • Finance Leases • Deferred Purchase • Government and EU Capital Grants • Lottery monies • Other Capital Grants and Contributions ▪ PFI ▪ Operating and finance leases ▪ Hire purchase ▪ Sale and leaseback <p><u>Internal Resources</u></p> <ul style="list-style-type: none"> • Capital Receipts • Revenue Balances • Use of Reserves <p><u>Off balance sheet</u></p> <ul style="list-style-type: none"> ▪ Operating Leases ▪ Structured Finance <p>The level of debt will be consistent with the Treasury Management Strategy and the Prudential Indicators.</p>

Approved investment instruments	<p>The Council will determine through its Annual Investment Strategy (AIS) which instruments it will use, giving priority to the security and liquidity (in that order) of its invested monies. The investments will be categorised as ‘Specified’ or ‘Non Specified’ based on the criteria set out by the ODPM (now CLG) in its Investment Guidance March 2004 (as amended).</p> <p>The Council will determine through the AIS which instruments will be used in-house and which will be used by the appointed external fund manager(s) including the maximum exposure for each category of non-specified investments. Where applicable, the Council’s credit criteria will also apply.</p> <p><u>Banks Unsecured</u>: Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks.</p> <p><u>Banks Secured</u>: Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies.</p> <p><u>Government</u>: Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks.</p> <p><u>Corporates</u>: Loans, bonds and commercial paper issued by companies other than banks and registered providers</p> <p><u>Registered Providers</u>: Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations</p> <p><u>Pooled Funds</u>: Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. Money Market Funds that offer same-day liquidity and aim for a constant net asset value</p> <p><u>Bond, equity and Property Funds</u></p>
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TMP 5: ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

Principle: The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when the Council intends, as a result of lack of resources or other circumstances, to depart from these principles, the Section 151 Officer will ensure that the reasons are properly reported in accordance with TMP6 Reporting requirements and management information arrangements, and the implications properly considered and evaluated.

The Section 151 Officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The Section 151 Officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out. The present arrangements are detailed in the schedule below.

The Section 151 Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in the schedule below.

The delegations to the Senior Accountant in respect of treasury management are set out in the schedule below. The Senior Accountant will fulfil all such responsibilities in accordance with the organisation's policy statement and TMPs and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

Schedule:

<p>Limits to responsibilities at Executive levels</p>	<p>Full Council</p> <ul style="list-style-type: none"> • budget consideration and approval <p>Strategy and Resources Committee:</p> <ul style="list-style-type: none"> • receiving and reviewing Prudential Indicators as part of the budget setting process • receiving and reviewing reports on treasury management policies, practices and activities • approval of amendments to adopted clauses, treasury management policy statement and treasury management practices • receiving and reviewing external audit reports and acting on recommendations • approving the selection of external service providers and agreeing terms of appointment
<p>Principles and practices concerning segregation of duties</p>	<p>The segregation of duties will be determined by the Section 151 Officer.</p> <p>Segregation of duties exists in that:</p> <ul style="list-style-type: none"> • the officer(s) responsible for negotiating and closing treasury management deals is separate from officer(s) authorising payments • all borrowing/investments decisions must be authorised by the Section 151 Officer.

<p>Statement of duties/ responsibilities of each treasury post</p>	<p>Examples:</p> <p>The Section 151 Officer :</p> <ul style="list-style-type: none"> • submitting budgets and budget variations • recommending clauses, treasury management policy, practices for approval, reviewing the same regularly and monitoring compliance • determining Prudential Indicators and Treasury Management Strategy including the Annual Investment Strategy • submitting regular treasury management policy reports • receiving and reviewing management information reports • reviewing the performance of the treasury management function and promoting best value reviews • ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function • recommending the appointment of external service providers • determining long-term capital financing and investment decisions. • The Section 151 Officer has delegated powers to determine and undertake the most appropriate form of borrowing from the approved sources, and to make the most appropriate form of investments in approved instruments. • The Section 151 Officer may delegate their power to borrow and invest to members of his staff <p>Head of Paid Service</p> <ul style="list-style-type: none"> • ensuring the adequacy of internal audit and liaising with external audit <p>Senior Accountant</p> <ul style="list-style-type: none"> • execution of transactions • adherence to agreed policies and practices on a day to day basis • maintaining relationships with third parties and external service providers • monitoring performance on a day to day basis • submitting management information reports to the responsible officer • identifying and recommending opportunities for improved practices. • recording treasury management transactions, • reconciling treasury management transactions with the financial ledger • recording/reconciling counterparty documentation.
<p>Absence cover arrangements</p>	<p>In the absence of the Section 151 Officer, the Lead Specialist - Finance will assume their responsibilities in respect of the Treasury Management function.</p> <p>In the absence of the Specialist - Finance staff, the Lead Specialist - Finance will provide cover.</p> <p>Cover is reviewed as necessary.</p> <p>Full procedure notes are available, detailing the processes required to enable the day to day operation of the treasury management function.</p>

Dealing

Authorised officers	Responsible officers for borrowing/investment decisions : Borrowing activity: <i>Specialist - Finance, Lead Specialist - Finance</i> Lending activity : <i>Specialist - Finance, Lead Specialist - Finance</i> Authorising payments for borrowing/lending : <i>Directors</i> Transaction recording : <i>Specialist - Finance, Lead Specialist - Finance Senior Accountants</i>
Dealing limits	Internally Managed Investments: <ul style="list-style-type: none"> the maximum for any one investment deal is £3 million (subject to the lending limits detailed in the Council's Annual Investment Strategy.)
List of approved brokers	Brokers used by the Council are named in TMP 11 : External Service Providers
Policy on brokers' services	It is the Council's policy to utilise the services between at least two brokers. The Council will maintain a spread of business between them in order to avoid relying on the services of any one broker.
Policy on taping of conversations	Conversations with brokers may be taped by the brokers.
Direct dealing practices	Direct dealing is carried out with institutions and with external pooled funds identified in the Operational Schedule subject to counterparty and maturity limits and dealing limits. Prior to undertaking direct dealing, the Council will ensure that each counterparty/fund has been provided with the Council's list of authorised dealers and the Council's Standard Settlement Procedures.
Settlement transmission procedures	<ul style="list-style-type: none"> settlements are made by CHAPS. all CHAPS payments relating to settlement transactions require authorisation by a designated officer all CHAPS payments require 2 bank signatures the details are transmitted electronically to the Council's bankers.
Documentation requirements	For each deal undertaken a record should be prepared giving details of dealer, amount, period, counterparty, interest rate, dealing date, payments date(s), broker. Investments <ul style="list-style-type: none"> deal ticket authorising the investment confirmation from the broker confirmation from the counterparty Contract notes for purchase and sale of shares/units in pooled funds from the fund's manager/administrator Chaps payment transmission document Loans: <ul style="list-style-type: none"> deal ticket with signature to agree loan confirmation from the broker confirmation from PWLB/market counterparty Chaps payment transmission document for repayment of loan.

TMP 6: REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

Principle: The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum, the Strategy and Resources Committee will receive:

- An annual report on the strategy and plan to be pursued in the coming year
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation’s treasury management policy statement and TMPs.
- A mid year review of Treasury activity

The present arrangements and the form of these reports are outlined below.

Schedule:

<p>Frequency of executive reporting requirements</p>	<p>The Section 151 Officer will annually submit budgets and will report on budget variations as appropriate.</p> <p>The Section 151 Officer will submit the Prudential Indicators and the Treasury Strategy Statement, Annual Investment Strategy and report on the projected borrowing and investment strategy and activity for the forthcoming financial year to the Strategy and Resources Committee before the start of the year.</p> <p>The Annual Treasury Report will be prepared as soon as practicable after the financial year end and, in all cases, before the end of September.</p> <p>A Mid-Year Treasury Report will be prepared by the Section 151 Officer, which will report on treasury management activities for the first part of the financial year. The Mid-Year Report will be submitted to Strategy and Resources Committee during the year.</p>
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<p>Content of Reporting:</p>	
<p>1. Treasury Strategy Statement</p>	<p>The Treasury Strategy will include the following:</p> <ul style="list-style-type: none"> • Link to Capital Financing Prudential Indicators for the current and ensuing three three years • Strategy for financing new borrowing requirements (if any) and refinancing maturing borrowing (if any) over the next three years and for restructuring of debt • the extent to which surplus funds are earmarked for short term requirements • the investment strategy for the forthcoming year(s) (<i>see below*</i>) • the minimum to be held in short term/specified investment during the coming year • the interest rate outlook against which the treasury activities are likely to be undertaken. <p>*Based on the ODPM's (now CLG's) Guidance on Investments, the Council will produce an Annual Investment Strategy (AIS) which sets out</p> <ul style="list-style-type: none"> ▪ the objectives, policies and strategy for managing its investments;
<p>2. Annual Treasury Report</p>	<p>The Section 151 Officer will produce an annual report for the Strategy and Resources Committee on all activities of the treasury management function (including the performance of fund managers) as soon as practicable after year end and in all cases no later than 30 September of the succeeding financial year.</p> <p>The main contents of the report will comprise :</p> <ul style="list-style-type: none"> ▪ confirmation that the Council calculated its budget requirements and set a balanced budget for the financial year; ▪ the prevailing economic environment ▪ a commentary on treasury operations for the year, including their revenue effects; ▪ commentary on the risk implications of treasury activities undertaken and the future impact on treasury activities of the Council ▪ compliance with agreed policies/practices and statutory/regulatory requirements ▪ performance measures.
<p>3. Content and frequency of management information reports</p>	<p>The Section 151 Officer will produce a half yearly monitoring report for Strategy and Resources Committee</p> <p><i>Example</i> : This report includes details of :</p> <ul style="list-style-type: none"> • borrowing and investment activity undertaken including forward deals • performance of investments against benchmark • extent of compliance with the treasury strategy and reasons for variance (if any)

4. Scrutiny	<p>The Section 151 Officer will present the Treasury Strategy Statement to the Performance, Governance and Audit Committee prior to agreement by the Strategy and Resources Committee.</p> <p>The Performance, Governance and Audit committee will have responsibility for the scrutiny of treasury management policies and practices (TMP's)</p>
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TMP 7: BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

*Principle: The Section 151 Officer will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with **TMP1 Risk management, TMP2 Performance measurement, and TMP4 Approved instruments, methods and techniques**. The form which the Council’s budget will take is set out in the schedule below.*

*The Section 151 Officer will exercise effective controls over this budget and will report upon and recommend any changes required in accordance with **TMP6 Reporting requirements and management information arrangements**.*

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being. The present form of the Council’s accounts is set out in the schedule.

Schedule:

<p>Statutory/regulatory requirements</p>	<p>Balanced Budget Requirement: The provisions of S32 and S43 of the Local Government Finance Act 1992 require this Council to calculate its budget requirement for each financial year including, among other aspects:,</p> <p>(a) the expenditure which is estimated to be incurred in the year in performing its functions and which will be charged to a revenue account and</p> <p>(b) revenue costs which flow from capital financing decisions.</p> <p>S33 of the Act requires the Council to set a council tax sufficient to meet expenditure after taking into account other sources of income.</p>
<p>Proper accounting practice</p>	<p>CIPFA’s Code of Practice on Local Authority Accounting in the United Kingdom (the local authority code) constitutes “proper accounting practice under the terms of S21 (2) of the Local Government Act 2003”.</p>

Financial Statements	<p>The Financial Statements comprise:</p> <ul style="list-style-type: none"> ▪ A Narrative Statement ▪ Accounting policies, changes in accounting estimates and errors ▪ Presentation of financial statements ▪ Movement in reserves statement ▪ Comprehensive income and expenditure statement ▪ Balance sheet ▪ Cash flow statement ▪ Collection Fund (England) ▪ Statement of Responsibilities ▪ The Accounting Statements ▪ Notes to the financial statements ▪ Statements reporting reviews of internal controls or internal financial controls ▪ Events after the reporting period ▪ Related party disclosures
Format of the Council's accounts	The current form of the Council's accounts is available within the Resources Service of the Council.
Disclosures relating to treasury management	Due regard will be given to the disclosure requirements under CIPFA's Accounting Code of Practice.

<p>Treasury-related information requirements of external auditors</p>	<p>The following information is specifically requested by the external auditor and should be considered an initial request for information. It is usually followed by more detailed audit testing work which often requires further information and/or explanations from the Council's officers.</p> <p>Information in this context includes internally generated documents, externally generated documents, observation of treasury management practices which support and explain the operation and activities of the treasury management function.</p> <ul style="list-style-type: none"> ▪ Determination of Affordable Borrowing Limit under Section 3 of the Local Government Act 2003. ▪ Prudential Indicators. ▪ Treasury Management Strategy including Annual Investment Strategy. <p><u>External borrowing:</u></p> <ul style="list-style-type: none"> • New loans borrowed during the year : PWLB certificates / documentation in relation to market loans borrowed (including copy of agreements, schedule of commitments) • Loan maturities. • Compliance with proper accounting practice, regulations and determinations for the amortisation of premiums and discounts arising on loans restructured during the year and previous years. • Analysis of loans outstanding at year end including maturity analysis. • Analysis of borrowing between long- and short-term • Debt management and financing costs <ul style="list-style-type: none"> ▪ calculation of (i) interest paid (ii) accrued interest ▪ interest paid • MRP calculation and analysis of movement in the CFR. • Bank overdraft position. • Brokerage/commissions/transaction related costs. <p><u>Investments:</u></p> <ul style="list-style-type: none"> • Investment transactions during the year including any transaction-related costs • cash and bank balances at year end • Short-term investments at year end • Long-term investments at year end (including investments in associates and joint ventures) by asset type, including unrealised gains or losses at year end • calculation of (i) interest received (ii) accrued interest • actual interest received • External fund manager valuations including investment income schedule and movement in capital values, transaction confirmations received (if any) • Basis of valuation of investments • Evidence of existence and title to investments (e.g. Custodian's Reports) • Schedule of any investments in companies together with their latest financial statements); statement of transactions between the company and the Council.
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	<p><u>Cash Flow</u></p> <ul style="list-style-type: none"> ▪ Reconciliation of the movement in cash to the movement in net debt ▪ Cash inflows and outflows (in respect of long-term financing) ▪ Cash inflows and outflows (in respect of purchase/sale of long-term investments) ▪ Net increase/decrease in (i) short-term loans (ii) short-term deposits (iii) other liquid resources <p><u>Other</u></p> <p>Details of (treasury-related) material events after balance sheet date not reflected in the financial statements.</p> <ul style="list-style-type: none"> ▪ External advisors’/consultants’ charges
Internal Audit	Internal Audit generally conducts an annual review of the treasury management function and probity testing. The internal auditors will be given access to treasury management information/documentation as required by them.
Compliance with CIPFA Treasury Management and Prudential Codes	<p>Auditors may require evidence/demonstration of compliance with external and internal treasury management policies and strategy.</p> <p>Any serious breach of the TM Code’s recommendations or Prudential Indicators should be brought to the attention of the external auditor.</p>
Costs for treasury management	The budget for treasury management forms part of the Financial Services budget.

TMP 8: CASH AND CASH FLOW MANAGEMENT

*Principle: Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Section 151 Officer and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Section 151 Officer will ensure that these are adequate for the purposes of monitoring compliance with **TMP1 [2] liquidity risk management**. The present arrangements for preparing cash flow projections and their form are set out in the schedule below.*

Schedule:

<p>Arrangements for preparing /submitting cash flow statements</p>	<p>A Cash flow forecasts will be used to formulate the Council’s borrowing and investment strategy by identifying periods of surplus or shortfall of cash balances during the year.</p> <p>The cash flow forecasts and statements are held at operational level.</p> <p>The accuracy and effectiveness of the Council’s cash flows are dependent on the accuracy of estimating expenditure, income and their corresponding time periods.</p> <p>Daily cash flows show forecast and planned movements of cash on a daily basis, including the matching of known inflows and payments. This is recorded in the Investments spreadsheet (IOSF yyyy-yyyy)</p>
<p>Content and frequency of cash flow projections</p>	<p>The detailed annual cash flow model includes the following:</p> <ul style="list-style-type: none"> • revenue income and expenditure based on the budget. • profiled capital income and expenditure as per the capital programme. <p>Revenue activities:</p> <p><u>Inflows:</u></p> <ul style="list-style-type: none"> ▪ Precepts received ▪ Non domestic rates receipts ▪ Council tax receipts ▪ Housing subsidy ▪ DSS / other government grants ▪ Cash for goods and services ▪ Other operating cash receipts <p><u>Outflows:</u></p> <ul style="list-style-type: none"> ▪ Salaries and payments on behalf of employees ▪ Operating cash payments ▪ Housing Benefit paid ▪ Precepts paid ▪ NDR payments <p>Capital activities including financing</p> <p><u>Inflows:</u></p> <ul style="list-style-type: none"> ▪ Capital grants received ▪ Sale of fixed assets ▪ Other capital cash receipts <p><u>Outflows:</u></p> <ul style="list-style-type: none"> ▪ Purchase of fixed assets ▪ Purchase of long-term investments ▪ Other capital cash payments

<p>Monitoring, frequency of cash flow updates</p>	<p>The annual cash flow statement is updated periodically with the actual cash inflows and outflows after taking account of any revisions including those relating to grant income and capital expenditure and will be reconciled with :</p> <ul style="list-style-type: none"> • net RSG and NNDR payments as notified; • county council and police authority precepts as notified; • actual salaries and other employee costs paid from account bank statements; • actual payments to Inland Revenue from general account bank statements; • actual council tax received from general account bank statement; • actual rent allowances paid from payments account bank statement; • actual housing benefit and housing subsidy grant received from CLG; • actual capital programme expenditure and receipts.
<p>Bank statements procedures</p>	<p>The Council accesses its bank statements online and these are downloaded on a daily basis. The statements are processed and posted independently to the treasury function and are reconciled to the general ledger on a monthly basis.</p>
<p>Payment scheduling</p>	<p>The Council has a policy of paying suppliers in line with agreed terms of trade and the following service standards:</p> <ul style="list-style-type: none"> • <i>Undisputed invoices are to be paid within 30 days.</i>
<p>Monitoring debtor / creditor levels</p>	<p>Debtor levels are monitored by a monthly Sundry Debtors Monitoring Report to the Finance Manager which will include an analysis of debt by age and details and details of recovery status.</p>
<p>Banking of funds</p>	<p>Instructions for the banking of income are set out in the Financial Regulations. Cheques received in the customer services section are banked daily. Generally the council does not take cash payments.</p> <p>All the Council's sections are advised of the requirement to bank on a regular basis in order to comply with recommended best practice and also remain within the particular insurance limits for the Council's premises.</p>

TMP 9: MONEY LAUNDERING

Background: The Proceeds of Crime Act (POCA) 2002 consolidated, updated and reformed criminal law in the UK in relation to money laundering. The principal offences relating to money laundering are:

- Concealing, disguising, converting, transferring or removing criminal property from England and Wales, from Scotland or from Northern Ireland
- Being concerned in an arrangement which a person knows or suspects facilitates the acquisition, retention use or control of criminal property
- Acquiring, using or possessing criminal property.

Other offences include failure to disclose money laundering offences, tipping off a suspect either directly or indirectly, and doing something that might prejudice an investigation.

Organisations pursuing relevant businesses were required to appoint a nominated officer and implement internal reporting procedures; train relevant staff in the subject; establish internal procedures with respect to money laundering; obtain, verify and maintain evidence and records of the identity of new clients and transactions undertaken and report their suspicions.

In December 2007, the UK Government published the Money Laundering Regulations 2007, which replaced the 2003 Regulations.

CIPFA believes that public sector organisations should “embrace the underlying principles behind the money laundering legislation and regulations and put in place anti money laundering policies, procedures and reporting arrangements appropriate and proportionate to their activities”.

Principle: The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are detailed in the schedule below.

Schedule:

<p>Anti money laundering policy</p>	<p>This Council’s policy is to prevent, wherever possible, the organisation and its staff being exposed to money laundering, to identify the potential areas where it may occur and to comply with all legal and regulatory requirements, especially with regard to the reporting of actual or suspected cases.</p> <p>The Council has accepted responsibility to ensure that those of its staff who are most likely to be exposed to money laundering can make themselves fully aware of the law and, where necessary, are suitably trained.</p>
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<p>Nomination of Responsible Officer(s)</p>	<p>(a) The Council nominates the Lead Specialist - Legal to be the responsible officer to whom any suspicions relating to transactions involving the Council will be communicated.</p> <p>(b) The responsible officer will be conversant with the requirements of the Proceeds of Crime Act 2002 and will ensure relevant staff are appropriately trained and informed so they are alert for suspicious transactions.</p> <p>(c) The responsible officer will make arrangements to receive and manage the concerns of staff about money laundering and their suspicion of it, to make internal enquiries and to make reports, where necessary, to National Criminal Intelligence Services (NCIS).</p>
<p>Procedures for establishing the Identity of Lenders and Borrowers</p>	<p>(a) In the course of its treasury activities, the Council will only borrow from permitted sources identified in TMP 4.</p> <p>(b) The Council will not accept loans from individuals.</p> <p>(c) In the course of its treasury activities, the Council will only invest with those counterparties which are on its approved lending list.</p> <p>(d) The identity and authenticity of commercial institutions (banks, building societies and other financial institutions) authorised to carry out borrowing and lending activity in the UK will be checked via the Bank of England/ Prudential Regulation Authority's website.</p> <p>(e) All receipts/disbursements of funds will be undertaken by <u>BACS</u> or <u>CHAPS</u> settlement.</p> <p>(f) Direct Dealing mandates: The Council will provide (in the case of lending) / obtain (in the case of borrowing) and maintain on file dealing mandates with any new money market counterparty. The mandates should be on letter-headed paper, dated and signed.</p> <p>(g) All banking transactions will only be undertaken by the personnel authorised to operate the Council's banks accounts.</p> <p>(h) When receiving requests for change of payment details, due care will be exercised to ascertain the bona fide of the request and avoid potential fraud. Additional checks will be made through <u>pre-existing</u> contact details for the payee before altering payment details.</p>

TMP 10: TRAINING AND QUALIFICATIONS

Principle: The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Section 151 Officer will recommend and implement the necessary arrangements.

The Section 151 Officer will ensure that council members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

The present arrangements are detailed in the schedule below.

Schedule:

Qualifications/ experience for treasury staff	<i>Treasury Staff should have the AAT qualification as a minimum and preferably prior experience in Treasury management.</i>
Details of approved training courses	<p>The courses/events the Council would expect its treasury personnel to consider are <i>(examples below)</i>:</p> <ul style="list-style-type: none"> ▪ Training courses for Accounting, Auditing, Best Value/Competition, Budgeting, Capital Finance & Borrowing, Financial Management run by CIPFA and IPF ▪ Any courses/seminars run by Treasury Management Consultants. ▪ Attending CIPFA Conference ▪ Training provided by those responsible for scrutiny of the treasury function

TMP 11: USE OF EXTERNAL SERVICE PROVIDERS

Principle: The Council recognises that responsibility for the treasury management decisions remains with the organisation at all times. It recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which will have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangement's rests with the Section 151 Officer, and details of the current arrangements are set out in the schedule below.

Schedule:

Contract threshold	The Council's Financial Regulations require that a formal written contract is in place with external service providers where the contract value exceeds £50,000 over the term. The contract will clearly state the services to be provided and the terms on which they will be provided.
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<p>Details of service providers and procedures and frequency for tendering services</p>	<p>(a) Bankers to the Council: Nat West, Po Box 333,Silbury House 300 Silbury Boulevard , Central Milton Keynes, MK9 2ZF Tel. 0845 308 8969 Contract period : 1 April 2019 - March 2020 Formal agreement in place : yes This service will be re-tendered every 5 years</p> <p>(b) Treasury advisor Arlingclose 35 Chiswell Street London EC1Y 4SE Tel. 08448 808201 Contract period : 1 April 2018-31 March 2021 Formal agreement in place : yes This service may be re-tendered every 3 years</p> <p>(d) Brokers: It is considered good practice for the Council to have a minimum of two brokers and to spread business between them.</p> <p>Sterling Treasury BGC Partners Sterling Products 5 Churchill Place, Canary Wharf, London, E14 5HU Tel. 0207 894 7742 Formal agreement in place : no</p> <p>King & Shaxson Cutlers Court, 115 Houndsditch, London. EC3A 7BR Tel. 0207 929 8527 Formal agreement in place : no</p> <p>Tradition Beaufort House 15 St. Botolph Street, London, EC3A 7QX Tel. 0207 198 1500 Formal agreement in place : no</p>

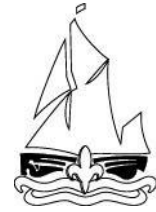
TMP 12: CORPORATE GOVERNANCE

Principle: The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key recommendations of the Code. This, together with the other arrangements detailed in the schedule below, are considered vital to the achievement of proper corporate governance in treasury management, and the Section 151 Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Schedule:

Stewardship responsibilities	The Section 151 Officer ensures that systems exist to deliver proper financial administration and control and maintaining a framework for overseeing and reviewing the treasury management function.
List of documents to be made available for public inspection.	The following documents are freely available for public inspection: <i>Examples</i> <ul style="list-style-type: none"> ▪ Annual Statement of Accounts ▪ Revenue and Capital Estimates Book ▪ Treasury Management Policy ▪ Treasury Management Strategy ▪ Budget Monitoring Reports ▪ Annual Treasury Report
Council's website.	Financial information is additionally available on the Council's website.
Procedures for consultation with stakeholders.	Members and senior officers of the Council are consulted via reports to the Strategy and Resources Committee and officer/member briefing sessions.



REPORT of INTERIM SECTION 151 OFFICER

**to
COUNCIL
13 FEBRUARY 2020**

DISCRETIONARY FEES AND CHARGES 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to approve the fees and charges of the Council that are included in the 2020 / 21 budget. The proposed 2020 /21 fees and charges (generating >2,000 income per year) contained in this report were considered by the Strategy and Resources Committee on 29 January 2020 and their recommendations are contained in this report for consideration and approval.
- 1.2 Fees and Charges that generate less than £2,000 are reviewed and set by the Interim Section 151 officer under delegated powers.

2. RECOMMENDATION

The detailed Fees and Charges for 2020 / 21 as set out in **APPENDIX A** be agreed.

3. SUMMARY OF KEY ISSUES

- 3.1 The proposed fees and charges for 2020 / 21 are set out in **APPENDIX A** and are based on the policy decisions updated and agreed by the Strategy and Resources Committee on 5 December 2019. The changes proposed take into account an inflation increase which aims to generate £94,000 in additional income from discretionary fees.
- 3.2 Proposals for removing the current discount for Wharfage fees at the Hythe Quay were presented to 5 December 2019 and 29 January 2020 Strategy and Resources Committee. Officers had discussed the proposals with the boat operators at Hythe Quay in the light of their concerns which in the main is the short time available to them to take the proposed increase into their pricing for their services for 2020 / 21. The Committee resolved to recommend to the Council a 10% increase on the currently 50% discounted fee of £3,250 (2019 / 20) with a full review to be undertaken in consultation with the boat operators during 2020 / 21 to determine the policy on the Hythe Quay Wharfage Fees in time for the 2021 / 22 budget cycle. The recommended fee for 2020 / 21 is £3,575 for the year and is reflected in the Schedule of Fees and Charges at **APPENDIX A**.

- 3.3 The charges for permit parking at the Hythe Quay were also discussed with Barge Operators and proposals were presented to the Strategy and Resources Committee on 29 January 2020. The Committee considered the proposal and resolved to recommend to the Council the cost of parking permits at Hythe Quay be set at £116 for 2020 / 21 and a full review be undertaken in consultation with the Hythe Quay car parking permit users in respect of the future level of parking permit fees.
- 3.4 The 2019 / 20 and 2020 / 21 budgets for income generated from these fees and charges are detailed in the following table;

Service	2019/20 Budget £'000	2019/20 Forecast £'000	2020/21 Budget £'000
Environmental Protection	7	9	7
Food Safety, and hygiene	2	3	2
Taxis and Private Hire Licensing	34	35	35
Premises Licensing	52	52	52
Animal Licensing	13	13	14
Gambling Licensing	3	3	3
Pest Control	32	32	33
Green Waste Bin Service	479	479	535
Cemeteries	135	136	138
Off Street Parking	1,084	1,082	1,236
Funfairs and Circuses	31	57	77
Parks Sports Pitches	8	6	8
River Moorings	14	14	19
River Wharfage	29	29	29
Splash Park	110	116	110
Building Control - Chargeable Services	141	141	144
Land Charges - Full Searches	122	122	124
Pre-Application Advice	44	44	44
Total	2,340	2,373	2,610

4. CONCLUSION

- 4.1 The Discretionary Fees and Charges should be updated in accordance with the agreed policies.

5. IMPACT ON CORPORATE GOALS

- 5.1 The Discretionary Fees and Charges are a vital element of the overall sources of funding to the Council to deliver its services and achieve its goals.

6. IMPLICATIONS

- (i) **Impact on Customers** – This has been considered when setting fees and charges policy.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The actual income generated from fees and charges is subject to fluctuation due changes in demand. This risk is managed by factoring potential losses in the calculation of the minimum general fund balance used in the budget setting process.
- (iv) **Impact on resources (financial)** – Fees and charges are one of the three major sources of funding for the Council; the other two being Council Tax and retained Business Rates. The impact of the changes to fees and charges have been incorporated into the 2020 / 21 budget proposals. **The government has stated that local authorities are expected to reduce their reliance on central government funding and become more self-sufficient. Therefore, Council Tax, Retained Business Rates and income from Fees and Charges and revenue streams from the council's own assets are now the significant proportions of income for the Council compared to government grants.**
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – Sustainability has been considered, as far as possible when setting Fees and Charges policies.

Background Papers: None

Enquiries to: Kamal Mehta (Interim) Section 151 Officer, (Tel: 01621 875799).

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APPENDIX A

PLANNING & ENVIRONMENTAL SERVICES	Charge	VAT	2020/21	2019/20
	£	£	£	£
ENVIRONMENTAL HEALTH				
GAMBLING ACT 2005				
Annual Fee				
Adult Gaming Centre	884.00	-	884.00	867.00
Betting premises (other)	530.00	-	530.00	520.00
Betting Premises (track)	884.00	-	884.00	867.00
Bingo premises	884.00	-	884.00	867.00
Casino premises (converted)	2,652.00	-	2,652.00	2,600.00
Casino premises (large)	8,840.00	-	8,840.00	8,667.00
Casino premises (regional)	13,260.00	-	13,260.00	13,000.00
Casino premises (small)	4,420.00	-	4,420.00	4,333.00
Family entertainment centre	666.00	-	666.00	653.00
Application Fees for Premises and Application for Provisional Statements				
Adult gaming centre	1,768.00	-	1,768.00	1,733.00
Betting premises (other)	2,652.00	-	2,652.00	2,600.00
Betting premises (track)	2,210.00	-	2,210.00	2,167.00
Bingo premises	3,094.00	-	3,094.00	3,033.00
Casino premises (large)	8,840.00	-	8,840.00	8,667.00
Casino premises (regional)	13,260.00	-	13,260.00	13,000.00
Casino premises (small)	7,072.00	-	7,072.00	6,933.00
Family entertainment centre	1,768.00	-	1,768.00	1,733.00
Application Fee for Premises with Provisional Statement				
Adult gaming centre	1,061.00	-	1,061.00	1,040.00
Betting premises (other)	1,061.00	-	1,061.00	1,040.00
Betting premises (track)	844.00	-	844.00	827.00
Bingo premises	1,061.00	-	1,061.00	1,040.00
Casino premises (large)	4,420.00	-	4,420.00	4,333.00
Casino premises (regional)	7,072.00	-	7,072.00	6,933.00
Casino premises (small)	2,652.00	-	2,652.00	2,600.00
Family entertainment centre	844.00	-	844.00	827.00
Transfer / Reinstatement of Licence				
Adult gaming centre	1,061.00	-	1,061.00	1,040.00
Betting premises (other)	1,061.00	-	1,061.00	1,040.00
Betting premises (track)	844.00	-	844.00	827.00
Bingo premises	1,061.00	-	1,061.00	1,040.00
Casino premises (converted)	1,194.00	-	1,194.00	1,171.00
Casino premises (large)	1,904.00	-	1,904.00	1,867.00
Casino premises (regional)	5,746.00	-	5,746.00	5,633.00
Casino premises (small)	1,591.00	-	1,591.00	1,560.00
Family entertainment centre	844.00	-	844.00	827.00
Variation Fee				
Adult gaming centre	884.00	-	884.00	867.00
Betting premises (other)	1,326.00	-	1,326.00	1,300.00
Betting premises (track)	1,109.00	-	1,109.00	1,087.00
Bingo premises	1,547.00	-	1,547.00	1,517.00
Casino premises (converted)	1,768.00	-	1,768.00	1,733.00
Casino premises (large)	6,630.00	-	6,630.00	6,500.00
Casino premises (regional)	6,630.00	-	6,630.00	6,500.00
Casino premises (small)	3,536.00	-	3,536.00	3,467.00
Family entertainment centre	884.00	-	884.00	867.00
LICENSING				
Animal Licensing				
Animal boarding establishments	276.00	-	276.00	271.00
Animal home boarding - new application	276.00	-	276.00	271.00
renewal	276.00	-	276.00	271.00
Dangerous wild animal	376.00	-	376.00	369.00
Dog breeding establishments	276.00	-	276.00	271.00
Pet shop	276.00	-	276.00	271.00
Riding establishments	376.00	-	376.00	369.00
Zoo licence (individually determined fees)			Recovery of costs	
Any costs incurred by the Council in licensing premises, e.g. Vet's fees, will be passed on to the licensee				

APPENDIX A

PLANNING & ENVIRONMENTAL SERVICES	Charge	VAT	2020/21	2019/20
	£	£	£	£
PEST CONTROL - DOMESTIC				
Call out charge	59.17	11.83	71.00	70.00
Ants (each property)	83.33	16.67	100.00	99.00
Bedbug infestation: 1-3 bed property	87.50	17.50	105.00	103.00
4-5 bed property	92.50	18.50	111.00	109.00
> 5 bed property	By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge				
Bees	59.17	11.83	71.00	70.00
Brown-tailed moth	Based on hourly rate			
Fleas infestation: 1-3 bed property	87.50	17.50	105.00	103.00
4-5 bed property	92.50	18.50	111.00	109.00
> 5 bed property	By negotiation			
Second call out within 6 weeks of initial treatment at 50% charge				
Lice and cockroaches	59.17	11.83	71.00	70.00
Mice	59.17	11.83	71.00	70.00
Rats	59.17	11.83	71.00	70.00
Wasps nests	59.17	11.83	71.00	70.00
additional nest (treated at same time as first)	28.33	5.67	34.00	33.00
RECYCLING				
Green bins: standard annual fee	46.00	-	46.00	46.00
direct debit payers and internet payers annual fee		-	<i>Deleted</i>	41.00
(standard fee: half year pro rata for new customers) (New Charge)	23.00	-	23.00	
Purchase of Green Bin including Delivery	25.00	-	25.00	23.00
REFUSE COLLECTION				
Household Bulky Waste - 1 to 3 items	35.00	-	35.00	30.00
Household Bulky Waste - 4 to 6 items	70.00	-	70.00	60.00
Household Bulky Waste - 7 to 9 items	105.00	-	105.00	90.00
Household Bulky Waste - 10 to 12 items (maximum)	140.00	-	140.00	120.00
Residential Homes Roadside Collection				
1100ltr bin or equivalent - annual charge		-	<i>Deleted</i>	1,100.00
NEW PROPERTIES (6 or more properties)				
Cost per refuse / recycling container to developers including delivery	60.00	-	60.00	60.00

APPENDIX A

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
CEMETERIES					
Search in burial register	Yes	25.83	5.17	31.00	31.00
Use of chapel	No	135.00	-	135.00	133.00
Plot choosing: non-resident	no	108.00	-	108.00	106.00
resident	no	54.00	-	54.00	53.00
Collection of ashes	yes	35.83	7.17	43.00	42.00
					-
Bronze Memorial Plaques					
Bench plaque: 8" x 2.5"	No	178.00	-	178.00	175.00
Plaque on plinth: 6" x 4"	Yes	345.00	69.00	414.00	406.00
6" x 4"	No	153.00	-	153.00	150.00
7" x 5"	No	172.00	-	172.00	168.00
					-
Charges for Right to Place Monument					
Under 16 years	No		Free		-
Additional inscription	No	83.00	-	83.00	81.00
Full kerb set	No	223.00	-	223.00	218.00
Full kerb set & headstone up to 1m	No	326.00	-	326.00	320.00
Headstone up to 1m	No	142.00	-	142.00	139.00
Other memorials (<i>cremated remains memorials</i>)	No	110.00	-	110.00	108.00
					-
Exclusive Right of Burial - Non Resident					
All ages: 5 years	No	245.00	-	245.00	240.00
10 years	No	433.00	-	433.00	424.00
15 years	No	607.00	-	607.00	595.00
30 years	No	1,099.00	-	1,099.00	1,078.00
Ashes: 30 years	No	362.00	-	362.00	355.00
99 years	No	559.00	-	559.00	548.00
Ashes - woodland glades: 30 years	No	399.00	-	399.00	391.00
99 years	No	663.00	-	663.00	650.00
Traditional: 99 years	No	1,691.00	-	1,691.00	1,658.00
Transfer of exclusive rights of burial	No	36.00	-	36.00	36.00
Woodland glades (<i>inc memorial tree</i>): 30 years	No	1,326.00	-	1,326.00	1,300.00
99 years	No	1,969.00	-	1,969.00	1,931.00
					-
Exclusive Right of Burial - Resident					
All ages: 5 years	No	122.00	-	122.00	120.00
10 years	No	215.00	-	215.00	210.00
15 years	No	302.00	-	302.00	296.00
30 years	No	550.00	-	550.00	539.00
Ashes: 30 years	No	181.00	-	181.00	178.00
99 years	No	280.00	-	280.00	275.00
Ashes - woodland glades: 30 years	No	199.00	-	199.00	195.00
99 years	No	331.00	-	331.00	324.00
Traditional: 99 years	No	846.00	-	846.00	829.00
Transfer of exclusive rights of burial	No	36.00	-	36.00	36.00
Woodland glades (<i>inc memorial tree</i>): 30 years	No	662.00	-	662.00	649.00
99 years	No	1,617.00	-	1,617.00	1,585.00
					-
Grave Digging					
Under 16 years	No		Free		-
16 years and over - single depth	No	487.00	-	487.00	478.00
16 years and over - single depth Saturday	No	553.00	-	553.00	542.00
16 years and over - double depth	No	519.00	-	519.00	509.00
16 years and over - double depth Saturday	No	584.00	-	584.00	573.00
Ashes - single depth	No	95.00	-	95.00	93.00
Ashes - single depth Saturday	No	101.00	-	101.00	99.00
Ashes - double depth	No	101.00	-	101.00	99.00
Ashes - double depth Saturday	No	106.00	-	106.00	104.00
					-

APPENDIX A

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Interment - Non Resident					
Under 16 years	No		Free		-
16 years and over	No	1,027.00	-	1,027.00	1,006.00
Ashes	No	314.00	-	314.00	308.00
Ashes - woodland glades	No	383.00	-	383.00	376.00
Burial plot adjacent to path or end of row	No	467.00	-	467.00	457.00
Scattering of ashes: under 16 years	No		Free		-
16 years and over	No	162.00	-	162.00	159.00
Saturday 10.00 - noon only	No	621.00	-	621.00	608.00
					-
Interment - Resident					
Under 16 years	No		Free		-
16 years and over	No	514.00	-	514.00	504.00
Ashes	No	158.00	-	158.00	155.00
Ashes - woodland glades	No	193.00	-	193.00	189.00
Burial plot adjacent to path or end of row	No	233.00	-	233.00	228.00
Saturday 10.00 - noon only	No	310.00	-	310.00	304.00
Scattering of ashes: under 16 years	No		Free		-
16 years and over	No	83.00	-	83.00	81.00
					-
Memorialisation Scheme					
Memorial climber / shrub	No		Deleted		-
Memorial garden seat: Traditional	No	1,200.00	-	1,200.00	1,100.00
Rustic	No	950.00	-	950.00	900.00
Memorial tree including planting	No	204.00	-	204.00	200.00
					-
OFF STREET PARKING					
Vehicles that display up to date disabled persons badge			Free		-
					-
OFF STREET PARKING					
Maldon District Council offices:					
Up to 1 hr		0.92	0.18	1.10	
Up to 2hrs		1.17	0.23	1.40	
Pay & display: Saturday (8am to 5pm) up to 1 hour	Yes	0.92	0.18	1.10	1.00
Saturday (8am to 5pm) 1 to 2 hours	Yes	1.17	0.23	1.40	1.30
Saturday (8am to 5pm) 2 to 3 hours	Yes	1.67	0.33	2.00	1.80
Saturday (8am to 5pm) 3 to 4 hours	Yes	2.17	0.43	2.60	2.40
Saturday (8am to 5pm) over 4 hours	Yes	3.67	0.73	4.40	4.00
Saturday Evening 5pm to 10pm	Yes	1.25	0.25	1.50	1.00
Sunday All Day	Yes	1.25	0.25	1.50	1.00
Butt Lane (Monday to Saturday - 8am to 5pm)					
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.00
1 to 2 hours	Yes	1.17	0.23	1.40	1.30
2 to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	2.17	0.43	2.60	2.40
over 4 hours	Yes	3.67	0.73	4.40	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	1.25	0.25	1.50	1.00
Sunday All Day	Yes	1.25	0.25	1.50	1.00
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	290.00
monthly	Yes	47.50	9.50	57.00	52.00

APPENDIX A

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		-
minimum 15 tickets			Discount of 10%		-
minimum 20 tickets			Discount of 15%		-
					-
Friary Fields (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	2.17	0.43	2.60	2.40
over 4 hours	Yes	3.67	0.73	4.40	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	1.25	0.25	1.50	1.00
Sunday All Day	Yes	1.25	0.25	1.50	1.00
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	290.00
monthly	Yes	47.50	9.50	57.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		-
minimum 15 tickets			Discount of 10%		-
minimum 20 tickets			Discount of 15%		-
Public sector partners (Monday - Friday)			Discount of 50%		-
					-
High St. East (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.00
1 to 2 hours	Yes	1.17	0.23	1.40	1.30
2 to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	2.17	0.43	2.60	2.40
over 4 hours	Yes	3.67	0.73	4.40	4.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	0.83	0.17	1.50	1.00
Sunday All Day	Yes	0.83	0.17	1.50	1.00
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	290.00
monthly	Yes	47.50	9.50	57.00	52.00
Bulk purchases (Monday - Saturday): minimum 10 tickets			Discount of 5%		-
minimum 15 tickets			Discount of 10%		-
minimum 20 tickets			Discount of 15%		-
Public sector partners (Monday - Friday)			Discount of 50%		-
					-
Maldon Promenade (Monday to Sunday - 8am to 8pm)					-
Car: up to 1 hour	Yes	1.00	0.20	1.20	1.10
1 to 2 hours	Yes	2.00	0.40	2.40	2.20
2 to 4 hours	Yes	5.00	1.00	6.00	5.50
all day	Yes	6.42	1.28	7.70	7.00
Coach: up to 2 hours	Yes	6.08	1.22	7.30	6.60
over 2 hours	Yes	11.08	2.22	13.30	12.00
Coach park - coach / bus season tickets	Yes	183.33	36.67	220.00	200.00
Non residents season ticket	Yes	146.67	29.33	176.00	160.00
Residents season ticket	Yes	110.00	22.00	132.00	120.00
					-
Market Site					-
Season ticket: annual	Yes	586.67	117.33	704.00	640.00
6 months	Yes	293.33	58.67	352.00	320.00
monthly	Yes	52.50	10.50	63.00	57.00
					-
Silver Street					-
Season ticket: annual	Yes	531.67	106.33	638.00	580.00
6 months	Yes	265.83	53.17	319.00	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%		-

APPENDIX A

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
White Horse Lane (Monday to Saturday - 8am to 5pm)					-
Pay & display: up to 1 hour	Yes	0.92	0.18	1.10	1.00
1 to 2 hours	Yes	1.17	0.23	1.40	1.30
2 to 3 hours	Yes	1.67	0.33	2.00	1.80
3 to 4 hours	Yes	3.08	0.62	3.70	3.40
over 4 hours	Yes	7.33	1.47	8.80	8.00
Weekday & Saturday Evening (5pm to 10pm)	Yes	1.25	0.25	1.50	1.00
White Horse Lane	Yes				-
Maldon Schools permit	Yes	183.33	36.67	220.00	200.00
Residents season ticket (Monday 5pm-10pm All Day Sunday)	Yes	65.83	13.17	79.00	72.00
					-
					-
Beach Hut Hire - Promenade Park					-
Daily Charge					-
High-Season (April - September)		37.50	7.50	45.00	42.00
Low-Season (October - March)		26.67	5.33	32.00	30.00
Gold Package - (Peak season beach hut hire, 2 all day splash park wristbands and all day car parking at Prom)			Deleted		55.00
Silver Package - (Mid season beach hut hire, 2 all day splash park wristbands and all day car parking at Prom)			Deleted		-
					-
					-
FUNFAIRS AND CIRCUSES - Minimum of:					-
Circus at Promenade Park					-
Daily ground rate (whilst circus is in operation)	No	155.00	-	155.00	150.00
Daily ground rate (whilst circus is not in operation)	No	80.00	-	80.00	75.00
					-
Travelling Funfair at Promenade Park					-
Daily ground rate (whilst fair is in operation)	No	485.00	-	485.00	475.00
Daily ground rate (whilst fair is not in operation)	No	195.00	-	195.00	191.00
					-
PARKS AND OPEN SPACES					-
Memorial Benches					-
Rustic bench	No	1,224.00	-	1,224.00	1,200.00
Cast iron bench	No	1,244.00	-	1,244.00	1,220.00
					-
Advertising and Sponsorship					-
Events Banners per week (main gate entrances on railings x2 + free electronic advert)	Yes	29.17	5.83	35.00	32.00
Events Banners per week (community / charity)	Yes	16.67	3.33	20.00	19.00
Electronic Advert (per day minimum 1 week)	No		Deleted		1.00
Internal park adverts TBA (per week)	Yes	16.67	3.33	20.00	19.00
Vehicle advertising TBA (per day)	Yes	108.33	21.67	130.00	127.00
Sponsorship	Yes		By negotiation		-

APPENDIX A

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Event Land Hire Charge - Council Park or Open Space (New Charges - per day)					
Event licence / Permit fee (minimum fee payable on acceptance of event)	Yes	25.00	5.00	30.00	-
Charity - Small event (1-1,000 attendees)	Yes	25.00	5.00	30.00	-
Charity - Medium event (1,001- 2,500 attendees)	Yes	46.67	9.33	56.00	-
Charity - Large event (2,501 + attendees)	Yes	90.00	18.00	108.00	-
Community - Small event (1-1,000 attendees)	Yes	54.17	10.83	65.00	-
Community - Medium event (1,001- 2,500 attendees)	Yes	100.00	20.00	120.00	-
Community - Large event (2,501 + attendees)	Yes		Price on application		-
Commercial - Small event (1-1,000 attendees)	Yes	266.67	53.33	320.00	-
Commercial - Medium event (1,001- 2,500 attendees)	Yes	500.00	100.00	600.00	-
Commercial - Large event (2,501 + attendees)	Yes		Price on application		-
Other Council owned Land Hire for Concessions - (price is per operator, per day, per concession)					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Daily charge	No	54.00	-	54.00	53.00
Medium (Team of 2 - 5 Operators) <i>price per operator</i>	No			Deleted	153.00
Large (Team of 5+ Operators) <i>price per operator</i>	No			Deleted	229.00
Off Peak Time					
Daily charge	No	37.00	-	37.00	36.00
Medium (Team of 2 - 5 Operators) <i>price per operator</i>	No			Deleted	85.00
Large (Team of 5+ Operators) <i>price per operator</i>	No			Deleted	153.00
Charitable Concession	No		Deleted		Free
Pop Up Trading					
Peak Time (School Holidays/Bank Holidays/ Event Days)					
Market Stall (Frame with Canopy)	No	55.00	-	55.00	54.00
Wheelie Cart	No	49.00	-	49.00	48.00
Wheelie Cart including Fridge	No	54.00	-	54.00	53.00
Electricity	Yes	10.83	2.17	13.00	13.00
Off Peak Time					
Market Stall (Frame with Canopy)	No	44.00	-	44.00	43.00
Wheelie Cart	No	39.00	-	39.00	38.00
Wheelie Cart including Fridge	No	44.00	-	44.00	43.00
Electricity	Yes	10.83	2.17	13.00	13.00
ROUNDBABOUT SPONSORSHIP					
1 Year agreement - Maldon Town site	Yes		Price on application	4,000.00	
1 Year agreement - Other district site	Yes		Price on application	3,500.00	
3 Year agreement - Maldon Town site	Yes		Price on application	10,000.00	
3 Year agreement - Other district site	Yes		Price on application	8,500.00	
Landscaping scheme (minimum 5 years)	Yes		Price on application	500.00	
					-
1 Year Boundary sign Agreement	Yes		Price on application	2,500.00	
					-
Football (per game)					
Adult	Yes	44.17	8.83	53.00	52.00
Junior	Yes	33.33	6.67	40.00	39.00
Changing rooms (only)	Yes	11.67	2.33	14.00	14.00

APPENDIX A

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
RIVERS					-
Moorings					-
Annual charge: up to 7.99 metres	Yes	119.17	23.83	143.00	140.00
8 to 9.99 metres	Yes	195.83	39.17	235.00	230.00
10 to 14.99 metres	Yes	271.67	54.33	326.00	320.00
15 metres and above	Yes	348.33	69.67	418.00	410.00
Mooring registration fee	Yes	106.67	21.33	128.00	125.00
Transfer of mooring		50% of annual mooring fee			-
Residential Mooring Charges					-
up to 9.99 metres (<i>per month</i>)		104.17	20.83	125.00	123.00
10 to 14.99 metres (<i>per month</i>)		208.33	41.67	250.00	185.00
15 metres and above (<i>per month</i>)		416.67	83.33	500.00	246.00
Wharfage - Hythe Quay Maldon and Burnham Pontoon					-
Daily fees: vessels and multihulls	Yes	17.50	3.50	21.00	21.00
Annual fees: Available to Fully Rigged Thames Sailing barges operators only	Yes	3,575.00	715.00	4,290.00	3,900.00
(annual fee can be paid quarterly with no penalty)	Yes	893.75	178.75	1,072.50	975.00
240/32 Amp Supply - Daily Charge (Maldon)	yes	3.33	0.67	4.00	4.00
Static Events on vessels using the Hythe Quay / Burnham (Daily charge)	Yes	101.67	20.33	122.00	120.00
Exclusive use of visitor pontoons Maldon / Burnham (Daily charge)	Yes	101.67	20.33	122.00	120.00
Visitor Pontoon - Weekly Winter charge Oct - April (Maldon)	yes	42.50	8.50	51.00	50.00
Hythe Quay Parking permit	Yes	115.83	23.17	139.00	55.00
SPLASH PARK					-
Private bookings (per hour)	Yes	183.33	36.67	220.00	210.00
Private bookings (per half hour)	Yes	112.50	22.50	135.00	130.00
Changing rooms hire	Yes	11.67	2.33	14.00	
Single use ticket (per 20 mins)	Yes	2.29	0.46	2.75	2.50

APPENDIX A

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
PLANNING SERVICES					
BUILDING CONTROL					
New dwellings		See attached - table A			
Work to a single dwelling		See attached - table B			
All other non-domestic work		See attached - table C			
DEVELOPMENT CONTROL					
Designs and Patents Act 1989					
Plan copies - per sheet:	A4	Yes	0.08	0.02	0.10
	A3	Yes	0.17	0.03	0.20
	A2	Yes	0.67	0.13	0.80
	die line	Yes	1.67	0.33	2.00
Ordnance Survey Maps					
Handling fee		Yes	1.67	0.33	2.00
Site plans (max 6 copies) - per extract		Yes	30.83	6.17	37.00
Other Development Control					
High Hedge Complaints		Yes	510.00	102.00	612.00
Street Naming and Numbering					
Adding / removing a name		no	0.00	-	0.00
Renaming / renumbering a property		no	41.00	-	41.00
Naming / numbering 1-5 properties (per property) inc flats*		no	41.00	-	41.00
Naming / numbering 6-25 properties (per property) inc flats*		no	31.00	-	31.00
Naming / numbering 26-75 properties (per property) inc flats*		no	26.00	-	26.00
Naming / numbering 76+ properties (per property) inc flats*		no	20.00	-	20.00
Naming a street (per street)**		no	102.00	-	102.00
Change to development after notification		no	51.00	-	51.00
Street renaming at residents request		no	153.00	-	153.00
Written confirmation of postal address details		no	0.00	-	0.00
* 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>					
CON29 (part 1): standard fee		Yes	123.33	24.67	148.00
additional fee for non-residential searches		Yes	22.50	4.50	27.00
LLC1		No	22.00	-	22.00
additional fee for non-residential searches		Yes	33.33	6.67	40.00
CON290 (part 2) enquiry - per question: Q4-5 only (if purchased with full search)		Yes	15.00	3.00	18.00
Q6-21		Yes	15.00	3.00	18.00
Q22 only		Yes	22.50	4.50	27.00
Additional enquiry		Yes	31.00	6.20	39.00
Additional parcel of land LLC1		No	5.00	-	5.00
Additional parcel of land CON29		Yes	15.00	3.00	18.00
Copy of duplicate search		Yes	10.00	2.00	12.00
Search confirmation (up to 3mths old)		Yes	10.00	2.00	12.00
Personal Searches					
CON29R standard enquiry (when viewed in person)				Free	Free
Local land charges register (in person): print out		No		Free	Free
view		No		Free	Free
Local land charges LLC1 certificated		No	22.00	-	22.00

Planning Services Pre-Application Fees and Charges 2020/21

	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.	90.00	18.00	108.00
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.	171.67	34.33	206.00
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	90.00	18.00	108.00
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	171.67	34.33	206.00
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	226.67	45.33	272.00
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	509.17	101.83	611.00
Medium development (Written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	339.17	67.83	407.00
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	565.83	113.17	679.00
Major development (Written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	565.83 (Plus additional £21 +VAT per dwelling to a maximum of 74 dwellings)	113.17	679.00

Major development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	1,131.67	226.33	1,358.00
(Plus additional £21 +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 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.	67.50	13.50	81.00
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.	226.67	45.33	272.00
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.	551.67	110.33	662.00
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.	171.67	34.33	206.00
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.	497.50	99.50	597.00
Minor Tree advice (Tree within a conservation area only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees	67.50	13.50	81.00

APPENDIX A

Minor Tree advice (TPOs only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	90.00	18.00	108.00
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	226.67	45.33	272.00
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	453.33	90.67	544.00
Inspection of compliance with Enforcement Notice	Written confirmation that an enforcement notice has been complied with.	226.67	45.33	272.00
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	171.67	34.33	206.00
Compliance with S.106 Agreement requests	Written confirmation that all/some S.106 obligations have been agreed per obligation	113.33	22.67	136.00
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	171.67	34.33	206.00

*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
2020/21**

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)

VAT rate **20.0%**

Code	Bungalows or Houses less than 4 storeys		Plan Charge	Inspection Charge *	Building Notice Charge*	Regularisation Charge*
H01	1 Plot	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
H02	2 Plots	Net	293.00	782.00	1,182.00	1,505.00
		VAT	58.60	156.40	236.40	-
		Total	351.60	938.40	1,418.40	1,505.00
H03	3 Plots	Net	342.00	1,075.00	1,558.00	1,983.00
		VAT	68.40	215.00	311.60	-
		Total	410.40	1,290.00	1,869.60	1,983.00
H04	4 Plots	Net	391.00	1,368.00	1,934.00	2,462.00
		VAT	78.20	273.60	386.80	-
		Total	469.20	1,641.60	2,320.80	2,462.00
H05	5 Plots	Net	440.00	1,661.00	2,311.00	2,941.00
		VAT	88.00	332.20	462.20	-
		Total	528.00	1,993.20	2,773.20	2,941.00
Flats						
F01	1	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
F02	2	Net	293.00	635.00	1,021.00	1,299.00
		VAT	58.60	127.00	204.20	-
		Total	351.60	762.00	1,225.20	1,299.00
F03	3	Net	342.00	782.00	1,236.00	1,573.00
		VAT	68.40	156.40	247.20	-
		Total	410.40	938.40	1,483.20	1,573.00
F04	4	Net	391.00	928.00	1,451.00	1,847.00
		VAT	78.20	185.60	290.20	-
		Total	469.20	1,113.60	1,741.20	1,847.00
F05	5	Net	440.00	1,075.00	1,666.00	2,120.00
		VAT	88.00	215.00	333.20	-
		Total	528.00	1,290.00	1,999.20	2,120.00
Conversion to						
V01	Single Dwelling-House	Net	195.00	586.00	860.00	1,094.00
		VAT	39.00	117.20	172.00	-
		Total	234.00	703.20	1,032.00	1,094.00
V02	Single Flat	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
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.		205.00	261.00
		VAT			41.00	-
		Total			246.00	261.00

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

PLANNING SERVICES

TABLE B - WORK TO A SINGLE DWELLING
2020/21

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)

VAT rate		20.0%									
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	98.00	98.00	49.00	49.00	215.00	108.00	274.00		
		VAT	19.60	19.60	9.80	9.80	43.00	21.60	-		
New charge		Total		117.60	117.60	58.80	58.80	258.00	129.60	274.00	
D01	Separate single storey extension with floor area exceeding 10m ² but not exceeding 40m ²	Net	195.00	391.00	98.00	196.00	645.00	323.00	821.00		
		VAT	39.00	78.20	19.60	39.20	129.00	64.60	-		
		Total		234.00	469.20	117.60	235.20	774.00	387.60	821.00	
D02	Separate single storey extension with floor area exceeding 40m ² but not exceeding 100m ²	Net	195.00	489.00	98.00	245.00	752.00	376.00	957.00		
		VAT	39.00	97.80	19.60	49.00	150.40	75.20	-		
		Total		234.00	586.80	117.60	294.00	902.40	451.20	957.00	
D03	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m ²	Net	195.00	440.00	98.00	220.00	699.00	350.00	889.00		
		VAT	39.00	88.00	19.60	44.00	139.80	70.00	-		
		Total		234.00	528.00	117.60	264.00	838.80	420.00	889.00	
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	195.00	586.00	98.00	293.00	860.00	430.00	1,094.00		
		VAT	39.00	117.20	19.60	58.60	172.00	86.00	-		
		Total		234.00	703.20	117.60	351.60	1,032.00	516.00	1,094.00	
D05	A building or extension comprising SOLELY of a garage, carport or store - total floor area not exceeding 100m ²	Net	195.00	195.00	98.00	98.00	430.00	215.00	547.00		
		VAT	39.00	39.00	19.60	19.60	86.00	43.00	-		
		Total		234.00	234.00	117.60	117.60	516.00	258.00	547.00	
D06	Detached non-habitable domestic building with total floor area not exceeding 50m ²	Net	195.00	293.00	98.00	147.00	537.00	269.00	684.00		
		VAT	39.00	58.60	19.60	29.40	107.40	53.80	-		
		Total		234.00	351.60	117.60	176.40	644.40	322.80	684.00	
Conversions											
D07	First floor & second floor loft conversions	Net	195.00	391.00	98.00	196.00	645.00	323.00	821.00		
		VAT	39.00	78.20	19.60	39.20	129.00	64.60	-		
		Total		234.00	469.20	117.60	235.20	774.00	387.60	821.00	
D08	Other work (e.g. garage conversions)	Net	195.00	195.00	98.00	98.00	430.00	215.00	547.00		
		VAT	39.00	39.00	19.60	19.60	86.00	43.00	-		
		Total		234.00	234.00	117.60	117.60	516.00	258.00	547.00	
Alterations (including underpinning)											
D09	Renovation of a thermal element	Net	98.00	98.00	49.00	49.00	215.00	108.00	274.00		
		VAT	19.60	19.60	9.80	9.80	43.00	21.60	-		
		Total		117.60	117.60	58.80	58.80	258.00	129.60	274.00	
D10	Replacement of windows, roof lights, roof windows or external glazed doors	Net	98.00	98.00	49.00	49.00	215.00	108.00	274.00		
		VAT	19.60	19.60	9.80	9.80	43.00	21.60	-		
		Total		117.60	117.60	58.80	58.80	258.00	129.60	274.00	
D11x	Cost of work not exceeding £1,000 (Incl New charge)	Net	73.00	122.00	37.00	61.00	215.00	108.00	274.00		
		VAT	14.60	24.40	7.40	12.20	43.00	21.60	-		
		Total		87.60	146.40	44.40	73.20	258.00	129.60	274.00	
D11a	Cost of work exceeding £1,001 but not exceeding £2,000 (Incl Renewable Energy systems)	Net	98.00	147.00	49.00	74.00	269.00	135.00	342.00		
		VAT	19.60	29.40	9.80	14.80	53.80	27.00	-		
		Total		117.60	176.40	58.80	88.80	322.80	162.00	342.00	
D11	Cost of work exceeding £2,001 & not exceeding £5,000 (Incl Renewable Energy systems)	Net	147.00	195.00	74.00	98.00	376.00	188.00	479.00		
		VAT	29.40	39.00	14.80	19.60	75.20	37.60	-		
		Total		176.40	234.00	88.80	117.60	451.20	225.60	479.00	
D12	Cost of work exceeding £5,001 & not exceeding £25,000	Net	195.00	244.00	98.00	122.00	484.00	242.00	616.00		
		VAT	39.00	48.80	19.60	24.40	96.80	48.40	-		
		Total		234.00	292.80	117.60	146.40	580.80	290.40	616.00	
D13	Cost of work exceeding £25,001 & not exceeding £100,000	Net	244.00	489.00	122.00	245.00	806.00	403.00	1,026.00		
		VAT	48.80	97.80	24.40	49.00	161.20	80.60	-		
		Total		292.80	586.80	146.40	294.00	967.20	483.60	1,026.00	
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					205.00	n/a	261.00		
		VAT					41.00	n/a	-		
		Total					246.00	n/a	261.00		

**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
2020/21**

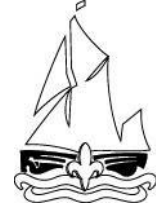
Limited to work not more than 3 storeys above ground level

VAT rate **20.0%**

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	195.00	98.00	391.00	196.00	762.00
		VAT	39.00	19.60	78.20	39.20	-
		Total	234.00	117.60	469.20	235.20	762.00
N02	Single storey with floor area not exceeding 40m2 but not exceeding 100m2	Net	195.00	98.00	586.00	293.00	1,016.00
		VAT	39.00	19.60	117.20	58.60	-
		Total	234.00	117.60	703.20	351.60	1,016.00
N03	With some part 2 or 3 storey in height and a total floor area not exceeding 40m2	Net	195.00	98.00	489.00	245.00	889.00
		VAT	39.00	19.60	97.80	49.00	-
		Total	234.00	117.60	586.80	294.00	889.00
N04	With some part 2 or 3 storey in height and a total floor area exceeding 40m2 but not exceeding 100m2	Net	195.00	98.00	635.00	318.00	1,080.00
		VAT	39.00	19.60	127.00	63.60	-
		Total	234.00	117.60	762.00	381.60	1,080.00
Alterations							
N05	Cost of work not exceeding £5,000	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Replacement of windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Renewable Energy systems (not covered by an appropriate competent persons scheme)	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Installation of new shop front	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
N06	Cost of work exceeding £5,000 & not exceeding £25,000	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Replacement of windows, roof lights, roof windows or external glazed doors (exceeding 20 units)	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Renovation of thermal elements	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Installation of a Raised Storage Platform within an existing building	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
N07	Cost of works exceeding £25,000 & not exceeding £100,000	Net	293.00	147.00	342.00	171.00	826.00
		VAT	58.60	29.40	68.40	34.20	-
		Total	351.60	176.40	410.40	205.20	826.00
	Fit out of building up to 100m2	Net	293.00	147.00	391.00	196.00	889.00
		VAT	58.60	29.40	78.20	39.20	-
Total	351.60	176.40	469.20	235.20	889.00		

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



REPORT of INTERIM SECTION 151 OFFICER

**to
COUNCIL
13 FEBRUARY 2020**

REVISED 2019 / 20 ESTIMATES, ORIGINAL 2020 / 21 BUDGET ESTIMATES AND COUNCIL TAX 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 To note the Provisional Local Government Finance Settlement (LGFS) 2020 / 21 which was announced by the government on 20 December 2019. As at the time of writing this report the Final LGFS has not been announced by the government and the Council's budget estimates for 2020 / 21 will need to be revised if the Final LGFS is different from the Provisional. The impact will be on the amount to or (from) General Fund Balances.
- 1.2 To present to Council the revised 2019 / 20 and original 2020 / 21 General Fund Revenue Budget estimates for approval as recommended to the Council by the Strategy and Resources Committee on 29 January 2020 subject to the comment in 1.1 above.

2. RECOMMENDATIONS

- (i) that Council notes the main details of the Provisional Local Government Finance Settlement 2020 / 21 described in section 3.4 of the report; and
- (ii) that the following be approved as recommended by the Strategy and Resources Committee subject to the comment in 1.1 above:
 - (a) the Revised 2019 / 20 and Original 2020 / 21 General Fund Revenue Budget Estimates (**APPENDICES 1, 2 and 3**)
 - (b) an average Band D council tax of £202.40 (excluding parish precepts) (£5 increase) for 2020 / 21 (**APPENDIX 1**);
 - (c) policies on the designated use of financial reserves (**APPENDIX 4**);
 - (d) maintain the current policy of a minimum general fund balance of £2,600,000;
- (iii) that Council gives due regard to the Interim Section 151 Officer's statement on the robustness of budgets and adequacy of reserves in **APPENDIX 5**.

3. SUMMARY OF KEY ISSUES

3.1 The Council no longer receives revenue support grant funding from the government meaning that the majority of the funding for the council’s services is from income raised directly by the Authority. The main sources of funding are Council Tax, Fees and Charges and Business Rates.

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

3.3 It should be noted, that since the Strategy and Resources Committee considered this report on 29 January 2020, the National Non-Domestic Rates Return for 2020 / 21 was completed and therefore, the figures from Business Rates have changed and the new figures are included which affected the contributions to / (from) balances as shown in **APPENDIX 1**.

3.4 Provisional Local Government Finance Settlement 2020 / 21

3.4.1 The provisional 2020 / 21 local government finance settlement was announced on 20 December 2019. The Settlement Funding Assessment is the amount of funding consisting the 50% of the Business Rates Baseline Funding Level uprated by the increase in the small business rates multiplier that is identified by the government under the current system of 50% Business Rates Retention Scheme and adjusted for the tariff that the authority pays.

	2016/17	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m	£m
Settlement Funding Assessment – Maldon	1.964	1.601	1.474	1.508	1.532
of which:					
Revenue Support Grant	0.561	0.169	0	0	0
Business Rates Baseline Funding under 50% Business Rates Retention (BRR)	1.403	1.432	1.474	1.508	1.532
Annual % Change		-18.5%	-7.9%	2.3%	1.6%
Cumulative % Change		-18.5%	-25.0%	-23.2%	-22.0%

3.4.2 The Government each year also calculates an amount called the ‘Core Spending Power’ for each local authority which is an estimate of the amount of funding available to each authority to spend on their core services. It is made up of estimated council tax and business rate income, Revenue Support Grant and New Homes Bonus plus a number of government grants excluding those for education and policing.

Maldon						
Illustrative Core Spending Power of Local Government;						
	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
	£ millions	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	2.447250	1.963948	1.600563	1.474135	1.507917	1.532486
Compensation for under-indexing the business rates multiplier	0.020284	0.020284	0.021498	0.033782	0.049138	0.061422
Council Tax of which;	4.121717	4.277616	4.472278	4.668562	4.843426	5.044735
<i>Council Tax Requirement excluding parish precepts (including base and levels growth)</i>	4.121717	4.277616	4.439994	4.634860	4.808462	4.982286
<i>additional revenue from referendum principle for social care</i>	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
<i>potential additional Council Tax from £5 referendum principle for all Districts</i>	0.000000	0.000000	0.032285	0.033702	0.034964	0.062449
Improved Better Care Fund	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
New Homes Bonus	0.632883	0.795664	0.797068	0.695801	0.832435	0.897533
New Homes Bonus returned funding	0.004470	0.003197	0.003390	0.000000	0.000000	0.000000
Rural Services Delivery Grant	0.005897	0.030627	0.024730	0.030818	0.030818	0.030818
Transition Grant	0.000000	0.040226	0.040077	0.000000	0.000000	0.000000
Adult Social Care Support Grant	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Winter Pressures Grant ¹	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Social Care Support Grant ²	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Social Care Grant	0.000000	0.000000	0.000000	0.000000	0.000000	0.000000
Core Spending Power	7.232501	7.131562	6.959604	6.903097	7.263734	7.566993
Change since 2015-16 (£ millions)						0.334492
Change since 2015-16 (% change)						4.62

Source: Provisional Local Government Finance Settlement 2020 to 2021 published by MHCLG 20/12/2019

- 3.4.3 It will be seen from the above illustrative table that in the government's view the total Core Spending Power includes the potential additional council tax from the £5 referendum principle for all Districts. The Council did increase its Council Tax by £5 in 2017 / 18, the first year that the government introduced the £5 into the referendum principle in acceptance and recognition of the financial pressures that district councils have been experiencing.

Key Information for Local Authorities (£m)					
Select local authority by clicking on the box below and using the drop-down button					
Maldon					
	2016-17	2017-18 ¹	2018-19 ¹	2019-20 ¹	2020-21 ¹
Settlement Funding Assessment	1.96	1.60	1.47	1.51	1.532486
of which:					
Revenue Support Grant	0.56	0.17	0.00	0.00	0.000000
Baseline Funding Level	1.40	1.43	1.47	1.51	1.532486
Tariff/Top-Up ²	-3.85	-3.59	-3.72	-3.80	-3.866533
2017-18 Tariff and Top-up reconciliation			-0.02		
Safety Net Threshold	1.30	1.32	1.36	1.39	1.417549
Levy Rate	0.50	0.50	0.50	0.50	0.500000

Source: Provisional Local Government Finance Settlement 2020 to 2021 published by MHCLG 20/12/2019

- 3.4.4 For 2020 / 21, government funding consists of the Business Rates Baseline funding, New Homes Bonus and the Rural Services Delivery Grant. Revenue Support Grant (RSG) is negative and the government, like for the current financial year (2019 / 20), has stated that it will meet the cost of the negative RSG in 2020 / 21 from its own share of the Business Rates receipts and not require authorities with negative RSG's to pay it to the government. The amount for this Council for 2020 / 21 is approximately £338,700. It is uncertain whether the government will continue to fund the negative RSG in the future and if not, then the Council will have this as cost to pay to the government.
- 3.4.5 The New Homes Bonus (NHB) Scheme was introduced in 2011 / 12 to encourage local authorities to facilitate housing growth. For every additional property built or empty property brought back into use, the government match funds the additional council tax, with an additional amount for affordable homes.
- 3.4.6 Whilst there have been changes to the scheme over the years whereby the payments have reduced from six years to five years to four years and the introduction of an annual baseline housing growth of 0.4% below which no NHB would be payable, for

2020 / 21 the government has indicated that NHB will continue but there will be no legacy payments in the future for the year 2020 / 21.

- 3.4.7 For 2020 / 21 the government will maintain the Rural Services Delivery Grant at £81million and the Council's allocation is £30,818 the same as for this financial year (2019 / 20).
- 3.4.8 The government has also separately announced the 2020 / 21 allocations for the Flexible Housing Grant of £62,853 and the Homelessness Reduction Grant of £49,501. Therefore, the provisional total amount to be received for the Homelessness function / service is £112,354 to be spent in accordance with the terms and conditions of the individual grants in 2020 / 21.

3.5 Revised General Fund Revenue Budget Estimates 2019 / 20

- 3.5.1 The original 2019 / 20 budget estimates showed a total of £291,000 contribution to the General Fund Balances. The revised estimate shows a contribution of £35,000. This is a reduction of £256,000. The reasons for this in the main come from the differences in the Statutory Adjustments between the original and the revised estimates. Also, as explained in the Quarter Two Budget Control Report to the Strategy and Resources Committee on 5 December 2019, the additional cost of the Agency Staff not covered by the salary budget allocations and higher than expected cost of redundancies in 2019 / 20 in respect of the implementation of the Future Council model are being absorbed by the savings in the salaries budget which would otherwise have been contributing to the overall savings.
- 3.5.2 In addition, out of a total savings and additional income of £331,000 identified as part of the Transformation Programme in 2019 / 20; £123,200 remains to be achieved. A total of £207,800 (63%) savings and additional income has been included in the revised estimate. The reason for the amount that remains to be achieved is that phase 2 of the Transformation Programme was completed as per the plan in October 2019 and therefore the focus was directed to ensure that the new Council structure was implemented on schedule. Some of the savings and additional income are to be achieved by officers who did not take up their new roles until October 2019. Therefore, the £123,200 has been rolled forward to be achieved in 2020 / 21.
- 3.5.3 The Council continues to receive additional income from growth in local business rates and pooling arrangements within the Essex Region Business Rates Pool. For 2018 / 19, the Authority's benefit from being in the pool was £199,000.
- 3.5.4 There have been Revenue Supplementary Estimates of £21,100 agreed during the year; these have been built into the core revised budget.

3.6 Original General Fund Revenue Budget Estimates 2020 / 21

- 3.6.1 The proposed 2020 / 21 net operating expenditure budget after adjusting for statutory adjustments, but before any non-service specific funding and use of reserves totals £7.991m and is therefore £0.107m (1.36%) higher than 2019 / 20 (£7.884m). Whilst the overall Net Cost of Services has decreased as a result of the implementation of the Future Council model there are additional growth pressures such as an increase for inflation of £385,000, this is a 2% increase on pay budgets, and 2.0% and 3.0% for

Retail Price Index (RPI) and Consumer Price Index (CPI) indexed expenditure; employer's contribution rate to the pension fund increased from 15.9% to 19.9% of pensionable pay adding an extra £221,000 and other significant items which are explained later in this report that are being absorbed / mitigated by the savings.

3.6.2 It needs to be recognised that since the decision to implement the Future Council Model, the environment that the Council operates in has and will continue to change and move on. As such the savings that were projected from the Future Model implementation whilst being largely achieved will be diluted or eroded in the future as additional cost pressures are being accommodated without continually replenishing those savings with new savings. The measure for the savings of £1.89m by 2022 / 23 from the Future Council Model is the 2018 / 19 budget however the activities of the Council will not remain static at that level.

3.6.3 It is estimated that in 2020 / 21, there will be a net contribution from General Fund balances of £871,920 to fund the following:

- the up-front payment of £1,556,202 for the pension fund deficit recovery from the 2019 triennial pension fund valuation;
- additional provision in the budget for the waste management contract of £100,000 to deal with the lack of capacity in the garden waste service and the waiting list of householders wishing to subscribe to the service and the collection of glass;
- additional budget provision of £100,000 for interim support to cover the Director of Resources / Section 151 post.

3.6.4 Taking the above into account, it will be noted that the actual contribution from general fund balances of £871,920 means that the difference of £884,282 has been absorbed from within the General Fund Revenue account in the main from the reduction in the overall net cost of service as a result of the implementation of the Future Council Model and additional income from factored in increases when compared to the 2019 / 20 original budget.

3.6.5 The Council Tax increase is considered in section 3.15. Proposals for the usage of earmarked reserves are discussed in more detail in Section 3.16.

3.6.6 2020 / 21 Budgets have initially been built up as follows:

- New Council Structure;
- Inflation assumptions on existing contracts, (2% for pay), contractual inflation on goods and services based upon CPI or RPI dependent of terms within contracts;
- Reflecting the expected income from fees and charges and grant income;
- Implications of statutory and contractual changes;
- Growth, as discussed later in this report.
- Savings as identified for the Future Council Model (see paragraph 3.9.1)

3.7 **Budget Growth, Savings and Income Generation in 2020 / 21**

- 3.7.1 On 19 December 2019, the Council considered and resolved the recommendations from the Strategy and Resources Committee in relation to the budget growth and savings for 2020 / 21. These proposals have all been built into the core 2020 / 21 budget estimates at £145,600 for growth; £234,700 of savings / additional income.
- 3.7.2 Furthermore, the Council resolved as recommended by the Strategy and Resources Committee, non-recurring growth in 2020 / 21 in relation to repairs and renewals of Council assets which would not form part of the capital programme totalling £26,100 and which will be funded from a draw down from the Repairs and Renewals reserve.
- 3.7.3 Following a meeting of Finance Lead members from across Essex which was hosted by the Finance Cabinet Member at Essex County Council, it has been agreed that the Local Council Tax Sharing Agreement will continue at least for the next two years at the 14p benefit but only on achieving agreed additional council tax collection targets. The Chairman of the Strategy and Resources Committee attended on the Council's behalf with an Officer. The benefit will be tapered depending on the achievement below target to 12p. Each participating Council will have a target and there will also be a collective target to reduce the risk to any one participant authority. The loss from the 16p benefit to 14p over the two years 2018 / 19 and 2019 / 20 was a cumulative loss of £70,000. For 2020 / 21 the Council has budgeted the benefit at £207,000.

3.8 **New Homes Bonus (NHB)**

- 3.8.1 NHB is not ring-fenced; therefore it can be used by the Council for whatever purpose it wishes. The government has stated that the NHB scheme in its current form will cease and 2020 / 21 will be the last year, as it wants to incentivise and reward local authorities to increase housing growth in a different way. Due to the uncertainty on the future of the NHB, the Council in 2018 / 19 took action to stop its reliance on the whole of the annual NHB allocation to support the General Fund Revenue expenditure and thus the council tax by using just the legacy payments from previous years. The plan was to phase out wholly any reliance on the NHB to support the council tax. Legacy payments are payable for four years; therefore the income will progressively reduce to zero by 2023 / 24. The amount in 2020 / 21 to support the general fund revenue expenditure is £251,512 (£414,293 in 2019 / 20). The amounts not utilised to support the General Fund revenue expenditure is to be held in a New Homes Bonus Reserve which it is estimated will total £1.9m by the end of the financial year 2022 / 23. The use of this reserve will be a member decision.

3.9 **Future Council Model**

- 3.9.1 The Future Council model identified £739,000 of savings in 2020 / 21. This is made up of salary savings of £400,000 through the new staffing structure and in total £339,000 through non-staff efficiencies, strategy based reductions and new net revenue streams from commercial projects/activities. At its meeting on 5 December 2019, the Strategy and Resources Committee resolved to reverse the saving identified from the Citizen's Advice Bureau (CAB) of £11,000 effectively reducing the savings target by £328,000. For 2020 / 21 a total of £329,100 has been found and incorporated into the budget. **The balance of £123,200 of savings to be achieved in 2019 / 20 and the net of the reversal of the saving from the CAB of £9,900 to be**

achieved; a total of £133,100 has been included in the 2020 / 21 budget estimates as a central saving to be achieved. It is important that all the savings / additional income included in the budget are realised in 2020 / 21 otherwise there will be a negative impact on the general fund balances and ultimately on the council taxpayers if compensatory savings / additional income are not found.

3.10 Pension Fund Deficit Recovery

3.10.1 The Pension Fund Triennial Valuation 2019 is currently underway and the draft results show that the deficit on the Council's element of the overall Fund in respect of assets and liabilities has reduced from £8.181m to £5.318m with the funding level improving from 81.7% to 90.2%. The deficit recovery period is proposed to be reduced 15 years to 12 years. The primary employer's contribution rate will increase from 15.9% to 19.9% of pensionable pay. The comparable option is Option 5 as the Council chose to pay the deficit in the 2016 valuation up front. The Council has adequate general fund balance / reserves to take Option 5. In using the General Fund Reserves / Balance, it is proposed that £480,000 in each of the year's 2021 / 22 and 2022 / 23 be transferred to the Pension Reserve in the earmarked reserves in readiness for the next Triennial Valuation in 2022 / 23 to mitigate the impact of the deficit recovery payment at the time.

Deficit Funding Options	2020 / 21	2021 / 22	2022 / 23	Total	Ranking
	£	£	£	£	Least Expensive to Most Expensive
Option 1: Deficit contributions paid monthly and increasing each year	534,677	554,170	574,373	1,663,220	3
Option 2: Deficit contributions paid monthly and are level each year	643,854	643,854	643,854	1,931,562	5
Option 3: Deficit contributions paid annually in advance and increasing each year	523,024	542,093	561,856	1,626,973	2
Option 4: Deficit contributions paid annually in advance and are level each year	629,823	629,823	629,823	1,889,469	4
Option 5: Three year's deficit contributions paid up front on 1 April 2020.	1,556,202	0	0	1,556,202	1

3.11 **Funding for work on Bradwell B (BRB) Power Station and Community Infrastructure Levy (CIL)**

3.11.1 The Council is engaged in the work with the BRB Partnership in respect of the Development Consent Order. In order to be so engaged BRB has funded the Council in 2019 / 20 and will do so for the first three months of 2020 / 21. The total amount up to end of December 2019 was £55,000. The amount of funding for the first six months of 2020 is £271,000 being split equally between 2019 / 20 and 2020 / 21. The Council's involvement in the BRB project therefore will be at nil net cost to it up to June 2020. Any funding allocation not utilised will be carried forward for this purpose.

3.11.2 The Council has been granted £180,000 by Essex County Council to progress work on CIL. The finer detail of the how the CIL work will be delivered is under discussion. The work on CIL will be contained within the funding with no net cost to the Council.

3.11.3 Therefore, no net costs have been included in either the revised 2019 / 20 or original 2020 / 21 budget estimates.

3.12 **Essex Region Business Rates Pool**

3.12.1 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 2020 / 21 and the Council will continue to benefit by being in the Pool.

3.13 **Interest on Investments**

3.13.1 Interest from investment income is an integral part of the budget considerations. Bank of England base rate increased in March 2018 to 0.75%. The 2020 / 21 budget estimate for investment interest income in 2020 / 21 is £283,000 at an average investment balance of £15m during the year at a rate of 1.9%

3.14 **Council Tax**

3.14.1 The Draft Council Tax referendum threshold set by the Secretary of State for 2020 / 21 was announced as part of the Provisional Settlement; and for Maldon, the threshold has been set at 2% increase over 2019 / 20 or £5 whichever is the greater. Any Council proposing increases more than the threshold faces the substantial cost of conducting a local referendum and if it results in a 'No' vote, the rebilling cost as well.

3.14.2 In view of the fact that the Government in calculating the core spending power for each council assumes they will have taken the benefit of the £5 increase (see table in paragraph 3.4.2) it is important that the Council considers the option of the £5 increase for 2020 / 21.

Options for Increase in Council Tax from 2019 / 20 to 2020 / 21	Increase on 2019 / 20 Band D Council Tax of £197.40		Additional Income Band D
Tax Base = 25,090.8	Medium Term Financial Strategy (MTFS) 1.945%	£5	

	£3.84		
Band D Council Tax 2020 / 21	£201.24	£202.40	£1.16
Maldon District Council: Council Tax	£5,049,273	£5,078,378	£29,105

- 3.14.3 Increasing the council tax by £5 instead of the increase factored into the current MTFS of 1.95% (£3.84) would raise an additional income of £29,105 in 2020 / 21 thus reducing the requirement from General Fund Balances by that amount to support the General Fund net expenditure.
- 3.14.4 The additional increase from a 1.945% (£3.84) increase to £5 is £1.16 which equates to 2 pence per week.
- 3.14.5 The Council's net expenditure budget (excluding parish precepts but after service specific funding and contribution from reserves) for 2020 / 21 is £8,252,125. This is matched by the estimated total resources with the Band D council tax at £202.40 i.e. £5 increase on 2019 / 20. (**APPENDIX 1**).
- 3.14.6 The tax base to be used for setting the 2020 / 21 Council Tax was agreed by the Council at its meeting on 19 December 2019. The tax base is 25,090.8 '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 2020 / 21 Council Tax.
- 3.14.7 In terms of the estimated (surplus) / deficit on the Collection Fund as at 31 March 2020, Maldon District Council's share of the net surplus, which is used to reduce our Council Tax, is £35,897 comprised of a surplus distribution on Council Tax of £174,733 and a deficit distribution on Business Rates of £138,918.
- 3.14.8 In accordance with the legislation under the Local Government Finance Act 1992, all Parish Precepts must be charged to the Council's General Fund. The total amount of Parish Precepts is £1,543,830.

3.15 Council Tax: £5 increase on 2019 / 20 Band D Basic Amount of £197.40

- 3.15.1 The Budget estimates have been constructed on the basis that the Council is proposing to increase council tax by £5.00 which is within the referendum threshold for 2020 / 21. This represents a prudent approach having regard to the balance of the risks and opportunities facing the Council in future years; in the context of its underlying financial base with subsequent increases to be reviewed each year in the light of emerging risks. The budget for 2020 / 21 is balanced. There are several uncertainties still facing local government finance. There is the £339,000 negative Revenue Support Grant that the government is meeting the cost of from its own business rates receipts again in 2020 / 21. There is uncertainty as to whether the government will require council's that are in negative revenue support grant to pay it in the future.
- 3.15.2 The four-year settlement funding agreement also ended 2019 / 20, therefore any new funding arrangement will impact on the Council and whilst it is anticipated that the impact will not be favourable, there is not yet any indication of what this may be. The move from the 50% Business Rates Retention to 75% Business Rates Retention system is on hold and it is not known when or whether it will be implemented. Any change to the Business Rates retention system will, most likely result in a reset of the

Business Rates Baseline, which it is expected will remove much if not all of the growth that has been achieved since the system was introduced. This would most certainly take away resources from this Council. However, it is not possible to predict what the exact impact would be without knowing the details of the new system.

3.15.3 Council Tax increases become part of the overall financial base of the Council. The proposed £5 increase in Council Tax will generate an additional £125,454 of income in 2020 / 21. If this increase were not approved for 2020 / 21 then the gap in future years widens and any necessary Council Tax increase would then be greater.

3.16 General Fund Balance and Revenue Reserves

3.16.1 Detailed policy information for each earmarked revenue reserve and anticipated balances is set out in **APPENDIX 4**.

3.16.2 Based on the latest risk assessment it is considered that the Council maintains the approved minimum working balance level from £2.6m this will be regularly reviewed in the light of changing circumstances.

3.16.3 A summary of the proposed use of reserves is summarised in the table below and is based on a budget projection that includes aspects such as inflation and a number of priority and statutory growth pressures offset by savings identified. The overall aim is to ensure that reserves do not fall below £2.6m and the current projections keep within this target.

Balances Movement (taking into account estimated use in 2019 / 20)	2019 / 20	2020 / 21
	£'000	£'000
Balance brought forward		
General Fund Reserves	4,769	4,804
Earmarked Reserves	2,559	2,735
Total	7,328	7,539
Projected Movement		
General Fund Reserves	35	-872
Earmarked Reserves	176	504
Total	211	-458
Balance carried forward		
General Fund Reserves	4,804	3,932
Earmarked Reserves	2,735	3,239
Total	7,539	7,171

3.16.4 In respect of the NHB the reserve created from the balance of payments received and the legacy payments yet to be received that will not be utilised, the position will be as follows:

	B/F Balance £	Current Year Payment £	Legacy Payments £	Amount Utilised £	C/F Balance £
2018 / 19	0	220,274	475,527	475,527	220,274
2019 / 20	220,274	197,868	634,567	414,293	638,416
2020 / 21	638,416	227,878	669,655	251,512	1,284,437
2021 / 22	1,284,437	0	418,142	0	1,702,579
2022 / 23	1,702,579	0	197,868	0	1,900,447

3.16.5 The total up to 2020 / 21 of £1,284,437 is included in the earmarked reserves balance carried forward table above.

3.16.6 The utilisation/use of this reserve will be a decision for members since the NHB is not ring fenced and can be used for supporting services of the Council. It should be noted that over the next few years the Local Development Plan is scheduled to be reviewed and the estimated cost currently stands upwards of £0.5m. Therefore, it is important that the reserve is utilised prudently for significant revenue or capital projects that cannot be accommodated from within existing budgets and/or general reserves. If used for capital projects purpose then it would be as Revenue Contribution to Capital expenditure through the General Fund Revenue account.

3.17 **Medium Term Financial Strategy (MTFS)**

3.17.1 The MTFS presented later in the agenda shows that based on the current assumptions a total of £384,000 of savings will be required in the period to 2023 / 24. This comprises savings requirement of £169,000 in 2021 / 22 and savings of £215,000 required in 2022 / 23 with no savings required in 2022 / 23. As the MTFS is for the medium term it must be emphasised that these will change as the factors used in the assumption change.

3.18 **View on Risks**

3.18.1 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 savings and income levels included in the budget are achieved, will be a key focus.

3.18.2 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.

- 3.18.3 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 successful appeals. 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 Council will receive.
- 3.18.4 The Council is estimating to receive approximately £746,000 per annum in business rates relating to renewable energy production across the District. There will be a new revaluation and Business Rates reset in the future therefore there is a risk the retention of this additional business rates income may not be available as it is over and above our baseline.
- 3.18.5 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.
- 3.18.6 The UK is due to leave the European Union (EU) on 31 January 2020. At the time of writing this report, there is still large uncertainty over what, if anything will be the fallout from this, and therefore this is a high-risk area until such time that a deal is made. Officers will continue to monitor to ensure that any developments are picked up as soon as possible.
- 3.18.7 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. The inclusion of the significant items of expenditure in 2020 / 21 for the Pension Fund deficit recovery of £1,556,202, the waste management contract of £100,000 and the £100,000 additional budget provision to cover the vacant post of the Director of Resources are one-offs and are significantly large that they cannot be accommodated from within the in year budget hence the use of the general fund reserve/balance.
- 3.18.8 Section 25 of the 2003 Local Government Act requires the Interim Section 151 Officer to make a formal report to the Council on the robustness of the budget and adequacy of reserves (**APPENDIX 5**).

4. CONCLUSIONS

- 4.1 After including all items within the financial projections, general fund and earmarked reserves at the start of 2020 / 21 are expected to be £7.539m with all known movements considered. The government has set the referendum threshold for the increase in the average band D council tax in 2020 / 21 for district councils at 2% or £5 whichever is the greater. Due to the unknown impact of future changes to Local Government finance, it is proposed that the Council should take the opportunity to increase its financial base by increasing the average band D council tax by £5, the maximum allowed for by the government before a referendum is required.

5. IMPACT ON STRATEGIC THEMES

- 5.1 This report sets out the resources that are and will be available to the Council in 2020 / 21 to meet the outcomes set out in the three strategic themes of Place, Community and Prosperity.

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 2020 / 21, only essential budget growth has been considered.
- (ii) **Impact on Equalities** – The budget affects all residents in the District, it is not considered that the growth bids for 2020 / 21 individually impact negatively on an individual user group.
- (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.

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REVENUE ESTIMATES SUMMARY 2020/21				
	Original	Revised	Original	
	2019/20	2019/20	2020/21	
	£000	£000	£000	
Directorates				
Corporate & Democratic	533	473	492	
Resources	3,708	3,719	3,082	
Customer & Communities	2,098	1,760	181	
Planning & Licensing	322	268	(909)	
Service Delivery	3,000	2,564	5,754	
Strategy Performance and Governance	1,037	1,182	1,343	
Net Cost of Services	10,699	9,966	9,944	
Interest on Investments	(224)	(316)	(283)	
Pension Interest Cost/Expected rtn on Assets(net)	842	622	622	
Net Operating Expenditure	11,317	10,272	10,283	
Appropriations & Adjustments				
Impact of forward pension deficit funding	0	0	1,556	
Statutory Adjustments	(3,433)	(1,646)	(2,292)	
Govt Direct Grants				
- New Homes Bonus	(414)	(832)	(897)	
- Other Direct Grants	(31)	(31)	(31)	
Business Rates Renewable Energy	see below	see below	see below	
Levy Redistribution	0	0	0	
To/(From) Earmarked Revenue Reserves	243	176	504	
To/(From) Balances	291	35	(872)	
Expenditure to be Funded	7,973	7,973	8,252	
	2019/2020	2020/2021		
Property Tax Base (Band D equivalent)	24,536.1	25,090.8		
	2019/2020	2020/2021		
Council Tax Charges	Charge @	Total	Charge @	Total
	Band D	Cost	Band D	Cost
	£ : p	£	£ : p	£
Revenue Expenditure to be Funded	324.96	7,973,358	328.89	8,252,125
Revenue Support Grant	0.00	0	0.00	0
Business Rates Retention				
- Renewable Energy	(27.29)	(669,513)	(29.74)	(746,164)
- Base Line Funding	(61.46)	(1,507,917)	(61.08)	(1,532,486)
- Business Growth Retention	(42.75)	(1,048,846)	(58.73)	(1,473,535)
- Levy on Business Rates Growth net to ECC Pool	15.75	386,411	24.48	614,253
- NDR Collection Fund Adjustment (Surplus)/Deficit	(5.79)	(142,000)	5.54	138,918
Council Tax Collection Fund Adj (Surplus)/Deficit	(6.03)	(148,000)	(6.96)	(174,733)
Maldon District Council Charge	197.40	4,843,493	202.40	5,078,378

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APPENDIX 2

Cost Centre	Description	Direct Costs				Recharges			Income		Government Grant	Net Budget
		Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £		
Service Management & Support												
172	Strategy, Performance & Governance	1,169,700	2,300	9,700								1,181,700
		1,044,100										1,044,100
171	Resources	2,025,700	900	19,800	0					0		2,046,400
		2,131,900										2,131,900
170	Service Delivery	2,535,700	200	28,000								2,563,900
		3,020,000										3,020,000
101	Corporate Core	0	500	3,300		14,700				0		18,500
		1,000	500	10,100						0		11,600
102	Election Services	0	0	1,000		7,400						8,400
		800	0	2,700								3,500
103	Policy & Comms	0	0	13,700	0	6,600				0		20,300
		1,200	300	16,100	0					0		17,600
104	Training			61,100		11,900				0		73,000
				61,100						0		61,100
105	Human Resources	400	0	14,700		7,100						22,200
		1,800	0	22,400	0					0		24,200
106	Apprentices	24,800		0								24,800
		18,000		0								18,000
108	Committee Services	0	0	18,900		8,300			(10,000)			17,200
		1,100	800	21,800					(10,000)			13,700
109	General Office Support	0	0	200	0	8,000						8,200
		0	0	700						0		700
110	Customer Services	155,100	200	15,800	0	27,000				(30,400)		167,700
		175,300	1,000	20,000	0					(30,400)		165,900
111	Internal Audit & Perf. Review	0	0	70,400						0		70,400
				70,400								70,400
113	Finance	0	0	32,000	0	16,200				0		48,200
		2,300	0	42,700	0					0		45,000
114	Revenues & Benefits	449,500	200	211,600	0	38,000				(298,700)	(60,600)	340,000
		481,300	1,000	108,900						(305,900)	0	285,300
118	Leisure & Community	108,800	1,800	51,200	0	9,000				(9,000)		161,800
		109,600	600	31,500	0					(9,000)		132,700
119	IT Services	0	0	317,700	101,700	31,000						450,400
		1,400		487,700	132,800							621,900
121	Council Offices	400	0	269,300	100,700	(310,800)				(59,600)		0
		400	0	265,700	95,900					(58,200)		303,800
124	Princes Rd Depot			15,500	3,200							18,700
				400	3,300							3,700
132	Environmental Health	246,100	5,000	9,600		16,600				0		277,300
		255,100	8,300	10,900								274,300
133	Environmental Waste	24,200	100	1,400		4,300				0		30,000
		32,200	100	3,500								35,800
134	Housing	272,700	0	9,900		13,400				0		296,000
		282,600	2,200	14,900								299,700
141	Parks & Countryside Services	391,200	53,300	118,900	21,600	3,600	0	0	(29,300)	(60,300)	0	499,000
		353,000	53,200	112,200	31,900	0	0	0	(29,300)	(52,300)	0	468,700
149	Nursery			0	0							0
				0	300							300
153	Parks Rangers	215,500	7,300	8,800	1,300					(80,000)		152,900
		207,100	9,900	8,300	3,700					(70,000)		159,000
155	Prom Depot			15,000	3,700					(2,600)		16,100
				10,400	3,700					(2,500)		11,600

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		Direct Costs				Recharges			Income		APPENDIX 2	
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £
163	Enforcement	93,600	1,400	4,900		4,200					0	104,100
		123,200	1,400	6,200							0	130,800
164	Economic Development	22,400	0	400		3,200						26,000
		33,900	1,900	1,200								37,000
165	Planning Policy Services	32,100	200	2,900		11,900						47,100
		45,100	1,400	8,200								54,700
166	Planning Admin Services	132,300	0	21,100		15,300						168,700
		131,600		28,200								159,800
167	Development Control Services	307,500	4,100	15,800		11,800				0		339,200
		315,900	4,100	14,600								334,600
168	Building Control Services	85,800	2,800	4,000		4,700						97,300
		75,200	5,500	5,200								85,900
TOTAL Service Management & Support Services		8,293,500	80,300	1,366,600	232,200	(36,600)	0	0	(39,300)	(540,600)	(60,600)	9,295,500
		8,845,100	92,200	1,386,000	271,600	0	0	0	(39,300)	(528,300)	0	10,027,300
Central Services												
Corporate Core & Democratic Core												
256	Corporate Management			146,900					0		0	146,900
				248,400					0		0	248,400
260	Democratic Representation & Mgt	223,600	14,000	35,400	1,500	32,600				0		307,100
		223,600	14,000	37,200	1,900					0		276,700
270	Future Model Transformation	424,000		505,000						0		929,000
		260,000		344,000						(182,000)		422,000
TOTAL Corporate & Democratic Core		647,600	14,000	687,300	1,500	32,600	0	0	0	0	0	1,383,000
		483,600	14,000	629,600	1,900	0	0	0	0	(182,000)	0	947,100
Central Services to the Public												
202	Business Rates Collection			4,300					(5,100)		(93,000)	(93,800)
				4,300					(5,100)		(93,000)	(93,800)
209	Council Tax Benefit Admin			3,200							(53,000)	(49,800)
				3,300							(53,000)	(49,700)
216	Council Tax Collection			35,700					(106,200)	(1,500)		(72,000)
				35,800					(106,200)			(70,400)
213	Electoral Registration	0		54,100		1,900			(11,200)			44,800
		0		46,400		0			(1,200)			45,200
253	Civil Emergencies			33,900								33,900
				33,900								33,900
254	Election Management			106,300						(10,000)		96,300
				96,100						0		96,100
255	Land Charges			15,700	0				(121,900)			(106,200)
				15,700					(121,900)			(106,200)
TOTAL Central Services		0	0	253,200	0	1,900	0	0	(244,400)	(11,500)	(146,000)	(146,800)
		0	0	235,500	0	0	0	0	(234,400)	0	(146,000)	(144,900)

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		Direct Costs				Recharges			Income		APPENDIX 2	
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £
Cultural, Environmental & Planning												
Cultural Services												
501, 502, 503, 509, 520, 522	Sport	0	0	196,500	28,800	0	0	0	0	(630,000)	0	(404,700)
		0	0	176,600	410,300	0	0	0	0	(624,100)	0	(37,200)
122, 506, 508	Community Centres	0	0	25,500	6,000	0	0	0	0	(3,600)	0	27,900
		0	0	26,200	9,600	0	0	0	0	0	0	35,800
505, 511, 514, 516, 518, 519	Parks & Open Spaces	26,700	0	394,900	39,800	0	0	0	(767,700)	(41,000)	0	(347,300)
		32,000	0	245,200	258,200	0	0	0	(739,700)	(41,000)	0	(245,300)
542, 546	Heritage	0	0	4,300	0	0	0	0	0	0	0	4,300
		0	0	4,300	3,600	0	0	0	0	0	0	7,900
309	Rivers		5,100	65,000	4,800				(177,100)	(7,400)		(109,600)
			6,500	40,600	5,400				(175,900)	(7,400)		(130,800)
320, 325, 330	Tourism	76,500	100	59,000	0	0	0	0	(15,300)	0	0	120,300
		85,600	500	62,800	0	0	0	0	(15,300)	0	0	133,600
TOTAL Cultural Services		103,200	5,200	745,200	79,400	0	0	0	(960,100)	(682,000)	0	(709,100)
		117,600	7,000	555,700	687,100	0	0	0	(930,900)	(672,500)	0	(236,000)
Environmental Services												
340	Public Entertainment Licences			30,000					(55,600)			(25,600)
				30,000					(55,600)			(25,600)
341	Hackney Carriage			19,500					(34,600)			(15,100)
				18,500					(33,600)			(15,100)
550	Public Conveniences			107,500	19,400							126,900
				97,500	20,100							117,600
555	Cemeteries			58,200	14,500				(136,200)			(63,500)
				47,500	17,000		0		(135,400)			(70,900)
562, 563	Community Safety	16,900	0	35,100	0	2,100	0	0	0	(14,300)	0	39,800
		42,200	0	35,400	0	0	0	0	0	(14,300)	0	63,300
576, 579, 581	Waste Management	0	3,400	3,360,100	264,600	0	0	0	(1,955,900)	(700)	0	1,671,500
		0	2,900	3,343,400	323,900	0	0	0	(1,970,600)	(700)	0	1,698,900
566, 567, 570, 571, 572, 573, 577	Other Environmental Health	3,000	2,600	80,400	3,500	0	0	0	(61,300)	0	0	28,200
		5,000	1,800	60,400	6,100	0	0	0	(60,000)	0	0	13,300
TOTAL Environmental Services		19,900	6,000	3,690,800	302,000	2,100	0	0	(2,243,600)	(15,000)	0	1,762,200
		47,200	4,700	3,632,700	367,100	0	0	0	(2,255,200)	(15,000)	0	1,781,500
Planning & Development Services												
232	Discretionary Rate Relief											0
301	Planning Policy			162,000					0	(185,500)	0	(23,500)
				26,500								26,500
302	Development Control			129,000					(895,400)	0	0	(766,400)
				119,000					(895,400)			(776,400)
303	Building Regs - Fee Related			4,000					(140,700)			(136,700)
				4,000					(140,700)			(136,700)
313	Building Regs - Non Fee Related			0					0			0
				0					0			0
304	Building Conservation			1,800					0	0	0	1,800
				1,800					0	0	0	1,800
305	Economic Development			2,500					0	0	0	2,500
				12,500					0	0	0	12,500
307	Gypsy & Traveller			8,100								8,100
				8,000	0	0	0					8,000
565	Community Grants			62,500	0					0		62,500
				76,000	0	0	0				0	76,000
TOTAL Planning & Development Services		0	0	369,900	0	0	0	0	(1,036,100)	(185,500)	0	(851,700)
		0	0	247,800	0	0	0	0	(1,036,100)	0	0	(788,300)

REVISD 19/20 Top ORIGINAL 19/20 Bottom		Direct Costs				Recharges			Income		APPENDIX 2	
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £
Highways, Roads & Transport												
311	Highways											0
312	Street Naming			2,900								2,900
				8,900								8,900
534, 535	Off Street Parking	0	0	173,600	10,900	0	0	0	(758,300)	0	0	(573,800)
		0	0	136,800	28,600	0	0	0	(741,800)	0	0	(576,400)
TOTAL Highways, Roads & Transport Services		0	0	176,500	10,900	0	0	0	(758,300)	0	0	(570,900)
		0	0	145,700	28,600	0	0	0	(741,800)	0	0	(567,500)
Housing Services												
204	Rent Allowances			14,575,400						(308,000)	(14,157,500)	109,900
				14,575,400						(358,000)	(14,157,500)	59,900
203	Housing Benefits Admin			12,700					(7,000)		(130,000)	(124,300)
				12,400			0		(7,000)		(130,000)	(124,600)
591, 592, 593, 598	Other Housing Services	0	0	124,900	0	0	0	0	(59,800)	(4,000)	(102,900)	(41,800)
		0	0	24,600	0	0	0	0	(40,500)	(4,000)	(21,900)	(41,800)
TOTAL Housing Services		0	0	14,713,000	0	0	0	0	(66,800)	(312,000)	(14,390,400)	(56,200)
				14,612,400	0	0	0	0	(47,500)	(362,000)	(14,309,400)	(106,500)
Non Distributed Costs												
257	Non Distributed Costs											0
TOTAL Non Distributed Costs		0	0	0	0	0	0	0	0	0	0	0
		0	0	0	0	0	0	0	0	0	0	0
Other Services												
224	Misc Land & Property			4,900	0				(35,500)			(30,600)
				4,400	0				(35,500)			(31,100)
225	Industrial Sites			5,100	0				(114,900)			(109,800)
				2,800	0				(114,900)			(112,100)
TOTAL Other Services		0	0	10,000	0	0	0	0	(150,400)	0	0	(140,400)
		0	0	7,200	0	0	0	0	(150,400)	0	0	(143,200)
SUB TOTAL												
	REVISD 19/20	9,064,200	105,500	22,012,500	626,000	0	0	0	(5,499,000)	(1,746,600)	(14,597,000)	9,965,600
	ORIGINAL 19/20	9,493,500	117,900	21,452,600	1,356,300	0	0	0	(5,435,600)	(1,759,800)	(14,455,400)	10,769,500
Less Vacancy/Savings Allowance												
		(70,000)										
TOTAL AGREED BUDGET												
	REVISD 19/20	9,064,200	105,500	22,012,500	626,000	0	0	0	(5,499,000)	(1,746,600)	(14,597,000)	9,965,600
	ORIGINAL 19/20	9,423,500	117,900	21,452,600	1,356,300	0	0	0	(5,435,600)	(1,759,800)	(14,455,400)	10,699,500

ORIGINAL 20/21 Top ORIGINAL 19/20 Bottom		Direct Costs				Recharges		Income			APPENDIX 3	
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £
Service Management & Support												
172	Strategy, Performance & Governance	1,319,800	4,400	10,700		8,300						1,343,200
		1,044,100										1,044,100
171	Resources	2,174,300		21,900		102,900						2,299,100
		2,131,900										2,131,900
170	Service Delivery	5,564,700	2,200	31,000		156,300						5,754,200
		3,020,000										3,020,000
101	Corporate Core	0	500	3,400							0	3,900
		1,000	500	10,100							0	11,600
102	Election Services	0	0	1,000								1,000
		800	0	2,700								3,500
103	Policy & Comms	0	0	13,700	0						0	13,700
		1,200	300	16,100	0						0	17,600
104	Training			61,100							0	61,100
				61,100							0	61,100
105	Human Resources	0	0	20,500								20,500
		1,800	0	22,400	0						0	24,200
106	Apprentices	18,000		0								18,000
		18,000		0								18,000
108	Committee Services	0	0	18,900					(10,000)			8,900
		1,100	800	21,800					(10,000)			13,700
109	General Office Support	0	0	200	0							200
		0	0	700							0	700
110	Customer Services	0	0	16,100	0					(30,400)		(14,300)
		175,300	1,000	20,000	0					(30,400)		165,900
111	Internal Audit & Perf. Review	0	0	70,400							0	70,400
				70,400								70,400
113	Finance	0	0	38,800	0						0	38,800
		2,300	0	42,700	0						0	45,000
114	Revenues & Benefits	0	0	104,000	0					(309,700)		(205,700)
		481,300	1,000	108,900						(305,900)	0	285,300
118	Leisure & Community	0	600	64,500	0					(9,000)		56,100
		109,600	600	31,500	0					(9,000)		132,700
119	IT Services	0	0	525,700	161,100							686,800
		1,400		487,700	132,800							621,900
121	Council Offices	400	0	283,100	94,900	(308,200)				(70,200)		0
		400	0	265,700	95,900					(58,200)		303,800
124	Princes Rd Depot			15,700	3,100							18,800
				400	3,300							3,700
132	Environmental Health	0	0	10,200							0	10,200
		255,100	8,300	10,900								274,300
133	Environmental Waste	0	0	1,400							0	1,400
		32,200	100	3,500								35,800
134	Housing	0	0	11,700							0	11,700
		282,600	2,200	14,900								299,700
141	Parks & Countryside Services	72,100	54,000	110,300	27,300	0	0	0	(29,300)	(60,700)	0	173,700
		353,000	53,200	112,200	31,900	0	0	0	(29,300)	(52,300)	0	468,700
149	Nursery			0	400							400
				0	300							300
153	Parks Rangers	0	8,100	6,900	2,000					(85,000)		(68,000)
		207,100	9,900	8,300	3,700					(70,000)		159,000
155	Prom Depot			10,400	3,600					(2,500)		11,500
				10,400	3,700					(2,500)		11,600

ORIGINAL 20/21 Top ORIGINAL 19/20 Bottom		Direct Costs				Recharges		Income			APPENDIX 3	
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £
163	Enforcement	0	0	5,600							0	5,600
		123,200	1,400	6,200							0	130,800
164	Economic Development	0	0	400								400
		33,900	1,900	1,200								37,000
165	Planning Policy Services	0	0	3,000								3,000
		45,100	1,400	8,200								54,700
166	Planning Admin Services	0	0	26,100								26,100
		131,600		28,200								159,800
167	Development Control Services	0	0	11,400						0		11,400
		315,900	4,100	14,600								334,600
168	Building Control Services	0	5,500	4,300								9,800
		75,200	5,500	5,200								85,900
TOTAL Service Management & Support Services		9,149,300	75,300	1,502,400	292,400	(40,700)	0	0	(39,300)	(567,500)	0	10,371,900
		8,845,100	92,200	1,386,000	271,600	0	0	0	(39,300)	(528,300)	0	10,027,300
												0
Central Services												
Corporate Core & Democratic												
256	Corporate Management			173,600					0		0	173,600
				248,400					0		0	248,400
260	Democratic Representation & Mgt	223,600	14,000	35,100	1,100	40,700				0		314,500
		223,600	14,000	37,200	1,900					0		276,700
270	Future Model Transformation	0	0	0						(133,100)		(133,100)
		260,000		344,000						(182,000)		422,000
TOTAL Corporate & Democratic Core		223,600	14,000	208,700	1,100	40,700	0	0	0	(133,100)	0	355,000
		483,600	14,000	629,600	1,900	0	0	0	0	(182,000)	0	947,100
												0
Central Services to the Public												
202	Business Rates Collection			4,300					(5,100)		(93,000)	(93,800)
				4,300					(5,100)		(93,000)	(93,800)
209	Council Tax Benefit Admin			3,200							(51,000)	(47,800)
				3,300							(53,000)	(49,700)
216	Council Tax Collection			34,700					(101,200)			(66,500)
				35,800					(106,200)			(70,400)
213	Electoral Registration	0		44,000					(1,200)			42,800
		0		46,400		0			(1,200)			45,200
253	Civil Emergencies			33,900								33,900
				33,900								33,900
254	Election Management			96,500	600						0	97,100
				96,100							0	96,100
255	Land Charges			16,100	0				(124,300)			(108,200)
				15,700					(121,900)			(106,200)
TOTAL Central Services		0	0	232,700	600	0	0	0	(231,800)	0	(144,000)	(142,500)
		0	0	235,500	0	0	0	0	(234,400)	0	(146,000)	(144,900)

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APPENDIX 3

ORIGINAL 20/21 Top ORIGINAL 19/20 Bottom		Direct Costs				Recharges			Income		APPENDIX 3	
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £
Cultural, Environmental & Cultural Services												
501, 502, 503, 509, 520, 522	Sport	0	0	176,100	24,400	0	0	0	0	(630,000)	0	(429,500)
		0	0	176,600	410,300	0	0	0	0	(624,100)	0	(37,200)
122, 506, 508	Community Centres	0	0	26,600	5,900	0	0	0	0	(6,000)	0	26,500
		0	0	26,200	9,600	0	0	0	0	0	0	35,800
505, 511, 514, 516, 518, 519	Parks & Open Spaces	32,000	0	258,300	212,900	0	0	0	(843,000)	(41,000)	0	(380,800)
		32,000	0	245,200	258,200	0	0	0	(739,700)	(41,000)	0	(245,300)
542, 546	Heritage	0	0	4,300	3,400	0	0	0	0	0	0	7,700
		0	0	4,300	3,600	0	0	0	0	0	0	7,900
309	Rivers		6,500	41,200	2,400		0		(182,400)	(7,400)		(139,700)
			6,500	40,600	5,400		0		(175,900)	(7,400)		(130,800)
320, 325, 330	Tourism	14,300	0	30,300	0	0	0	0	0	0	0	44,600
		85,600	500	62,800	0	0	0	0	(15,300)	0	0	133,600
TOTAL Cultural Services		46,300	6,500	536,800	249,000	0	0	0	(1,025,400)	(684,400)	0	(871,200)
		117,600	7,000	555,700	687,100	0	0	0	(930,900)	(672,500)	0	(236,000)
Environmental Services												
340	Public Entertainment Licences			30,600					(56,700)			(26,100)
				30,000					(55,600)			(25,600)
341	Hackney Carriage			18,800					(35,200)			(16,400)
				18,500					(33,600)			(15,100)
550	Public Conveniences			110,600	18,900							129,500
				97,500	20,100							117,600
555	Cemeteries			59,000	12,900				(139,600)			(67,700)
				47,500	17,000		0		(135,400)			(70,900)
562, 563	Community Safety	0	0	35,100	0	0	0	0	0	(14,300)	0	20,800
		42,200	0	35,400	0	0	0	0	0	(14,300)	0	63,300
576, 579, 581	Waste Management	0	2,900	3,579,400	220,900	0	0	0	(2,024,500)	(700)	0	1,778,000
		0	2,900	3,343,400	323,900	0	0	0	(1,970,600)	(700)	0	1,698,900
566, 567, 570, 571, 572, 573, 577	Other Environmental Health	0	2,500	53,600	2,200	0	0	0	(59,400)	0	0	(1,100)
		5,000	1,800	60,400	6,100	0	0	0	(60,000)	0	0	13,300
TOTAL Environmental Services		0	5,400	3,887,100	254,900	0	0	0	(2,315,400)	(15,000)	0	1,817,000
		47,200	4,700	3,632,700	367,100	0	0	0	(2,255,200)	(15,000)	0	1,781,500
Planning & Development Services												
232	Discretionary Rate Relief											0
301	Planning Policy			162,000					0	(135,500)	0	26,500
				26,500								26,500
302	Development Control			119,000					(823,400)	0	0	(704,400)
				119,000					(895,400)			(776,400)
303	Building Regs - Fee Related			4,000					(143,600)			(139,600)
				4,000					(140,700)			(136,700)
313	Building Regs - Non Fee Related			0					0			0
				0					0			0
304	Building Conservation			1,800					0	0	0	1,800
				1,800					0	0	0	1,800
305	Economic Development			0						0	0	0
				12,500						0	0	12,500
307	Gypsy & Traveller			8,200								8,200
				8,000	0	0	0					8,000
565	Community Grants			73,500	0					0		73,500
				76,000	0	0	0				0	76,000
TOTAL Planning & Development Services		0	0	368,500	0	0	0	0	(967,000)	(135,500)	0	(734,000)
		0	0	247,800	0	0	0	0	(1,036,100)	0	0	(788,300)

ORIGINAL 20/21 Top ORIGINAL 19/20 Bottom		Direct Costs							Recharges		Income		APPENDIX 3
Cost Centre	Description	Staffing £	Transport £	Goods and Services £	Capital Charges £	Offices and Depots £	Support in £	Support out £	Fees and Charges £	Other Income £	Government Grant £	Net Budget £	
Highways, Roads & Transport													
311	Highways											0	
312	Street Naming			8,900								0	
				8,900								8,900	
534, 535	Off Street Parking	0	0	153,600	15,000	0	0	0	(900,400)	0	0	(731,800)	
		0	0	136,800	28,600	0	0	0	(741,800)	0	0	(576,400)	
TOTAL Highways, Roads & Transport Services		0	0	162,500	15,000	0	0	0	(900,400)	0	0	(722,900)	
		0	0	145,700	28,600	0	0	0	(741,800)	0	0	(567,500)	
Housing Services													
204	Rent Allowances			14,575,400						(258,000)	(14,157,500)	159,900	
				14,575,400						(358,000)	(14,157,500)	59,900	
203	Housing Benefits Admin			12,300					(7,000)		(130,000)	(124,700)	
				12,400			0		(7,000)		(130,000)	(124,600)	
591, 592, 593, 598	Other Housing Services	0	0	137,000	0	0	0	0	(40,500)	(5,000)	(112,400)	(20,900)	
		0	0	24,600	0	0	0	0	(40,500)	(4,000)	(21,900)	(41,800)	
TOTAL Housing Services		0	0	14,724,700	0	0	0	0	(47,500)	(263,000)	(14,399,900)	14,300	
		0	0	14,612,400	0	0	0	0	(47,500)	(362,000)	(14,309,400)	(106,500)	
Non Distributed Costs													
257	Non Distributed Costs											0	
TOTAL Non Distributed Costs		0	0	0	0	0	0	0	0	0	0	0	
		0	0	0	0	0	0	0	0	0	0	0	
Other Services													
224	Misc Land & Property			4,400	0				(35,500)			(31,100)	
				4,400	0				(35,500)			(31,100)	
225	Industrial Sites			2,800	0				(114,900)			(112,100)	
				2,800	0				(114,900)			(112,100)	
TOTAL Other Services		0	0	7,200	0	0	0	0	(150,400)	0	0	(143,200)	
		0	0	7,200	0	0	0	0	(150,400)	0	0	(143,200)	
SUB TOTAL													
	ORIGINAL 20/21	9,419,200	101,200	21,630,600	813,000	0	0	0	(5,677,200)	(1,798,500)	(14,543,900)	9,944,400	
	ORIGINAL 19/20	9,493,500	117,900	21,452,600	1,356,300	0	0	0	(5,435,600)	(1,759,800)	(14,455,400)	10,769,500	
Less Vacancy/Savings Allowance												(70,000)	
TOTAL AGREED BUDGET													
	ORIGINAL 20/21	9,419,200	101,200	21,630,600	813,000	0	0	0	(5,677,200)	(1,798,500)	(14,543,900)	9,944,400	
	ORIGINAL 19/20	9,423,500	117,900	21,452,600	1,356,300	0	0	0	(5,435,600)	(1,759,800)	(14,455,400)	10,699,500	

Earmarked Revenue Reserve	Purpose	Review Mechanism	Actual at 31/3/19	Estimated at 31/3/20	Estimated at 31/3/21	Estimated at 31/3/22	Estimated at 31/3/23
			£'000	£'000	£'000	£'000	£'000
Repairs & Renewals Fund	To provide funds to support additional revenue / capital costs arising from the need to maintain the Council's Asset base	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	203	95	65	39	0
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 Strategic and Resources Committee at budget setting and final accounts approval stages	52	52	52	52	52
Revenue Commitments	This reserve exists to smooth out the timing differences between monies being earmarked to expenditure from the annual revenue budget and the expenditure actually occurring	Annually by the Strategic and Resources Committee at final accounts approval stage	327	8	0	0	0
Heritage Projects	The Council gives grants in support of environmental initiatives and historic buildings. The time limits on these grants exceed the financial year in which budget provision is made, necessitating a reserve to cover outstanding liabilities	Annually by the Strategic and Resources Committee at final accounts approval stage	9	9	0	0	0
Community Grants	The Council previously had schemes for awarding grants. The time limits on these grants exceed the financial year in which budget provision is made, necessitating a reserve to cover outstanding liabilities.	Annually by the Strategic and Resources Committee at final accounts approval stage	1	1	0	0	0
Local Development Plan (LDP)	Money has been put aside from unspent budgets to support the creation and adoption of the delayed LDP	Annually by the Strategic and Resources Committee at final accounts approval stage	226	226	0	0	0
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	Annually by the Strategic and Resources Committee at final accounts approval stage	0	0	0	0	0
Business Continuity	To provide funding for emergency requirements such as salt, sand bags or other business continuity requirements	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	10	10	10	10	10
Respite Repossessions	A grant was received from the Government in 2011/12. This funding has been set aside to support future work to be undertaken as part of the Council's Strategic Homeless strategy.	Annually by the Strategic and Resources Committee at final accounts approval stage	0	0	0	0	0
Community Sport Network	The Council has schemes for awarding grants. The time limits on these grants exceed the financial year in which budget provision is made, necessitating a reserve to cover outstanding liabilities.	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	8	0	0	0	0
Transformation fund	To provide funds to meet the one-off investment costs of efficiency savings or service reductions to be realised in future years. Also to enable the upfront costs of potential income generating projects.	Annually by the Strategic and Resources Committee at final accounts approval stage	751	0	0	0	0
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 Strategic and Resources Committee at budget setting and final accounts approval stages	0	0	0	0	0
Neighbourhood Plan Applications	To provide funding for preparation of Neighbourhood Plans	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	29	29	0	0	0
Waste Contract Implementation	Money set aside towards the procurement and mobilisation of the new Waste contract	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	15	5	0	0	0
Custom and Self Build Grant	Reserve to support the resource required to maintain and develop the self build and custom housebuilding register	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	0	0	0	0	0
Brownfield Grant	New Burdens funding relating to dealing with development orders for housing development on brownfield land	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	0	0	0	0	0
Community Housing Fund Grant	Reserve to support Community-led housing delivery. Objective is to help deliver affordable housing aimed at first time buyers in response to the problem second homes can cause in reducing supply.	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	116	116	0	0	0
Homelessness reduction Grant	Reserve set up to use three years of grant funding for Homelessness Reduction Officer.	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	18	18	0	0	0
Business Rates Equalisation Reserve	This reserve is to counter the timing differences in Business Rates funding.	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	533	533	0	0	0
Pensions Reserve	To provide a reserve to enable the Authority to forward fund the pension deficit for 3 years in 2020.	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	116	116	0	0	0
Other Reserves	Other reserves have been set up in relation to the continuation of projects for which external funds have been received but have not been fully utilised within that particular year.	Bi-annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	145	127	0	0	0
New Homes Bonus Reserve	Member decision	Annually by the Strategic and Resources Committee at budget setting and final accounts approval stages	0	638	1,284	1,703	1,900

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Interim Section 151 Officer's 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 2020/21 General Fund Revenue Budget Estimates, the proposed Capital Programme, Capital Strategy and Investment Strategy, but in addition it also considers key medium term issues faced by the Council.

Assurance Statement of the Council's Section 151 Officer – Interim Section 151 Officer

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

In relation to the 2020/21 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 assurance is conditional upon:

- The agreement of a Medium Term Financial Strategy for 2020/21 to 2023/24.
- 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, Directors, Service Managers and budget holders managing their services with challenge on spending decisions and giving due regard to and exercising the financial controls and checks set out within the Council's Financial Regulations and Contract Standing Orders and delegations and spending within budget.
- That the Council has arrangements and resources in place to consider value for money in preparation for future years' budgets.

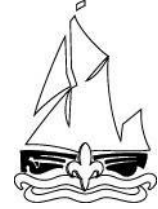
2. In relation to the adequacy of reserves, the overall position is that the authority has healthy balances across the General Fund and Capital, but recognises that over the medium term these are reducing. The policy on reserves and use of balances is set out annually and agreed in the medium term financial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

3. In relation to the General Fund Capital Programme 2020/21 (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 2020/21 to be sufficiently robust but challenging for approval by the Council. I am also able to advise the Council that the planned level usable General Fund Reserves and the working balance is adequate.

Kamal Mehta
Interim Section 151 Officer



REPORT of INTERIM SECTION 151 OFFICER

**to
COUNCIL
13 FEBRUARY 2020**

MEDIUM TERM FINANCIAL STRATEGY 2020 / 21 TO 2023 / 24

1. PURPOSE OF THE REPORT

- 1.1 To present the Medium Term Financial Strategy 2020 / 21 to 2023 / 24 for approval by the Council.

2. RECOMMENDATION

That the Medium Term Financial Strategy 2020 / 21 to 2023 / 24 at **APPENDIX 1** be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 The Medium Term Financial Strategy (MTFS) at **APPENDIX 1** sets out how the Council will manage its revenue finances up to 2023/24 and 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 is an established part of the budget setting process. It sets out a forecast of the cost of continuing provision of 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 and the general socio / economic environment that the Council operates in.

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 uncertain economic climate due to global events and the as yet unknown implications of Brexit with unprecedented financial pressures and constraints in the public sector. 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 limited 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

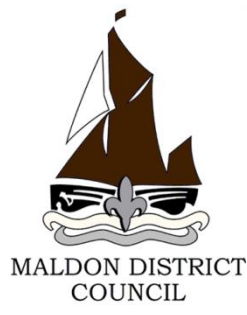
- (i) **Impact on Customers** – None arising directly from this report.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – The risks to the Council in respect of the available forecast resource envelope over the medium term are discussed in **APPENDIX 1**.
- (iv) **Impact on Resources (financial)** – **APPENDIX 1** 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 ensure a balanced budget for the period 2021/22 to 2023/24.
- (v) **Impact on Resources (human)** – None arising directly from this report.
- (vi) **Impact on the Environment** – None arising directly from this report.

Background Papers: None.

Enquiries to: Kamal Mehta, Interim Section 151 Officer. (Tel: 01621 875762).

MALDON DISTRICT COUNCIL
MEDIUM TERM FINANCIAL STRATEGY

2020 / 21 TO 2023 / 24



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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 limited 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 is an established part of the budget setting process. It sets out a forecast of the cost of continuing provision of 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 and the general socio/economic environment that the Council operates in.
- 1.4 The Medium Term Financial Strategy (MTFS) sets out how the Council will manage its revenue finances up to 2023/24 and covers a five-year capital programme. The MTFS supports the delivery of the Council's 32 outcomes as set out in the Council's Corporate Plan 2019-23 and delivered and measured through the three strategic themes of Place; Community; Prosperity.
- 1.5 Underpinning the Corporate Plan are the individual service plans and several 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 under the thematic strategies of Place; Community; Prosperity.
 - Information Technology Strategy
 - Workforce Development Strategy
 - Procurement Strategy
 - Risk Management Strategy
 - Treasury Management Strategy
 - Investment Strategy
 - Capital Strategy
- 1.6 The development of the 2020/21 budget has taken place within the context of a longer term strategic and resource planning process. It takes account of the latest settlement data and the uncertain economic climate. The review of the MTFS in 2018/19 previously

reported to the then Finance and Corporate Services Committee 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 Those reports concluded that the Council's future financial outlook was forecast to be more challenging over the next few years, because of continuing financial constraints in the public sector and the continued high expectation of public service delivery from the public. Council agreed on 9 August 2018 the Future Model Transformation Programme to achieve the required savings of £1.89m by 2022/23 when compared to the 2018/19 net budget.

OBJECTIVES

1.8 The objectives of the Medium Term Financial Strategy are:

- To ensure outcomes and priorities identified in the Corporate Plan 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.

2 VISION FOR MALDON

- 2.1 The MTFS aims to support the Council's overall vision for the District:
"Sustainable Council – Prosperous Future."

3 LOCAL CONTEXT

- 3.1 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.
- 3.2 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.

4 MALDON DISTRICT COUNCIL CORPORATE PLAN

4.1 The Corporate Plan 2019-23 identifies all local and many national priorities.

4.2 The Corporate Plan will be delivered through three thematic strategies – Place, Community and Prosperity. The three thematic strategies are underpinned by a focus on ‘Performance and Value’ with the aim of providing:

- excellent services and value for money; and
- becoming a financially independent and sustainable Council in the future.

4.3 The aims of the thematic strategies are:

Place:

- A protected and improved environment for residents and visitors;
- Sustainable growth and new infrastructure in the District

Community:

- Healthy, safe and vibrant communities

Prosperity:

- Local business are supported and new ones are attracted into the District

4.4 The three thematic strategies have the detailed outcomes and impacts that the Council is seeking to achieve over the period of the Corporate Plan.

4.5 The Workforce Strategy sets out the key priorities for improving the way in which the Council manages its workforce to achieve the corporate targets. Our greatest asset is our employees and we must have committed skilled and empowered employees to provide the best possible service standards to the residents of the District. The Council’s new organisational structure which went fully live from November 2019 as a result of the Future Model Transformation Programme will deliver this aim.

4.6 The medium term financial strategy therefore provides the resources required to deliver the priorities and outcomes set out in the Corporate Plan through the three thematic strategies.

5 ECONOMIC OUTLOOK

- 5.1 The Chancellor's economic outlook as announced in Spring Statement in March 2019 is shown below:

Year	Economic Growth (GDP)
2018	1.4%
2019	1.2%
2020	1.4%
2021	1.6%
2022	1.6%
2023	1.6%

- 5.2 The forecasts for the Consumer Prices Index (CPI¹) and Retail Price Index (RPI¹) are shown below:

Year	CPI (% change)	RPI (% change)
2018	2.5%	3.3%
2019	2.1%	2.9%
2020	1.9%	2.8%
2021	2.0%	3.0%
2022	2.0%	3.1%
2023	2.0%	3.1%

- 5.3 In the medium term, the CPI inflation is forecast to be at or above the Bank of England's target of 2%. It is important to note that the Council's major contracts are linked to CPI as an inflationary increase with others linked to RPI. It is likely that the contractual inflation will see an increase in the council's costs in the medium term based on the forecasts.
- 5.4 The Bank of England base rate was increased for the first time since 2009 in November 2017 to 0.50% from 0.25% and a further 0.25% to 0.75% in August 2018. The low levels have had a major impact on the Council's investment income. The Council is diversifying its investment portfolio to benefit from higher returns but at all times giving due regard to the security and liquidity of its funds over yields/returns.

¹ Chancellor's Spring Statement – March 2019

6 GENERAL FUND REVENUE BUDGET

Financial Context

- 6.1 The development of the 2020/21-2023/24 Medium Term Financial Strategy has taken place at a time which continues to be one of the most challenging periods for Local Government.
- 6.2 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 the local government sector is under increasing and relentless pressures in respect of funding for adult social care and children's 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.

At the time of the 2016/17 Local Government Finance Settlement (LGFS) the government offered local authorities four-year funding settlements which Maldon agreed to accept. The 2019/20 provisional finance settlement was the last year of the four year agreement.

Local government is transitioning away from a world where councils were dependent on central government grants and towards greater self-sufficiency.

To provide certainty, the Government has proposed that the 2020-21 LGFS will 'roll-forward' core components of the 2019-20 LGFS; as well as inject significant new funding into social care.

Risks and Opportunities

- 6.3 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

- 6.4 Demographic factors affect the Council's planning in several 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 the above factors affect the level of demand for, and use of, services provided by the Council
- 6.5 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

- 6.6 The Council relies on several external income sources. During the past few years, the economic downturn had an adverse impact on some income streams.

Several 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.

The garden waste collection service is now a significant source of income to the Council which goes to support the costs of providing the overall waste collection function, the costs of which are increasing with the growth of housing in the District.

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 dependant on the level of free cash flow balances during the year.

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

Inflation

- 7.7 The financial impact of a 2% movement in pay inflation represents around a £0.170m change in the general fund employee budget.

- 7.8 For the 2020/21 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 £0.030m. 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 (including a 2% pay award for 2021/22 onwards).

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.

2020/21 Provisional Local Government Finance Settlement

- 7.13 The provisional 2020/21 LGFS was announced on 20 December 2019. The table below shows Maldon’s provisional settlement for the next two years.

Provisional Settlement 2017/18 to 2019/20	2016/17 Final LGFS £m	2017/18 Final LGFS £m	2018/19 Final LGFS £m	2019/20 Final LGFS £m	2020/21 Provisional LGFS £m
Settlement Funding Assessment of which:	1.964	1.601	1.474	1.508	1.532
Revenue Support Grant (RSG)	0.561	0.170	-	-	-
Baseline Funding Level (Business Rates)	1.403	1.431	1.474	1.508	1.532
Tariff/Top-up Adjustment	-	-	-	-	-
Annual Change (%)		-18.5%	-7.9%	2.3%	1.6%
Cumulative Change (%)		-18.5%	-25.0%	-23.2%	-22.00%
New Homes Bonus – MHCLG	0.799	0.800	0.696	0.832	0.898
Compensation for under indexing the Business Rates multiplier	0.020	0.021	0.034	0.049	0.061
Rural Services Delivery Grant	0.031	0.025	0.031	0.031	0.031
Transition Grant	0.040	0.040	-	-	-
Council Tax Requirement excluding parish precepts (incl. base growth and levels increasing by CPI)	4.278	4.440	4.635	4.809	4.982
Potential additional Council Tax from £5 referendum principle for all Districts	-	0.032	0.034	0.035	0.062
Total Core Spending Power	7.132	6.959	6.904	7.264	7.566
Change since 2016/17 (£ million)					0.434
Change since 2016/17 (% change)					6.1%

- 7.14 Over the period of the previous Spending Review the government used a new methodology to determine authorities' Revenue Support Grant (RSG) allocations. Rather than applying the same percentage cut to all authorities, the new approach considers 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 (NHBS) was introduced in 2011/12 to encourage local authorities to facilitate housing growth. 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. Previous changes to the NHBS were the introduction of a baseline housing growth of 0.4% before NHBS would be payable and a reduction in duration of legacy payments from the six years to five years and to four years. The government has stated that it wants to change the NHBS or introduce a new system of rewarding authorities for housing growth based on performance and therefore the 2020/21 LGFS is the last year for the NHBS and that there will not be any legacy payments in the future for 2020/21. The Council will therefore continue to receive legacy payments for previous years of £0.418m in 2021/22 and £0.198m in 2022/23. In 2018/19 the Council decided to end its reliance to support the General Fund expenditure from the NHB. Therefore, since then only the legacy payments received for years prior to 2018/19 have been utilised to support the General Fund budget. A NHB reserve has been established which by the end of the financial year 2022/23 will total £1.9m to be utilised by Council decision.

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 will be actuarially valued as at 31 March 2020 as part of the triennial valuation cycle.

7.18 The draft 2019 Valuation shows that there has been a decrease in the Council's deficit position by 35% to £5.318m. This means that the funding level of the Council's element of the Fund will have increased from 81.7% in 2016 to 90.2% in 2019. Funding levels are taken as the ratio of assets to liabilities. In general, for the 2019 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 15 years set at the 2016 Valuation to 12 years or less in the 2019 Valuation depending on the individual circumstances of the Council.

7.19 The 2019 Valuation shows an increase in the employer's ongoing contribution rate from 15.9% of pensionable pay to 19.9% of pensionable pay (£221k). Whilst the recovery of deficits covers up to a 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.

- The digital roll out of Universal Credits for Maldon, using the newer software started in December 2018 for new claims only
- The precise details of the full transfer date of all claims are yet unclear, and the timescales have slipped on several occasions. New legislation has been approved that allows a small number of cases to be rolled out to test.
- 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.

7.24 The transition to universal credit has had significant implications for local Council and its systems. There will be reduction in Administration Grant going forward, but this may not be proportional to the reduction in the workload or staffing. The financial impact of Universal Credits will continue to be monitored on an ongoing basis.

Land Charges (transfer of responsibility to Land Registry)

7.24 The Infrastructure Act 2015 provided 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 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, with relevant legislation being required, there is not yet a go live date.

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

2020/21 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 2020/21 General Fund Revenue budget, including growth and savings can be found in the Revised 2019/20 Budget Estimates and Original 2020/21 Budget Estimates and Council Tax 2020/21 reports to the Council on 13 February 2020.

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 performance management system is used by the Council to identify, monitor and reports on risks. Regular reporting of the Corporate Risks and financial and non-financial performance on at least a quarterly basis to the Corporate Leadership Team and the Performance, Governance and Audit Committee is programmed in the annual timetable.
- 8.4 Details of the risks facing the Council are highlighted in section 7 and the table below summarises the financial implications if assumptions made in the MTFs change in the future (the details of which are included in section 7 also). This gives some indications to the kind of risks which need to be allowed for in considering the level of reserves in future years.

Scenario	Estimated Financial Impact		
	2020/21	2021/22	2022/23
	£m	£m	£m
Inflation - Pay award 1% higher than assumed*	0.081	0.083	0.085
Inflation on contracts - 1% higher than assumed	0.070	0.072	0.072
Average investment interest rate - 0.5% lower than assumed	0.071	0.072	0.068
Savings (10% of savings not delivered)	0.074	0.036	0.008
Retained Business Rates income - 2% lower than assumed**	0.029	0.046	0.047
Net Operating Expenditure- 1% overspent	0.083	0.078	0.078

* Pay award for 2020/21 has been agreed and accepted by Maldon District Council, therefore no risk for 2021/21.

** Risk for 2021/21 is only on the business rates growth income as the main element is a demand on the Collection Fund approved ahead of the financial year.

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 £0.048m of income is raised. The MTFS allows an increase in the Basic Amount of Council Tax of £5.00 (2.53%) for 2020/21 and then 1.99% for the rest of the MTFS period in accordance with the 2020/21 Council Tax Referendum Principles..

Taxbase for Council tax setting

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

Year	2021/22	2022/23	2023/24
	Projected	Projected	Projected
Band D Equivalents	25,290.8	25,490.8	25,690.8

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 forecast has been arrived at by considering the completion dates of the strategic 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 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 commenced the implementation of the Future Model Transformation Programme in August 2018 to achieve savings and additional income of £1.89m by the end of the financial year 2022/23 of which £1m is being achieved from the salaries cost by reducing the establishment headcount from 219.5 FTE to 181.5 FTE with a new salary structure. The Transformation Programme included but was 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 several 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 comes from fees and charges and a balance must 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 the costs of providing is preferable to removing the service completely. Charges are set after considering 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 2020/21 report to the Council on 13 February 2020.
- 11.4 It is recognised that in developing a strategy for specific charges it is important to consider several 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 especially since the Council is expected to become more self-sufficient. The cost will eventually fall on the council taxpayer if the service is to be protected to any extent.

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 due to higher than budgeted expenditure or lower than budgeted income or a combination of both, 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 several priority and statutory growth pressures offset by savings identified. The overall aim is to 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	2019/20	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000	£000
Balance b/f					
General Fund Reserves	4,769	4,804	3,932	3,932	3,932
Earmarked Reserves	2,559	2,735	3,239	3,719	4,199
Total	7,328	7,539	7,171	7,651	8,131
Projected Movement					
General Fund Reserves	35	(872)	0	0	0
Earmarked Reserves	176	504	480	480	(960)
Total	211	(368)	480	480	(960)
Balance c/f					
General Fund Reserves	4,804	3,932	3,932	3,932	3,932
Earmarked Reserves	2,735	3,239	3,719	4,199	3,239
Total	7,539	7,171	7,651	8,131	7,171

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 using 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 2020/23 to 2023/24 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 £1.343m of capital resources remaining at 31 March 2024. It should be noted that the capital programme for 2021/22 to 2023/24 will be developed further through consideration of bids and any asset management plans and replacement of equipment strategies as they become crystallised. Therefore, the use of capital receipts will change over the period.
- 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 Strategy and Investment Strategy.

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

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

- The unprecedented reductions to local government funding since the 2015 Spending Review.
- 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 £1.343m as at 31 March 2024 but bearing in mind the comment in paragraph 13.4 above.

16.2 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 above the minimum level of balance of £2.6m over the medium term to 31 March 2024. This needs to be considered in the context that for 2021/22 – 2023/24 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 2019/20 - 2022/23

Medium Term Financial Strategy							
	Current Year						
	2019/20	Revised	2020/21	2021/22	2022/23	2023/24	Total
	£000		£000	£000	£000	£000	Savings
Baseline net expenditure	6,637		7,439	8,620	7,142	7,324	Required
Costs Future Model	774		(774)				
Savings Future Model	(733)		(739)	(195)	(82)	0	
Impact of Forward Pension Deficit Funding	0		1,556	(1,556)	0	1,556	
Temporary Posts ending	0		0			0	
Other Cost Pressures	-412		566	-147	-65	-65	
Staff Inflation	152		163	166	169	173	
Inflation provision	242		198	202	208	213	
Change in level of specific grants	704		670	0	0	0	
Projected (net) movement in income from fees and charges	-80		74	-2	(55)	-5	
Projected movement in misc income	33		9	0	0	0	
Change in level of investment income	62		(59)	(29)	(29)	(29)	
New Homes Bonus Fluctuation in Annual Payment	60		(483)	251	0	0	
Contribution to/(Use) of General Fund balances	291		(872)				
Contribution to/(Use) of Earmarked Reserves	243		504	480	480	-960	
Projected net expenditure to be funded	7,973		8,252	7,790	7,768	8,207	
Additional (efficiency/income/saving) required			0	(168)	36	(214)	(345)
Net (efficiency/income/saving) required			0	(168)	36	(214)	(345)
Revenue Support Grant	0	0	0	0	0	0	
Negative RSG	0	0	0	0	0	0	
Renewable Energy	(670)	(670)	(746)	(758)	(770)	(783)	
New Homes Bonus							
Business Rates Baseline Funding	(1,508)	(1,508)	(1,532)	(1,557)	(1,582)	(1,607)	
Business Rates Growth incl S31	(1,049)	(1,049)	(1,474)	(600)	(600)	-600	
Business Rates levy/benefit	386	386	614	614	614	614	
Estimated Ctax and NDR collection fund (surplus) / deficit	(290)	(290)	(36)	(100)	(100)	(100)	
Estimated Yield from Council Tax	(4,843)	(4,843)	(5,078)	(5,221)	(5,367)	(5,517)	
Total Funding	(7,973)	(7,973)	(8,252)	(7,622)	(7,804)	(7,993)	
Band D council tax charge	197.40	197.40	202.40	206.43	210.54	214.73	
Taxbase	24,536.1	24,536.1	25,090.8	25,290.8	25,490.8	25,690.8	
Council Tax Target increase	2.30%	2.30%	2.53%	1.99%	1.99%	1.99%	

Appendix B – Capital Programme

Capital Programme 2019/20 - 2023/24						
Project Title	Original	Revised	Original	Original	Original	Original
	2019/20	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000	£'000
Vehicle & Plant Replacement						
Parks Vehicle - Rolling replacement programme	118	119	59	22	22	22
New Rangers Vehicle		9	20			
Information & Communication Technology						
I.T Projects		130				
PC and Printer Replacement Programme	35	35	35	35	35	35
Provision of Superfast Broadband	45	45				
Future Model IT		444				
E-Mail replacement - Upgrade of Exchange and Enterprise Vault		18				
Maldon Promenade						
Waste Transfer Station containers			12			
Dog / Rubbish bins prom park						
CCTV Upgrade Prom		9				
Tip Road Resurfacing (match funding)		80				
All weather Car Parking improvements		19				
New accessible play site	48	48				
Splash Park new elements	10	20	10			
Blackwater Leisure Centre						
Air Handling Unit			25			
Parks & open Spaces						
Riverside Park Information boards and signage		11				
CCTV Burnham, Brickhouse Farm & West Maldon CC		30				
Multi Use Games Area - Prom			20			
Multi Use Games Area - Burnham-On-Crouch			26			
Playsite resurfacing - WMCC & Hester Place			28			
Rivers						
New inflatable Rib			40			
Sport						
Replacement Carpet Astro pitch Plume school					80	
Housing						
Mandatory Disabled Facilities Grants	420	539	420	420	420	420
Cemeteries						
Heybridge Cemetery Chapel Roof		24				
Maldon Cemetery foundation work	25	25				
Toilet provision Maldon & Heybridge Cemetery			25			
Car Parks						
Phase 2 CCTV upgrades and new equipment Maldon High Street & Car Park System Upgrade		30				
Car Park Machines Prom and Maldon Town Centre		111				
Total Capital Programme	701	1,746	719	477	557	477
Funding						
Capital Receipts Applied	281	1,207	299	57	137	57
Government Grant	420	539	420	420	420	420

Appendix C – Policy on Reserves and Balances

Purpose

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

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). 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 Section 151 Officer

Within the existing statutory and regulatory framework, it is the responsibility of Section 151 Officer 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 and giving due regard to the advice of the Section 151 Officer 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.

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 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 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 considered 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

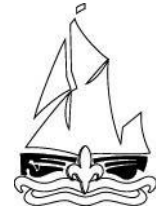
The Chief Finance Officer has a fiduciary duty to local taxpayers, and must be satisfied that the decisions taken on balances and reserves represent proper stewardship of public funds. Compliance with this Reserves and Balances Policy assists in allowing the Chief Finance Officer to be satisfied that 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.



REPORT of INTERIM SECTION 151 OFFICER

**to
COUNCIL
13 FEBRUARY 2020**

COUNCIL TAX 2020 / 21

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 2020 / 21 is set at £5,078,378;
- (ii) that the Maldon District Council's Band D Council Tax (excluding Parish precepts) is set at £202.40, reflecting an increase of £5.00, 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, including precepts determined by the other precepting authorities, to determine the Council Tax for the 2020/21 financial year (**APPENDIX A**).

3.2 Setting the level of council tax to be 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 a major 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 council tax valuation band of the 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 2020 / 21 expressed as Band D equivalent properties is 25,090.8 and was agreed by the Council on 19 December 2019.

3.4 The Government announced on 20 December 2019 the Draft Referendum Principles. For Maldon District Council, if it wished to raise its relevant basic amount of Council Tax for 2020 / 21 by:

- (a) 2%, or more than 2%, greater than its relevant basic amount of council tax for 2019-20; and
- (b) more than £5 greater than its relevant basic amount of council tax for 2019 / 20

then a referendum of the local electorate would be required to approve or veto the increase.

3.5 The Council is intending to increase its own Council Tax by £5, which is within the referendum thresholds. The table below illustrates the impact of the £5 increase for each of the council tax bands:

A	C	C	D	E	F	G	H
£3.33	£3.89	£4.44	£5.00	£6.11	£7.23	£8.33	£10.00

3.6 Essex County Council is not due to formally set its council tax requirement until 11 February 2020. The Essex Police Fire and Crime Commissioner and Fire and Rescue Services Authority are due to meet to consider their budgets and council taxes on 6 February 2020 and so the details contained in the tables for those preceptors are provisional. If there are any changes then amended papers will be will be circulated at the meeting on the 13 February 2020 reflecting the actual agreed amounts by the preceptors.

3.7 Maldon District Council’s Council Tax Requirement 2020/21

3.7.1 The Council Tax Requirement as calculated and recommended is £5,078,378. The table below illustrates the calculation:

	2019/20	2020/21
	£	£
Maldon District Council Net Budget Requirement	7,973,358	8,161,699
Government Grant		
Baseline Business Rates	(1,507,917)	(1,532,486)

	2019/20	2020/21
	£	£
Business Rates Retention Scheme	(804,435)	(768,855)
Renewable Energy*	(669,513)	(746,164)
Collection Fund Net Surplus	(148,000)	(35,816)
Maldon District Council Council Tax Requirement	4,843,493	5,078,398

* This was previously included in the net budget requirement.

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

Precepting and Billing Authority	2019/20 £	2020/21 £	Change %
Essex County Council	31,171,643	33,147,707	6.34%
Essex Fire Authority	1,777,640	1,853,959	4.29%
Office of the Police and Crime Commissioner for Essex	4,734,486	4,983,786	5.27%
Maldon District Council	4,843,493	5,078,378	4.85%
Parish Council's (Aggregate)	1,463,085	1,543,830	5.52%
Total	43,990,347	46,607,660	5.95%

- 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	2019/20 £	2020/21 £	Change %
Essex County Council	1,270.44	1,321.11	3.99%
Essex Fire Authority	72.45	73.89	1.99%
Office of the Police and Crime Commissioner for Essex	192.96	198.63	2.94%
Maldon District Council	197.4	202.40	2.53%
Total	1,733.25	1,796.03	3.62%

- 3.7.5 The average Parish Band D Council Tax equates to £61.53 and gives an overall Band D average charge of £1,857.56 compared to the current year Band D average charge of £1,792.88
- 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 as the billing authority is statutorily required to determine its own Council Tax Requirement and include the precepts determined and notified to the Council by the precepting authorities, to determine the Council Tax for the 2020/21 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 2020.
- (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 2020/21.
- (iv) **Impact on Resources (financial)** – Significant financial and statutory default risk if the Council fails to set the Council Tax for its area for 2020/21.
- (v) **Impact on Resources (human)** – None arising from this report.
- (vi) **Impact on the Environment** – None arising directly from this report.

Background Papers: Revised 2019/20 Estimates and Original 2020/21 Budget Estimates and Council Tax 2020/21 report to the Strategy and Resources Committee (29 January 2020).

Enquiries to: Kamal Mehta, Interim Section 151 Officer. (Tel. 01621 875762).

Based on Provisional Local Government Finance Settlement 2020 / 21 and draft 2020 / 21 Band D Council Tax amounts for the precepting authorities. The data detailed below is therefore subject to change once all confirmed.

COUNCIL TAX 2020/21 RESOLUTION

The Council is recommended to resolve as follows:

1. That it be noted that at its meeting on 19 December 2019 the Council calculated its Council Tax Base for the year 2020/21:
 - (a) for the whole district as 25,090.8 [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	523.3
Asheldham	61.8
Bradwell-on-Sea	337.6
Burnham-on-Crouch	3,288.3
Cold Norton	499.2
Dengie	49.4
Goldhanger	311.6
Great Braxted	178.7
Great Totham	1,274.2
Hazeleigh	57.2
Heybridge	2,781.6
Heybridge Basin	280.3
Langford	85.3
Latchingdon	478.5
Little Braxted	84.8
Little Totham	193.4
Maldon	5,430.2
Mayland	1,487.7
Mundon	146.8
North Fambridge	410.0
Purleigh	567.6
Southminster	1,544.8
St. Lawrence	596.6
Steeple	193.1
Stow Maries	84.3
Tillingham	402.0
Tollesbury	1,013.2
Tolleshunt D'arcy	443.3
Tolleshunt Knights	421.3
Tolleshunt Major	277.2

Ulting	68.8
Wickham Bishops	994.6
Woodham Mortimer	253.2
Woodham Walter	270.9
Total	25,090.8

2. Calculate that the Council Tax Requirement for the Council's own purposes for 2020/21 (excluding Parish precepts) is £5,078,378

3. That the following amounts be calculated by the Council for the year 2020/21 in accordance with new Sections 31 to 36 of the Act as amended:
 - (a) £33,090,387 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) £26,468,179 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) £6,622,208 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) £263.93 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) £1,543,830 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) £202.40 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 2020/21

Town/Parish	Local Precept	Town/Parish Band D	District + Town/Parish Band D
Althorne	18,000.00	34.40	236.80
Asheldham	3,437.35	55.62	258.02
Bradwell-on-Sea	27,000.00	79.98	282.38
Burnham-on-Crouch	203,441.00	61.87	264.27
Cold Norton	31,083.00	62.27	264.67
Dengie	2,747.65	55.62	258.02
Goldhanger	8,850.00	28.40	230.80
Great Braxted	8,160.00	45.66	248.06
Great Totham	1,274.00	1.00	203.40
Hazeleigh	882.14	15.42	217.82
Heybridge	210,000.00	75.50	277.90
Heybridge Basin	24,374.00	86.96	289.36
Langford	4,985.00	58.44	260.84
Latchingdon	50,000.00	104.49	306.89
Little Braxted	3,950.00	46.58	248.98
Little Totham	8,200.00	42.40	244.80
Maldon	385,170.00	70.93	273.33
Mayland	99,256.00	66.72	269.12
Mundon	4,750.00	32.36	234.76
North Fambridge	15,310.00	37.34	239.74
Purleigh	42,000.00	74.00	276.40
Southminster	140,990.00	91.27	293.67
St. Lawrence	24,570.00	41.18	243.58
Steeple	8,915.00	46.17	248.57
Stow Maries	6,500.00	77.11	279.51
Tillingham	35,000.00	87.06	289.46
Tollesbury	85,204.00	84.09	286.49
Tolleshunt D'arcy	21,515.24	48.53	250.93
Tolleshunt Knights	9,500.00	22.55	224.95
Tolleshunt Major	8,400.00	30.30	232.70
Ulting	3,295.00	47.89	250.29
Wickham Bishops	20,276.00	20.39	222.79
Woodham Mortimer	3,904.86	15.42	217.82
Woodham Walter	22,890.00	84.50	286.90

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	157.86	184.18	210.49	236.80	289.42	342.05	394.66	473.60
Asheldham	172.01	200.68	229.35	258.02	315.36	372.70	430.03	516.04
Bradwell-on-Sea	188.25	219.63	251.00	282.38	345.13	407.89	470.63	564.76
Burnham-on-Crouch	176.18	205.54	234.91	264.27	323.00	381.73	440.45	528.54
Cold Norton	176.44	205.85	235.26	264.67	323.49	382.31	441.11	529.34
Dengie	172.01	200.68	229.35	258.02	315.36	372.70	430.03	516.04
Goldhanger	153.86	179.51	205.15	230.80	282.09	333.38	384.66	461.60
Great Braxted	165.37	192.93	220.50	248.06	303.19	358.31	413.43	496.12
Great Totham	135.60	158.20	180.80	203.40	248.60	293.80	339.00	406.80
Hazeleigh	145.21	169.41	193.62	217.82	266.23	314.63	363.03	435.64
Heybridge	185.26	216.14	247.02	277.90	339.66	401.42	463.16	555.80
Heybridge Basin	192.90	225.06	257.21	289.36	353.66	417.97	482.26	578.72
Langford	173.89	202.87	231.86	260.84	318.81	376.77	434.73	521.68
Latchingdon	204.59	238.69	272.79	306.89	375.09	443.29	511.48	613.78
Little Braxted	165.98	193.65	221.31	248.98	304.31	359.64	414.96	497.96
Little Totham	163.20	190.40	217.60	244.80	299.20	353.60	408.00	489.60
Maldon	182.22	212.59	242.96	273.33	334.07	394.81	455.55	546.66
Mayland	179.41	209.31	239.22	269.12	328.93	388.73	448.53	538.24
Mundon	156.50	182.59	208.67	234.76	286.93	339.10	391.26	469.52
North Fambridge	159.82	186.46	213.10	239.74	293.02	346.30	399.56	479.48
Purleigh	184.26	214.98	245.69	276.40	337.82	399.25	460.66	552.80
Southminster	195.78	228.41	261.04	293.67	358.93	424.19	489.45	587.34
St. Lawrence	162.38	189.45	216.51	243.58	297.71	351.84	405.96	487.16
Steeple	165.71	193.33	220.95	248.57	303.81	359.05	414.28	497.14
Stow Maries	186.34	217.39	248.45	279.51	341.63	403.74	465.85	559.02
Tillingham	192.97	225.13	257.30	289.46	353.79	418.11	482.43	578.92
Tollesbury	190.99	222.82	254.66	286.49	350.16	413.82	477.48	572.98
Tolleshunt D'arcy	167.28	195.17	223.05	250.93	306.69	362.46	418.21	501.86
Tolleshunt Knights	149.96	174.96	199.95	224.95	274.94	324.93	374.91	449.90
Tolleshunt Major	155.13	180.99	206.84	232.70	284.41	336.13	387.83	465.40
Ulting	166.86	194.67	222.48	250.29	305.91	361.53	417.15	500.58
Wickham Bishops	148.52	173.28	198.03	222.79	272.30	321.81	371.31	445.58
Woodham Mortimer	145.21	169.41	193.62	217.82	266.23	314.63	363.03	435.64
Woodham Walter	191.26	223.14	255.02	286.90	350.66	414.42	478.16	573.80

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 2020/21 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:

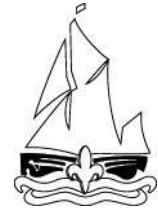
Precepting Authority	Valuation Bands			
Essex County Council	A	£880.74	E	£1,614.69
	B	£1,027.53	F	£1,908.27
	C	£1,174.32	G	£2,201.85
	D	£1,321.11	H	£2,642.22
Essex PFCC F&RA Essex Police and Crime Commissioner	A	£132.42	E	£242.77
	B	£154.49	F	£286.91
	C	£176.56	G	£331.05
	D	£198.63	H	£397.26
Essex PFCC F&RA Essex Fire and Rescue Authority	A	£49.26	E	£90.31
	B	£57.47	F	£106.73
	C	£65.68	G	£123.15
	D	£73.89	H	£147.78

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 2020/21 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 2020/21 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 2020/21 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)**Total Council Tax Amounts (£) by Band and Area 2020/21**

Parish/Area	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
Althorne	1,220.28	1,423.67	1,627.05	1,830.43	2,237.19	2,643.96	3,050.71	3,660.86
Asheldham	1,234.43	1,440.17	1,645.91	1,851.65	2,263.13	2,674.61	3,086.08	3,703.30
Bradwell-on-Sea	1,250.67	1,459.12	1,667.56	1,876.01	2,292.90	2,709.80	3,126.68	3,752.02
Burnham-on-Crouch	1,238.60	1,445.03	1,651.47	1,857.90	2,270.77	2,683.64	3,096.50	3,715.80
Cold Norton	1,238.86	1,445.34	1,651.82	1,858.30	2,271.26	2,684.22	3,097.16	3,716.60
Dengie	1,234.43	1,440.17	1,645.91	1,851.65	2,263.13	2,674.61	3,086.08	3,703.30
Goldhanger	1,216.28	1,419.00	1,621.71	1,824.43	2,229.86	2,635.29	3,040.71	3,648.86
Great Braxted	1,227.79	1,432.42	1,637.06	1,841.69	2,250.96	2,660.22	3,069.48	3,683.38
Great Totham	1,198.02	1,397.69	1,597.36	1,797.03	2,196.37	2,595.71	2,995.05	3,594.06
Hazeleigh	1,207.63	1,408.90	1,610.18	1,811.45	2,214.00	2,616.54	3,019.08	3,622.90
Heybridge	1,247.68	1,455.63	1,663.58	1,871.53	2,287.43	2,703.33	3,119.21	3,743.06
Heybridge Basin	1,255.32	1,464.55	1,673.77	1,882.99	2,301.43	2,719.88	3,138.31	3,765.98
Langford	1,236.31	1,442.36	1,648.42	1,854.47	2,266.58	2,678.68	3,090.78	3,708.94
Latchingdon	1,267.01	1,478.18	1,689.35	1,900.52	2,322.86	2,745.20	3,167.53	3,801.04
Little Braxted	1,228.40	1,433.14	1,637.87	1,842.61	2,252.08	2,661.55	3,071.01	3,685.22
Little Totham	1,225.62	1,429.89	1,634.16	1,838.43	2,246.97	2,655.51	3,064.05	3,676.86
Maldon	1,244.64	1,452.08	1,659.52	1,866.96	2,281.84	2,696.72	3,111.60	3,733.92
Mayland	1,241.83	1,448.80	1,655.78	1,862.75	2,276.70	2,690.64	3,104.58	3,725.50
Mundon	1,218.92	1,422.08	1,625.23	1,828.39	2,234.70	2,641.01	3,047.31	3,656.78
North Fambridge	1,222.24	1,425.95	1,629.66	1,833.37	2,240.79	2,648.21	3,055.61	3,666.74
Purleigh	1,246.68	1,454.47	1,662.25	1,870.03	2,285.59	2,701.16	3,116.71	3,740.06
Southminster	1,258.20	1,467.90	1,677.60	1,887.30	2,306.70	2,726.10	3,145.50	3,774.60
St. Lawrence	1,224.80	1,428.94	1,633.07	1,837.21	2,245.48	2,653.75	3,062.01	3,674.42
Steeple	1,228.13	1,432.82	1,637.51	1,842.20	2,251.58	2,660.96	3,070.33	3,684.40
Stow Maries	1,248.76	1,456.88	1,665.01	1,873.14	2,289.40	2,705.65	3,121.90	3,746.28
Tillingham	1,255.39	1,464.62	1,673.86	1,883.09	2,301.56	2,720.02	3,138.48	3,766.18
Tollesbury	1,253.41	1,462.31	1,671.22	1,880.12	2,297.93	2,715.73	3,133.53	3,760.24
Tolleshunt D'arcy	1,229.70	1,434.66	1,639.61	1,844.56	2,254.46	2,664.37	3,074.26	3,689.12
Tolleshunt Knights	1,212.38	1,414.45	1,616.51	1,818.58	2,222.71	2,626.84	3,030.96	3,637.16
Tolleshunt Major	1,217.55	1,420.48	1,623.40	1,826.33	2,232.18	2,638.04	3,043.88	3,652.66
Ulting	1,229.28	1,434.16	1,639.04	1,843.92	2,253.68	2,663.44	3,073.20	3,687.84
Wickham Bishops	1,210.94	1,412.77	1,614.59	1,816.42	2,220.07	2,623.72	3,027.36	3,632.84
Woodham Mortimer	1,207.63	1,408.90	1,610.18	1,811.45	2,214.00	2,616.54	3,019.08	3,622.90
Woodham Walter	1,253.68	1,462.63	1,671.58	1,880.53	2,298.43	2,716.33	3,134.21	3,761.06



REPORT of DIRECTOR OF SERVICE DELIVERY

**to
COUNCIL
13 FEBRUARY 2020**

ONE MALDON DISTRICT

1. PURPOSE OF THE REPORT

1.1 To present to the Council the One Maldon District proposal

2. RECOMMENDATION

That the Council endorses the formation of One Maldon District (OMD) and merging the strategic arm of the livewell group and Responsible Authorities Group into OMD.

3. SUMMARY OF KEY ISSUES

3.1 What is One Maldon District?

3.1.1 OMD is a senior level partnership, working together to ensure a healthier and prosperous Maldon District in relation to themes of Place, Prosperity, Community and Safety. OMD seeks to maximise collaboration to ensure there is an abundance of opportunities for enhanced health, wellbeing, community safety and feeling of safety within communities across the District.

3.2 What is the purpose of One Maldon District?

3.2.1 OMD has been established to bring together senior representatives from the local statutory, voluntary and private sectors to enhance local quality of life, jointly bid and draw down funding and discuss and link strategies. OMD will hold the statutory function of Responsible Authorities Group.

3.3 Merging the strategic function of the livewell group and the statutory function of Responsible Authorities Group

3.3.1 The function of the livewell group (strategic function) is to improve health and wellbeing in the Maldon District and the function of the Responsible Authorities Group is to address crime and disorder, substance misuse and the reduction of re-offending in Maldon District. Combining the functions of both boards is a logical step as many crime and disorder issues have strong links with health and wellbeing. It would therefore improve coordination, efficiency and effectiveness of any work done by those boards.

3.4 **What will the membership of One Maldon District look like?**

- 3.4.1 A range of partners will be invited to represent their organisation at a senior level. This will include: Local Authority (Maldon District Council and Essex County Council), Voluntary Sector, Safety (Police, Fire and Probation), Local business representation, Political Representation (Appointed Members and Local Members of Parliament (MP's)), Cultural sector, Education (Schools, Higher Education and Further Education), Faith representation, Health (Clinical Commissioning Group).

3.5 **How has it worked in other local authorities?**

- 3.5.1 The concept of this board is well established and working efficiently and effectively in both Colchester Borough Council and Chelmsford City Council. Having the board in place enables external funding to be brought in which can then be disseminated as required.

4. **CONCLUSION**

- 4.1 OMD will improve communication and joint partnership working that is undertaken at a senior level between the statutory, voluntary and private sector. The OMD board will support Maldon District Council (MDC) to work more efficiently and effectively in relation to community, safety, prosperity and place whilst supporting work which will achieve delivery of our corporate outcomes.

5. **IMPACT ON STRATEGIC THEMES**

- 5.1 **Community** – The formation of the OMD board will enable our strategic partnerships to be coordinated to ensure delivery on our community corporate outcomes. OMD will allow MDC to be on the front foot in terms of awareness and involvement of strategic projects or programmes, which will support delivery on corporate plan outcomes.
- 5.2 **Place** – The OMD board will enable better coordination and communication between strategic partners which may result in supporting the delivery of place corporate outcomes.
- 5.3 **Prosperity** – The link between the prosperity of our residents and their physical, mental and social wellbeing is fully understood and not underestimated. OMD will highlight opportunities for joint working and any projects in relation to prosperity corporate outcomes where communities of the District will also benefit.

6. **IMPLICATIONS**

- (i) **Impact on Customers** – The OMD board will provide senior level coordination between statutory, private and voluntary organisations within the District. This will mean more joined up ways of working and support MDC in our delivery of the corporate outcomes: customers' expectations exceeded, continuing to work sustainably, effective engagement to support strong and

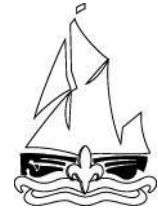
resilient communities, partnership working to safeguard vulnerable adults, children and families and working with communities and partners to support our health and wellbeing priorities.

- (ii) **Impact on Equalities** – The Council is committed to providing equal opportunities with no discrimination. There are no identifiable impacts currently based upon the work to date.
- (iii) **Impact on Risk:**
 - Operational risk – None.
 - Organisational risks – None.
 - Partnerships - The OMD board is likely to strengthen the following partnerships: voluntary sector, Police, Fire, Probation, Business, Cultural Sector, Education, Faith Representation and Clinical Commissioning Group.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.

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**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
COUNCIL
13 FEBRUARY 2020**

COMMUNITY INFRASTRUCTURE LEVY WORKING GROUP

1. PURPOSE OF THE REPORT

- 1.1 To seek approval to establish a Community Infrastructure Levy (CIL) Working Group to consider and inform the work being undertaken to introduce a CIL for Maldon.

2. RECOMMENDATIONS

- (i) That a Community Infrastructure Levy (CIL) Working Group of up to six Members be established;
- (ii) That the progress made in developing the CIL since the Planning and Licensing Committee in September 2019 be noted.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The CIL is a planning charge introduced by the Planning Act 2008 and the Community Infrastructure Levy Regulations 2010 (as amended). It is a tool for local authorities to help to deliver infrastructure to support new development.
- 3.1.2 CIL can fully fund or provide a contribution to the infrastructure needed to facilitate growth and to deliver the development strategy. It is unlikely that CIL will, on its own, fully fund either the entire necessary infrastructure within the area or those critical infrastructure projects that support and enable the delivery of the adopted development strategy and therefore further funding will also need to be secured.
- 3.1.3 A decision to review and update the previous evidence base, which was prepared to support the introduction of a CIL in Maldon in 2014, and to recommence work to introduce a CIL in Maldon was approved by the Planning and Licensing Committee on 5 September 2019 (Minute No. 371 refers).

3.2 What is the process for implementing CIL?

- 3.2.1 There is a defined process for preparing and adopting a CIL including an independent examination to test the rates and robustness of the evidence. The process for preparation and approval of the Charging Schedule is set out in legislation (Planning

Act 2008 part 11, the Community Infrastructure Levy Regulations 2010, the Community Infrastructure Levy (Amendment) Regulations 2011, the Community Infrastructure Levy (Amendment)(England)(No.2) Regulations 2019). This involves evidence gathering, consultation and testing at a public independent examination. Authorities wishing to implement CIL must produce a Charging Schedule setting out the levy rates for their area.

3.2.2 Charging authorities need to strike a balance between the need to capture funds for infrastructure and the potential effects of the CIL rates upon the economic viability and delivery of development, taken across its area. The evidence must demonstrate both that there is an infrastructure funding gap and that the proposed CIL rates are viable. An Infrastructure Delivery Plan was produced in 2014 as part of the evidence base for the Local Development Plan. It clearly shows that a funding gap exists between what is needed to support the delivery of the Local Development Plan and the identified funding.

3.2.3 The steps required to implement CIL are summarised below:

- Update the evidence base;
- Prepare Draft Charging Schedule;
- Public consultation;
- Revise Charging Schedule (if required) taking into account comments received;
- Submit Draft Charging Schedule for Examination;
- Examination in Public;
- Adoption by the Council of CIL Charging Schedule.

3.2.4 The evidence base needed to support the introduction of a CIL is currently being updated. Invitations to tender have been issued for updates to the Infrastructure Delivery Plan (2014) and the CIL Viability Study (2014). The deadline for tenders to be submitted is mid-February and it is anticipated that work to update the evidence base will commence in March. The updated evidence is expected to be available by July 2020. The timetable towards the adoption of CIL is summarised in **APPENDIX 1**.

3.2.5 Essex County Council is offering support and funding for up to two authorities within the County to assist them in meeting the costs of bringing forward a CIL. As Maldon is one of the only Councils in Essex with an adopted Local Plan, it is well placed to bring forward CIL and to benefit from such a grant offer at this time. The County Council is offering to support the preparation and adoption of a CIL with capacity funding of up to £180,000 for each of two authorities. This could be used to support a dedicated officer based at Maldon District Council to help to progress CIL, or to provide financial support toward the cost of technical viability and infrastructure evidence prepared by specialist consultants to support the assessment and introduction of CIL.

3.2.6 As a condition of this grant, Essex County Council would wish to influence the spend of CIL income, if a CIL is adopted, on infrastructure priorities up to the value of the grant, with terms agreed through a Memorandum of Understanding (MoU). For the

purposes of clarity, any CIL income subject to such agreement would be spent in Maldon. The basic principle of the MoU will be that the County Council requests that spending of CIL income collected in Maldon be prioritised toward projects that are supported by the County Council, up to the value of the grant. This includes infrastructure for services such as highways and education. No specific projects are identified at this stage as they must also reflect infrastructure needs and the evidence that will support the preparation of CIL.

- 3.3 Once approved, the Charging Schedule does not form part of the development plan but does support and enable delivery of the development strategy.
- 3.4 In accordance with the Community Infrastructure Levy (Amendment) Regulations 2013, a specific proportion of CIL receipts would be passed to town and parish councils in relation to development within their areas and as set out in the regulations. In locations with an adopted Neighbourhood Plan, 25% of CIL receipts would be passed to local communities to help fund local infrastructure in the location of the chargeable development. In all other locations, 15% of CIL receipts would be passed to local communities subject to annual limits as defined in the CIL Regulations (15% up to a maximum of £100 per dwelling per annum where there is no neighbourhood plan).
- 3.5 It is anticipated that, subject to supporting evidence and Examination, a CIL could be introduced in Maldon by Summer / Autumn 2021. There will also be a need to consider how CIL is administered internally and the governance around how it is to be spent. A decision to report back to the Planning and Licensing Committee with recommendations for corporate governance arrangements, if and when approval is sought to submit CIL for Examination, was approved on 5 September 2019.

4. CONCLUSION

- 4.1 Establishing a CIL Working Group will provide a greater opportunity for Member input into the CIL work programme as it progresses over the coming months.

5. IMPACT ON STRATEGIC THEMES

- 5.1 CIL has the potential to support the Council in providing excellent services and value for money, in being financially independent and sustainable, and in providing sustainable growth and new infrastructure, by enabling the Council to maximise the funding that it collects from development to contribute towards infrastructure funding.

6. IMPLICATIONS

- (i) **Impact on Customers** – The adoption of a CIL Charging Schedule for the District would provide Maldon District Council and Parish / Town Councils with greater certainty over the amount of financial contributions which can be gained from new development. CIL provides the opportunity for the District Council to have greater flexibility over the use of infrastructure funds and to prioritise investment as needed.

- (ii) **Impact on Equalities** – CIL is designed to make the process of obtaining contributions from development towards infrastructure fairer, faster and more transparent.
- (iii) **Impact on Risk** –The proposals would not have a direct impact on risk.
- (iv) **Impact on Resources (financial and human)** – The proposals would not have a direct impact on resources.
- (v) **Impact on the Environment** – The proposals would not have a direct impact on the environment.
- (vi) **Impact on Strengthening Communities** – The proposals would not have a direct impact on communities.

Background Papers:

Report to Maldon District Council 05 September 2019 (Community Infrastructure Levy Update)

Local Plan and Community Infrastructure Levy Viability Study, 2014

https://www.maldon.gov.uk/info/20048/planning_policy/9164/pre-submission_local_development_plan_evidence_base

Infrastructure Delivery Plan, 2014

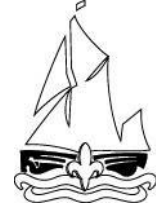
https://www.maldon.gov.uk/info/20048/planning_policy/9164/pre-submission_local_development_plan_evidence_base

Enquiries to: Julie King, Specialist – Local Plan (julie.king@maldon.gov.uk).

Community Infrastructure Levy Work Programme

Updating the evidence base	Spring / Summer 2020
Preparation of Draft Charging Schedule and related information	Summer 2020
Consultation	Autumn 2020
Review responses	Winter 2020
Submit Draft Charging Schedule for Examination	Spring 2021
Examination	Summer 2021
Adoption	Summer / Autumn 2021

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**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
COUNCIL
13 FEBRUARY 2020**

BRADWELL B DEVELOPMENT PLAN DOCUMENT

1. PURPOSE OF THE REPORT

- 1.1 To provide Members with a summary of the adopted planning policy with regard to Bradwell B and to consider the preparation of a Development Plan Document (DPD) to address wider development impacts and opportunities arising from the Bradwell B proposal.

2. RECOMMENDATIONS

- (i) That the current references and policies in the Local Development Plan be noted;
- (ii) That the Council approves preparation of a Development Plan Document (DPD) to provide an adopted planning policy framework and to provide clarity on the Council's vision and development strategy in relation to the wider development impacts and opportunities arising from the development of a new nuclear power station at Bradwell-on-Sea;
- (iii) That the Council approves establishing a Bradwell B DPD Working Group of up to six Members.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 In 2010 the Government announced that Bradwell was one of eight sites it considered suitable in principle for the siting of a new nuclear power station. Currently (China Genera Nuclear Power) and EDF (Électricité de France) are partnering in the development of the station and have formed a jointly owned company, Bradwell B Power Generation Company Limited (BRB). The development of a new nuclear power station falls within the scope of the 'Nationally Significant Infrastructure Projects' (NSIPs), as set out in the Planning Act 2008. In these instances, the developer applies directly to the Secretary of State for a Development Consent Order (DCO) rather than to the Local Planning Authority for planning permission.
- 3.1.2 The adopted Local Development Plan (LDP) acknowledges that Bradwell-on-Sea has been identified as a potential site to accommodate a new nuclear power station (at

para 3.42). Policy D4 Renewable and Low Carbon Energy Generation of the Local Development Plan states that “the Council will strongly support the principle of the development of a new nuclear power station at Bradwell-on-Sea”. However, the Local Development Plan does not provide any further planning policy which can inform and guide the Council’s approach to the wider development impacts and opportunities.

3.1.3 It is anticipated that Bradwell B may generate wider development opportunities and impacts across the district, particularly in terms of housing, economic growth and associated infrastructure, alongside those impacts which may result directly from the power station and any necessary operational infrastructure.

3.1.4 These wider strategic impacts could include demand for additional housing and associated infrastructure. This may be needed in the medium term to address both:

- increased housing demand from on-site staff, and
- increased housing demand arising from growth in the local economy.

3.1.5 Growth in the local economy may also generate an increased demand for employment land and premises. Growth in the local economy could include, for example, support services and supply chain sectors.

3.2 **A Plan led approach**

3.2.1 An adopted development strategy will enable the Council to capture its vision for the medium term, to set out how the development strategy will help to deliver this vision and its contribution to the longer-term legacy in the district. The development strategy can set out how the district intends to accommodate the resulting growth requirements, such as increased need for additional homes and employment space.

3.2.2 Without a clear development strategy to provide certainty and confidence to the development market, the market may not bring forward development at a required rate or in suitable locations. This could result in housing pressures, increased commuting or a reduced ability to capture secondary economic growth within the district.

3.2.3 A plan led approach enables the Council to provide clarity on the Council’s vision and development strategy and can better inform early discussions on the Bradwell B project. It can provide a corporate focus to provide coordination to a range of technical responses from Maldon District, and could also help to inform and coordinate external stakeholder engagement.

3.2.4 A plan led approach also supports the early planning and long lead in times that are needed to deliver strategic development sites. This increases the opportunity for land value increase over time to be captured and reinvested in the quality of development and associated infrastructure, increasing the opportunity to deliver higher quality development.

3.2.5 It is suggested the Council would benefit from having an adopted development strategy to set out its vision and how this contributes to the development legacy in the district.

3.3 Bradwell B Development Plan Document

- 3.3.1 A focused DPD has a number of advantages compared to incorporating this element of development strategy within a wider update of the Local Development Plan.
- 3.3.2 A DPD will be quicker to prepare than an update of the Local Development Plan. It could therefore provide a basis to inform earlier discussions on Bradwell B and to identify early opportunities to seek to influence peripheral aspects of the Bradwell B project, to better support the District's wider vision and development strategy. This can help to secure an improved legacy for the District.
- 3.3.3 A standalone DPD can also be readily placed to one side if Bradwell B does not proceed, without undermining the policies of the existing LDP. (The work undertaken, however, would not necessarily be unproductive as it could inform any subsequent review of the LDP).
- 3.3.4 In contrast, updating the LDP to incorporate an updated development strategy for the District, to include the growth associated with Bradwell B, will take longer to prepare and to progress through the procedural stages. The wider the scope of the LDP update, the longer it will take to progress an update.
- 3.3.5 If an LDP update were to be progressed, incorporating additional growth arising from Bradwell B, and Bradwell B does not go ahead, then the updated LDP would include significant levels of excess housing sites. Depending on the development strategy that is adopted for the growth associated with Bradwell B, some of these sites may be in locations that would not be considered suitable if Bradwell B did not go ahead.
- 3.3.6 Preparation of a DPD will involve stakeholder and public consultation and Examination by a Planning Inspector. It is anticipated that public consultation on the DPD could be undertaken in winter / spring 2021, with an Examination in 2022 and adoption in late 2022.

3.4 Evidence Base

- 3.4.1 It will be important to quantify the anticipated level of growth in support services and supply chain sectors, as this will inform the associated housing and infrastructure requirements within the District. An Economic Analysis Study will be able to assess the likelihood and the scope of any impacts arising from Bradwell B in terms of local economic opportunities and impacts. This will include projected indirect jobs in various economic sub-sectors and actions that the Council can take to maximise its ability to capture growth within those sub-sectors.
- 3.4.2 Further evidence will also be needed to support the preparation of a Development Plan Document. An update of the Local Housing Needs Assessment will provide evidence of the likely scale of additional housing growth that may be needed. This will be informed by the Economic Analysis Study, so it is sensible in the first instance to assess the projected scale and scope of local economic growth.
- 3.4.3 A range of other technical evidence will be needed including those identified in Table 1 below (shown with estimated costs):

Table 1 Key Technical Evidence required and estimated costs:

Economic Analysis Study (to quantify projected indirect jobs in various economic sub-sectors and actions the Council can take to maximise its ability to capture that growth in the identified sub sectors)	£25,000
Housing and Economic Needs Assessment update (to quantify the indirect housing requirements)	£30,000
Employment Land Review update (if needed)	£25,000
Strategic Housing and Employment Land Availability Assessment update (including Call for Sites)	Prepared In house
Highways modelling (particularly regarding indirect housing and employment development and to inform Sustainability Appraisal/Habitats Regulation Assessment)	£50,000
Infrastructure Delivery Plan Update	£20,000
Strategic Flood Risk Assessment	£20,000
Strategic Environmental Assessment/Sustainability Appraisal – (to assess options and sites for locating growth)	£35,000
Habitats Regulations Assessment	£30,000
Phase 1 Habitats Survey (a review of Local Wildlife Sites may be needed depending on areas being considered within the DPD)	-
Plan Viability Assessment	£20,000
Examination costs and reserve for legal costs	£100,000
Evidence and Examination Total (including Legal reserve)	£355,000

4. CONCLUSION

- 4.1 A focused Development Plan Document will provide an adopted planning policy framework. It will provide clarity on the Council’s vision and development strategy in relation to the wider development impacts and opportunities arising from the development of a new nuclear power station at Bradwell-on-Sea. If the preparation of the DPD is approved the Local Development Scheme (LDS) will be updated accordingly to include the Bradwell B DPD. Establishing a Bradwell B DPD Working Group will provide greater opportunity for Member input into the DPD work programme as it progresses over the coming months.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The wider development impacts and opportunities arising from the development of Bradwell B have the potential to affect the corporate themes of Place, Community and Prosperity, through delivery of sustainable growth and new infrastructure, and supporting economic growth and prosperity.

6. IMPLICATIONS

- (i) **Impact on Customers** –A focused Development Plan Document would provide an adopted planning policy framework and provide clarity on the Council’s vision and development strategy which provides the opportunity for

the District to secure an improved legacy in relation to the wider development impacts and opportunities.

- (ii) **Impact on Equalities** – The proposals would not have a direct impact on equalities.
- (iii) **Impact on Risk** – The proposed amendment would reduce risk by reducing uncertainty.
- (iv) **Impact on Resources (financial and human)** – Potential call on Council reserves (MDC looking to maximise the funding secured through the BRB DCO process). Initial funding for staff confirmed to June 2020.
- (v) **Impact on the Environment** – Having a focused DPD will enable environmental impacts to be mitigated.
- (vi) **Impact on Strengthening Communities** – The adoption of a Development Plan Document would provide a clear vision and an adopted development strategy for the wider development impacts and opportunities arising from the development of Bradwell B.

Background Papers:

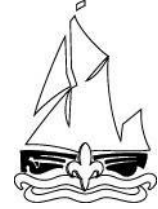
Local Development Plan – www.maldon.gov.uk/ldp

National Policy Statement for Nuclear Power Generation (EN-6)

<https://www.gov.uk/government/publications/national-policy-statements-for-energy-infrastructure>

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.

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**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
COUNCIL
13 FEBRUARY 2020**

**BRADWELL B PROJECT – CONSULTATION ON DRAFT STATEMENT OF
COMMUNITY CONSULTATION**

1. PURPOSE OF THE REPORT

- 1.1 To provide a response to the consultation on the draft Statement of Community Consultation (SoCC) relating to the proposed Bradwell B power station proposals. The Joint Member Bradwell Board recommends that a joint consultation response be provided representing the views of both Maldon District Council (MDC) and Essex County Council (ECC). Accordingly, the report below contains recommended joint responses following collaborative working between Officers of each authority.
- 1.2 A decision by the Council at this meeting will enable a consultation response within the statutory 28 day consultation period, which expires on Friday 14 February 2020.

2. RECOMMENDATION

That the Council endorses the Officer comments on the submitted draft Statement of Community Consultation, as set out below in this report, as the Council's response to the consultation made in accordance with section 47 of the Planning Act 2008 and regulation 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulation 2017.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 In 2010 the Government announced that Bradwell was one of eight sites it considered suitable in principle for the siting of a new nuclear power station. Currently (China Genera Nuclear Power) and EDF (Électricité de France) are partnering in the development of the station and have formed a jointly owned company, Bradwell B Power Generation Company Limited (BRB)
- 3.1.2 The development of a new nuclear power station falls within the scope of the 'Nationally Significant Infrastructure Projects' (NSIPs), as set out in the Planning Act 2008. In these instances, the developer applies directly to the Secretary of State for a Development Consent Order (DCO) rather than to the Local Planning Authority or Essex County Council for planning permission. Both Councils are a consultee as part of the DCO process.

3.1.3 The initial statutory consultation as part of the DCO process is a consultation on a draft SoCC submitted by BRB in accordance with section 47(1) of the Planning Act 2008. The draft SoCC has been submitted to both Maldon District Council and Essex County Council, as the relevant host authorities. A full copy of the draft SoCC forms **APPENDIX A** to this report. BRB submitted the draft SoCC on 17 January 2020 and the statutory deadline for responses is 28 calendar days starting after the day of submission, which means that the Councils' response is required by no later than 14 February 2020. The document is a 'draft' at this stage as the final SoCC is decided and advertised by BRB after it has considered the responses of the host authorities to this consultation on the draft SoCC.

3.1.4 The section below considers the content of the draft SoCC and identifies officer comments considered appropriate for inclusion in a formal response to the consultation.

3.2 **Scope of the Submitted Statement of Community Consultation**

3.2.1 Planning Act 2008 and regulation 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulations 2017. It therefore seeks to address the following:

- *How the applicant will consult people living in the vicinity of the proposed development (s47 of the Planning Act 2008)* - The Act requires developers to consult widely with the local community, local authorities, statutory bodies and persons with an interest in land affected by the proposals and to publicise the proposals more widely.
- *How the applicant intends to publicise and consult on the preliminary environmental information (Reg 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulation 2017* - Preliminary environmental information means information which has been compiled by the applicant and is reasonably required for the consultation bodies to develop an informed view of the likely significant environmental effects of the development and any associated development.

3.2.2 Consideration of these two separate consultation requirements is set out below with recommended Officer comments provided under each section:

3.3 **How the applicant will consult people living in the vicinity of the proposed development (S47 of the Planning Act 2008).**

3.3.1 The draft SoCC largely addresses this statutory provision and explains (page 4) that the 'SoCC is designed to inform the community on how the consultation for the Bradwell B Project will be managed, explaining:

- briefly the Project, the approach to sharing environmental information and the development consenting process;
- when consultation will be undertaken;
- with whom and where the consultation will be undertaken;
- how people, groups and communities will be consulted; and
- how consultees can respond to the consultation and find out how feedback has been taken into account.

The Bradwell B Project team will ensure that consultation is meaningful, inclusive and easily understood to enable constructive and informed feedback. The consultation material will describe the Bradwell Project as a whole and explain those elements of the Bradwell Project proposals where views are actively sought, as well as those areas that are largely settled.’

- 3.3.2 The draft SoCC explains that two main stages of proposals are envisaged. The Stage One consultation will consider the ‘*Initial Proposals and Options*’ for the Bradwell B Project. Stage Two consultation will include preferred proposals and will include consultation with affected landowners and those with an interest in land. The launch dates for each stage of consultation will be announced and published at least 10 days before the start of the consultation stage. There is no timeline provided in the submission to indicate when these consultation stages will be undertaken.
- 3.3.3 The draft SoCC explains (page 6) that the community consultation process will take place across two geographical areas, an Inner Consultation Area and an Outer Consultation Area, as illustrated in the draft SoCC. The draft SoCC advises that the communities identified in these two geographical areas will be consulted, albeit anyone can provide feedback to the consultation. Page 9 says that in the Inner Consultation Area discussions are expected to particularly focus on the direct impacts arising from the construction and operation of the main development site, whereas the Outer Consultation Area may have a focus on the broader economic and social matters and off-site associated developments, where appropriate.
- 3.3.4 BRB advise in the draft SoCC that the Engagement events, including exhibitions, will be appropriately targeted within the Inner Consultation Area, recognising that these communities would potentially be the most affected by the Bradwell B Project. Public and other stakeholder engagement will also be undertaken in the Outer Consultation Area to help facilitate feedback from the wider public.
- 3.3.5 As well as consultation with the wider public and their representatives, BRB also advise that it will also be working with specific groups, local businesses, community groups and other organisations to increase awareness of the Project and will work with MDC and ECC to identify specific ways to target hard to reach groups.
- 3.3.6 Each stage of consultation would include a Summary Consultation Document; and a questionnaire to assist the community in completing and submitting their feedback. Additional documents may also be provided, as appropriate, to support each stage of consultation.
- 3.3.7 If requested a translated version of the Summary Consultation Document can be provided for any minority languages used locally.
- 3.3.8 It is proposed that the Stage One Consultation will last ten weeks. The Stage Two Consultation will be at least ten weeks and the draft SoCC says this period will be discussed with MDC and ECC in advance.
- 3.3.9 The draft SoCC says (page 9) that the consultation stages will be structured around a series of exhibition events and drop-in sessions that will allow people to meet the Bradwell B team and ask questions. These events will be spread across the Inner and Outer Consultation Areas but weighted towards areas anticipated to be most directly

affected by the Bradwell B Project. Those interested in the Bradwell B Project will also be able to access information at local libraries and other civic buildings, although these locations will be unstaffed unless otherwise stated. In addition, all consultation documents will be available via the website (www.bradwellb.co.uk), where consultees will have the option to register and submit their feedback.

3.3.10 The draft SoCC says that a number of ways will be used to advertise the consultations, including:

- Newsletters: these will publicise the consultation dates and include information on how people can respond and report on key Project milestones. The newsletter will be published on the Project website and delivered to all those in the Inner Consultation Area.
- Press adverts: the consultation events and associated activities will be publicised in the local media (e.g. newspaper adverts).
- Posters: posters will be placed in civic buildings (e.g. libraries, town/village halls and local authorities' offices) and issued to community groups and organisations for display. The posters will include details of the consultation events and explain how consultees can find out more about the consultations.
- Stakeholders, groups and organisations: Bradwell B will engage with a range of stakeholders, bodies and organisations to make them aware of the consultation events and, where appropriate, provide details of how their members can get involved.
- Presentations: Towns and Parish Councils can request meetings and presentations during the consultation stages.
- Workshops and Focus Groups: focus groups and/or workshops on relevant and appropriate aspects of the proposed development may be used to engage specific interests or hard-to-reach groups.
- Website: all consultation documents and others relevant information (e.g. event locations and timings) will be available on the Project website (www.bradwellb.co.uk).
- Social media: The Project Twitter account (@CGNBradwellB) will be used to publicise each stage of consultation, with the introduction of other social media channels as appropriate. Social media activity will also be used to identify any key issues that may trend in relation to the Project.

3.3.11 The draft SoCC says (page 10) that feedback and analysis from each stage of consultation will be detailed in a Consultation Report. This will be a key application document submitted in support of the application for development consent.

3.3.12 The full content of the draft SoCC is available as **APPENDIX A** to this report.

3.3.13 Officer Comments:

3.3.13.1 The following are the main Officer comments on the submitted draft SoCC in relation how the applicant will consult people living in the vicinity of the proposed development (s47 of the Planning Act 2008). The main theme is that whilst the draft SoCC provides a general summary of what might prove to be a robust community consultation there is a lack of detail in the draft SoCC to provide confidence that adequate community consultation will be delivered, and that constructive and timely feedback will be provided to consultees.

- i) It would be reasonable to expect the draft SoCC to include an indication of the timescales within which the proposed stages of consultation are proposed. This would enable consultees to prepare more effectively for engagement with the proposals. The provision of ten day's advance notice is not considered adequate notice and BRB are asked to include within the SoCC a timeline for the proposed Stage One and Stage Two Consultations for the project. With regard to Stage 1 this should include the start date, end date of the consultation and details of schedule for main consultation meetings. The timescale and schedule should also include how and when BRB will respond to the consultation feedback for each stage of consultation.
- ii) In order to provide confidence that the proposed consultation will have an appropriate geographical distribution it is requested that the SoCC provides details on the proposed locations for consultation events.
- iii) The inclusion of the Inner Consultation Area within the Outer Consultation Area is confusing and inconsistent with the stated differences between the Consultation Areas. Please review to ensure the different approach proposed between the two consultation areas is made clear within the SoCC.
- iv) In order to provide confidence that the proposed consultation will be effective please provide within the SoCC details of the number of consultation events that are proposed. The absence of any details within the draft SoCC is a concern as it provides no minimum number to ensure effective consultation.
- v) Without any details of the number or timing of any consultation events it is not possible to ascertain whether the proposed ten weeks for the Stage 1 Consultation event will be adequate. It is requested that the consultation period for Stage 1 Consultation is extended to 12 weeks to provide greater comfort that adequate time is allowed for community consultation and for host authority consideration of the proposals. By comparison 12 weeks is allowed for a Local Planning Authority to consider a major planning application.
- vi) Please provide a minimum period of 16 weeks for the Stage 2 Consultation as it will include a large amount of detailed and complex information that will need to be considered by technical specialists before consideration by the host authorities. It is not adequate to say in the SoCC that the consultation period 'will be discussed with MDC and ECC in advance' as this is imprecise and provides little reassurance that an adequate period will be provided.

- vii) Whilst the draft SoCC talks about the segmented approach to the groups and how the consultation will be advertised, there is a lack of detail as to the variety of methods / tools that will be used to consult. Please provide detail within the SoCC.
- viii) There is a lack of detail on how the consultation will reach the ‘hard to reach’ groups. It is not adequate to say that BRB ‘will work with MDC and ECC to identify specific ways to target hard to reach groups’. Please ensure that the SoCC include specific measures to ensure effective consultation with specific hard to reach groups.
- ix) In order to support equality of access it is requested that the SoCC reference the Summary Consultation Document being also available in alternative formats, for example Braille.
- x) Whilst no details of the exhibition venues are included in the draft SoCC it is requested that the SoCC makes it clear that any proposed venue is fully accessible and that the appropriate connectivity is in place to ensure that the consultation is open to all.
- xi) The draft SoCC should explicitly recognise current and potential NSIP projects within Essex and beyond, such as but not limited to the Lower Thames Crossing and works to Junction 28 of the M25, which are under consultation at this time. The related proposals for enhanced connections from the power station to the national grid, which will come forward as a separate but connected NSIP proposal to facilitate the delivery of the station, should also be progressed to facilitate co-ordinated consultation. The current section of the draft SoCC on Related Consultations (page 6) does not adequately reflect the opportunities for coordinated consultations across NSIPs and should be amended accordingly.

3.3.13.2 Officers also have the following additional comments on the s.47 submission, which could be categorised as document ‘housekeeping’ comments:

- i) Please consider providing numbering to the document as it is easier to reference. This applies to all submitted document going forward and would aid navigation of all documents.
- ii) Page 4 - The first bullet point appears to be two points that would benefit from separation.
- iii) Page 4, third paragraph - Please clarify what is meant by the phrase ‘largely settled’. The current wording raises the question ‘settled by whom?’ Please clarify within the SoCC when views would not be sought on an aspect of the proposals?
- iv) Page 5, first sentence - The site where the new power station is proposed includes land to both the south and east of the existing Bradwell A site. Please correct the description of location within the SoCC or include within the document a location plan for the proposed power station.
- v) The Inner and Outer Consultation Areas should be consistently known as ‘areas’ throughout the draft SoCC. The term ‘zone’ could be confused with emergency planning zones.

3.4 How the applicant intends to publicise and consult on the preliminary environmental information (Reg 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulation 2017.

3.4.1 The draft SoCC provides very limited information on how the applicant intends to publicise and consult on preliminary environmental information. It says that within each stage of consultation a Consultation Document will include relevant preliminary environmental information.

3.4.2 The section of the draft SoCC dealing specifically with preliminary environmental information (page 5) states the following:

‘The consultation documents prepared to support each stage of consultation will include a summary of preliminary environmental information that we know at that point in time on the Bradwell B Project proposals. The level of preliminary environmental information included will vary depending on the focus of the stage of consultation and more detail will be provided at the later stages of consultation when we know more about the area in which our proposals are located, our preferred proposals and their effects. The information provided will include, but not be limited to, information on the main environmental issues such as: socio-economics, noise, traffic and transport, recreation, air quality, soils, hydrology, ecology, the marine environment and landscape and visual considerations. Information will be included on ways to reduce any potentially significant negative impacts through mitigation, including landscaping.’

3.4.3 Officer Comments:

3.4.3.1 The following are the officer comments in relation to how the applicant intends to publicise and consult on the preliminary environmental information (Reg 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulation 2017.

- i) Whilst it is acknowledged that more detailed information will be available as the project becomes more developed the submitted document is too ambiguous about the level of the preliminary environmental information that will be submitted at the proposed stages of consultation. Please make explicit within the SoCC that all relevant preliminary environmental information will be made available at each stage of consultation, with a summary of the information additional to the full information. The current submission does not make this sufficiently clear and raises some doubt that early consultation would contain adequate preliminary environmental information. For the proposed stages of consultation to be effective they need to present proposals to consultees which are relevant and meaningful.
- ii) Please include within the SoCC a commitment to provide timely and specific feedback on consultees responses to each stage of consultation.
- iii) Please include within the SoCC a list of the consultation bodies the applicant intends to send the preliminary environmental information for consultation. This would make it clear to all which bodies will be consulted.

- iv) The submitted document says that during each stage of consultation information will be included on ways to reduce any potentially significant negative impacts through mitigation. It is asked that any significant negative impacts are explicitly assessed in accordance with established environmental assessment methodology with negative impacts avoided, reduced, mitigated or compensated.
- v) During the latter stage(s) of the project the relevant preliminary environmental information is likely to be substantial and complex. The Stage 2 consultation period should therefore be sufficient for the host authorities to consider the information in liaison with other consultees and to allow for Council governance. A consultation period of 16 weeks for the second stage of Consultation is requested, akin to the period statutorily allowed for Local Planning Authorities to consider major applications requiring an Environmental Statement. The proposed future discussions with the Councils on the length of Stage 2 consultations is too imprecise and would not provide comfort that adequate time would be provided. Please amend the SoCC accordingly.

4. CONCLUSION

- 4.1 The draft SoCC is a disappointingly broad document with little detail provided of the consultation proposed for the proposed project. Whilst BRB will undoubtedly have a more developed consultation plan to support community consultation these details are not sufficiently evident within the draft SoCC submitted to the host authorities for comment.
- 4.2 Before BRB publicise a final SoCC it will need to consider the representations of the host authorities. The comments detailed in this report will, if taken on board by BRB, support effective consultations for the project. A joint response between the host authorities is intended as recommended by the Joint Member Bradwell Board.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The development of the proposed nuclear power station supports all of the Council's thematic strategies of Prosperity, Place, and Community and many of the priorities contained within them.

6. IMPLICATIONS

- (i) **Impact on Customers** – It is important that the consultation proposed for the development of a new nuclear power station is meaningful and effective.
- (ii) **Impact on Equalities** – The consultation undertaken by BRB will need to be mindful of hard to reach groups and consider all parts of our community.
- (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** – It is important that the all communities are engaged in consultations on the proposed development

Background Papers:

The Planning Act 2008

National Policy Statement for Nuclear Power Generation (EN-6)

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.

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Bradwell B Project – Statement of Community Consultation (SoCC)

February 2020

Statement of Community Consultation

Prepared pursuant to section 47(1) of the Planning Act 2008 and regulation 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulations 2017

Overview

About this Statement of Community Consultation

This Statement of Community Consultation (**SoCC**) sets out how the Bradwell Power Generation Company Limited, (hereafter referred to as **Bradwell B**), will consult the local communities on its proposals for a new nuclear power station at Bradwell in the district of Maldon, Essex, (hereafter referred to as the **Bradwell B Project**).

This SoCC has been prepared pursuant to section 47(1) of the Planning Act 2008 (Ref. 1) and regulation 12 of the Infrastructure Planning (Environmental Impact Assessment) Regulations 2017 (Ref. 2). Bradwell B took into account the views of Maldon District Council (MDC) and Essex County Council (ECC) before publishing the SoCC and making it available for inspection.

What is the Bradwell B Project?

The Government identifies that new nuclear power stations should play a significant role in the future generation of electricity for the United Kingdom (UK). The site was designated by the Government in 2011 as being potentially suitable for a new nuclear power station in the National Policy Statement (NPS) EN-6 (Ref. 3). The site neighbours the decommissioned Bradwell A nuclear power station.

The development on the main site, adjacent to Bradwell A, would include plant and ancillary structures and features that make up the operational Bradwell B power station, together with associated development to support its construction and operation. The Bradwell B power station would generate approximately 2.2GW of electricity, providing power for around 4 million homes per annum. In addition, the Bradwell B Project would include off-site associated development to support the

construction and operation of the power station. This would include, but not be limited to, sites to transport freight and construction workers to the main development site, as well as highway improvements and other infrastructure.

What companies form the Bradwell B Project?

CGN (through its wholly owned subsidiary General Nuclear International Limited) and EDF are partnering to develop the Bradwell B Project through the joint venture company Bradwell B. CGN and EDF have a long-standing partnership spanning 30 years. Together, in the UK, they are developing plans for a nuclear power station in Suffolk (Sizewell C) and are currently building a nuclear power station in Somerset (Hinkley Point C).

CGN is a major generator of low carbon energy in China and around the world and is the biggest builder of new nuclear power stations globally. CGN has more than 30 years' experience of safely delivering nuclear power projects.

EDF Energy, EDF's UK subsidiary, is the UK's largest producer of low-carbon electricity, providing around one-fifth of the country's demand. It currently operates the UK civil nuclear fleet consisting of eight power stations.

Context

UK Government Policy

The Bradwell B Project is defined as a Nationally Significant Infrastructure Project (NSIP) under the Planning Act 2008. The Secretary of State has adopted policies in relation to NSIPs in a series of National Policy Statements (NPS), the following of which are applicable to the Bradwell B Project:

- Overarching National Policy Statement for Energy (NPS EN-1) (Ref. 4);
- National Policy Statement for Nuclear Energy Generation (NPS EN-6).

Collectively, these National Policy Statements establish that there is an urgent need for new electricity generating capacity, including nuclear. NPS EN-6 makes clear that an application for development consent for a new nuclear power station should be assessed on the basis that *'the need for such infrastructure has been demonstrated'* and goes on to identify the Bradwell B site as one of six sites potentially suitable for deployment for a new nuclear power station before the end of 2025.

A subsequent Written Ministerial Statement (7 December 2017) makes clear that the Government continues to give strong in-principle support to project proposals yet to apply for development consent and due for deployment beyond 2025 at those sites listed in NPS EN-6, including the Bradwell B site. Such sites should be considered under section 105(2) of the Planning Act 2008, together with policies provided by NPSs EN-1 and EN-6 as important and relevant matters.

Given the Government's support, the principle of nuclear power and the suitability of the Bradwell B site for a new nuclear power station will not be consulted on. Instead, the consultation will focus on seeking views on the Bradwell B Project proposals, which in some instances may include options.

The Planning Process for New Nuclear Power Stations

The proposed development will be subject to an application for development consent. The Planning Inspectorate, acting as the examining authority on behalf of the Secretary of State, will examine the application and make a recommendation to the Secretary of State who will make the final decision.

The Consultation Process

Consultation is an important part of the planning and development process. The Planning Act 2008 requires developers to: (i) consult with the local community, local authorities, statutory bodies and persons with an interest in land affected by the proposals; and (ii) publicise the proposals more widely. This process is referred to as *'pre-application consultation'* and must be carried out before the application for development consent can be accepted by the Planning Inspectorate, acting on behalf of the Secretary of State, for examination.

Pre-application consultation is an important stage in the development consent process. It allows developers to share information about the proposed NSIP, to understand consultees' concerns and to seek to identify ways of mitigating the potential impacts of the development before the application is submitted.

Section 47 of the Planning Act 2008 requires developers to prepare and publish a SoCC explaining how they will consult people living in the vicinity of the proposed development. The consultation must then be undertaken in accordance with the published SoCC.

Statement of Community Consultation

This SoCC is designed to inform the community on how the consultation for the Bradwell B Project will be managed, explaining:

- briefly the Project, the approach to sharing environmental information and the development consenting process;
- when consultation will be undertaken;
- with whom and where the consultation will be undertaken;
- how people, groups and communities will be consulted; and
- how consultees can respond to the consultation and find out how feedback has been taken into account.

The Bradwell B Project team will ensure that consultation is meaningful, inclusive and easily understood to enable constructive and informed feedback. The consultation material will describe the Bradwell Project as a whole and explain those elements of the Bradwell Project proposals where views are actively sought, as well as those areas that are largely settled.

As required by the Planning Act 2008, a draft version of the SoCC was provided to MDC and ECC, as the relevant local authorities for review and comment. The final SoCC has been prepared having regard to the local authorities' responses. The final SoCC is available on the Bradwell B website (www.bradwellb.co.uk) and has been advertised in local and national newspapers, with weekly circulation across the district of Maldon and the county of Essex.

What we are proposing

The Bradwell B Project

Bradwell B plans to build a new nuclear power station on land to the east of the existing Bradwell A power station.

The main permanent development will be the power station, which is likely to include: two UK HPR1000 units (a type of pressurised water reactor) and associated buildings; turbine halls and electrical buildings; cooling infrastructure and associated structures; an operational service centre; fuel and waste storage facilities; a National Grid 400kV substation; associated works including a simulator/training centre building; flood defence and coastal protection measures; highways works including a new access road; car parking; and landscaping.

Building a new power station at Bradwell would potentially affect those living in communities close to the main development site and off-site associated development sites through, for example: increased traffic; visual impact; loss of public access to parts of the site(s); and other potential environmental impacts.

EIA Development

The development of a new nuclear power station is classified under Schedule 1 to the Infrastructure Planning (Environmental Impact Assessment) Regulations 2017 as '*EIA Development*'. Bradwell B will carry out an EIA (Environmental Impact Assessment) of the Bradwell B Project proposals, with the findings detailed in the Environmental Statement, summarised in a Non-Technical Statement that will be submitted in support of the application for development consent. The Environmental Statement will be informed by consultation and engagement.

Preliminary Environmental Information

The consultation documents prepared to support each stage of consultation will include a summary of preliminary environmental information that we know at that point in time on the Bradwell B Project proposals. The level of preliminary environmental information included will vary depending on the focus of the stage of consultation and more detail will be provided at the later stages of consultation when we know more about the area in which our proposals are located, our preferred proposals and their effects. The information provided will include, but not be limited to, information on the main environmental issues such as: socio-economics, noise, traffic and transport, recreation, air quality, soils, hydrology, ecology, the marine environment and landscape and visual considerations. Information will be included on ways to reduce any potentially significant negative impacts through mitigation, including landscaping.

Other temporary development is also likely to be needed to support the construction of the power station, including:

- construction areas including contractors' laydown, fabrication and storage facilities;
- earthwork management areas;
- temporary buildings and structures, including offices, plant, construction roads and parking areas;
- marine transport works;
- an accommodation campus and an area(s) for caravans;
- park and ride facilities and a logistics centre; and
- other road and rail works necessary to ensure appropriate access, whilst minimising impact on the local highway network.

Permanent development off-site could include highway improvements along the B1021 and other local roads to the east of the A12, as well as facilities to serve the operational power station, including a mobile emergency equipment garage and alternative emergency control centre.

4. When we will be consulting

Stages of Consultation

Two main stages of pre-application consultation are currently envisaged ahead of submission of the application for development consent. This may be supplemented by further stages of limited, focused consultation, if considered necessary.

The Stage One consultation will consider the '*Initial Proposals and Options*' for the Bradwell B Project. Where appropriate, it will set out options, or search areas, for development, together with our initial views on the strategies that may be required to address effects and enhance benefits, so that the views of stakeholders can be taken into account and inform more detailed work.

Following the Stage One consultation, the responses and feedback received will inform the development of the proposals ahead of the Stage Two consultation, which will include preferred proposals and will include consultation with affected landowners and those with an interest in the land. Again, feedback from the second stage and any supplementary stages of consultation will be considered prior to submitting the application for development consent.

The launch dates for each stage of consultation will be announced and published at least 10 days before the start of that consultation stage. This will be done this in a number of ways, which will include: publicising the consultation in local media and local newspapers; writing to the county, district and parish councils and other key stakeholders; and circulating a newsletter to all homes and businesses within the inner and outer consultation zones (refer to **Figures 1 and 2**). Details of the consultation activities will be included in this publicity, including dates and venues of public exhibitions.

Related Consultations

Bradwell B is not aware of any major consultation that is currently planned, but during the pre-application process all other major consultation exercises being undertaken in the local area will be monitored. Efforts will be made to co-ordinate the pre-application consultation stages with other major projects, where possible, to avoid confusion and/or consultation fatigue.

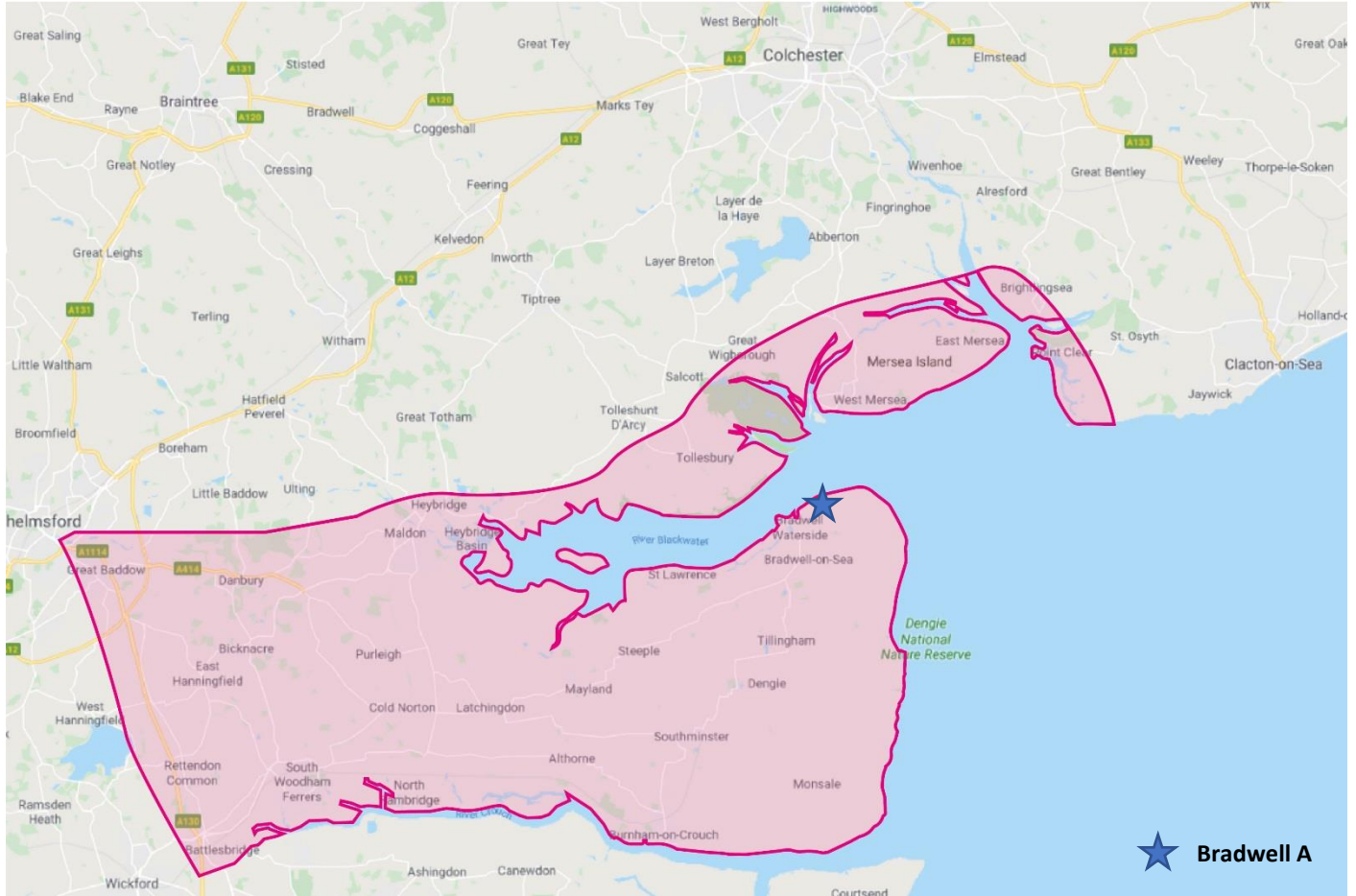
5. Who and where we will be consulting

Those living, working or otherwise using the local areas in the vicinity of the Bradwell B site and any off-site associated development sites are the focus of the consultation exercise, along with the statutory consultees.

The communities identified in **Figures 1 and 2** will be consulted. However, anyone can provide feedback on the proposals for the Bradwell B Project and written information will be made widely available, to ensure consultation is effective and accessible.

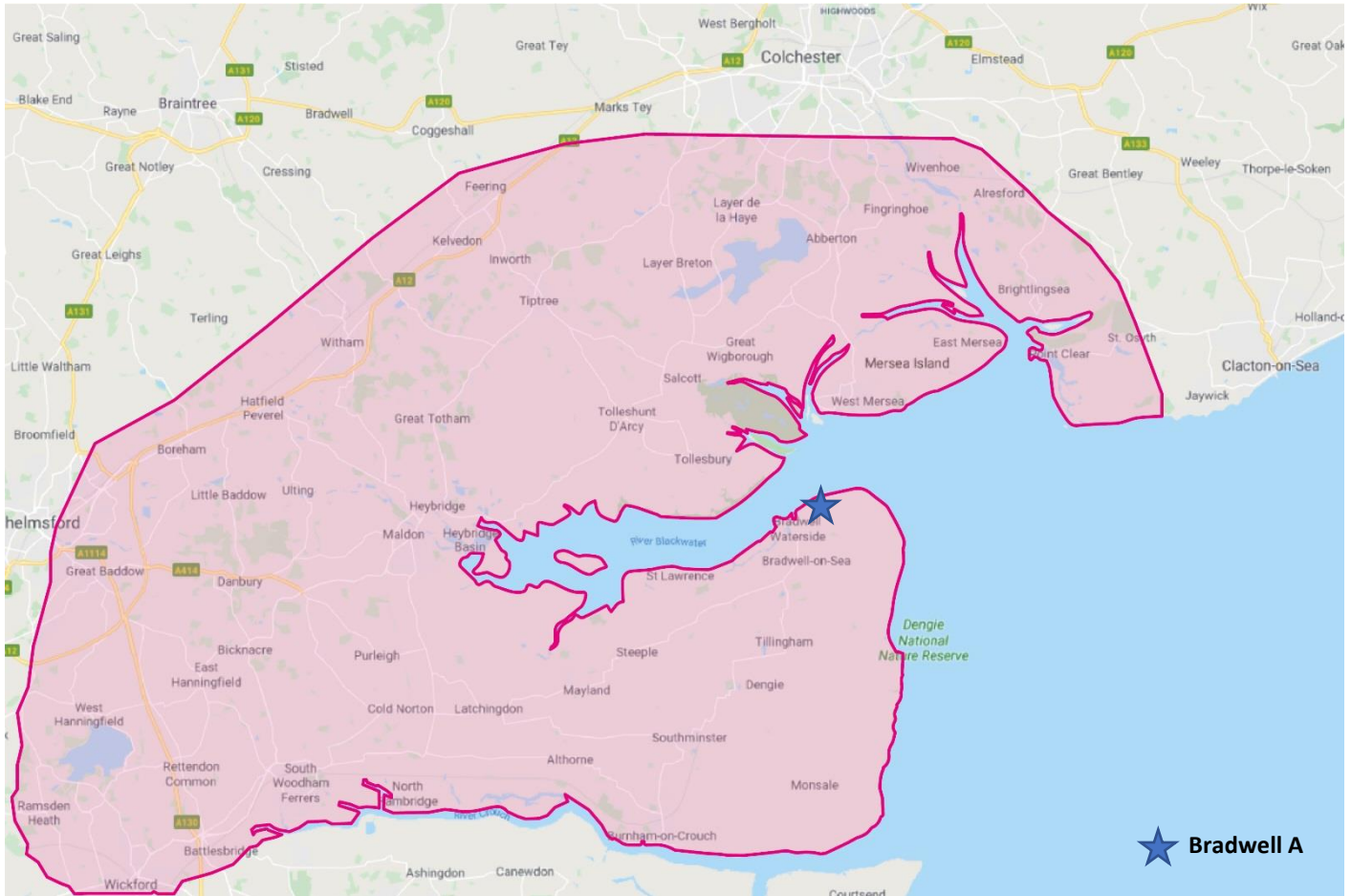
The community consultation process will take place across two geographical areas – an Inner Consultation Area (**Figure 1**) and Outer Consultation Area (**Figure 2**).

Figure 1: Inner Consultation Area



The **Inner Consultation Area** has been identified as those communities who are most likely to experience direct effects from either the main development site or associated development. Due to the proximity of those living, working or otherwise using the local areas closest to the main development site, consultation will be most intensive within the Inner Consultation Area, with public events near locations where development is proposed.

Figure 2: Outer Consultation Area



The **Outer Consultation Area** covers a wider area and also includes those communities that may experience more indirect effects of the Project, for example as a result of traffic or economic impacts.

It is recognised that residents, communities, groups and their stakeholders will have different requirements for information and the process of consultation will reflect this. For example, in the Inner Consultation Area discussions are expected to particularly focus on the direct impacts arising from the construction and operation of the main development site, whereas the Outer Consultation Zone may have focus on broader economic and social matters and off-site associated developments, where appropriate.

Engagement events, including exhibitions, will be appropriately targeted within the Inner Consultation Area, recognising that these communities would potentially be the most affected by the Bradwell B Project. Public and other stakeholder engagement will also be undertaken in the Outer Consultation Area to help facilitate feedback from the wider public.

As well as consultation with the wider public and their representatives, we will also be working with specific groups, local businesses, community groups and other organisations to increase awareness of the Project and will work with MDC and ECC to identify specific ways to target hard to reach groups.

6. How we will consult

Consultation Material

Each stage of consultation will comprise: a Consultation Document that will include relevant preliminary environmental information; a Summary Consultation Document; and a questionnaire to assist the community in completing and submitting their feedback. Additional documents may also be provided, as appropriate, to support each stage of consultation.

If requested a translated version of the Summary Consultation Document can be provided for any minority languages used locally.

Consultation Activities

The Stage One Consultation will last ten weeks. The Stage Two Consultation will be at least ten weeks and will be discussed with MDC and ECC in advance. The duration of any further focussed stages of consultation will be agreed with MDC and ECC in advance, but we will be at least the statutory minimum period which is 28 days.

The consultation stages will be structured around a series of exhibition events and drop-in sessions that will allow people to meet the Bradwell B team and ask questions. These events will be spread across the Inner and Outer Consultation Areas but weighted towards areas anticipated to be most directly affected by the Bradwell B Project. Those interested in the Bradwell B Project will also be able to access information at local libraries and other civic buildings, although these locations will be unstaffed unless otherwise stated. In addition, all consultation documents will be available via the website (www.bradwellb.co.uk), where consultees will have the option to register and submit their feedback.

How will the consultation be advertised?

A number of ways will be used to advertise the consultations, including:

- **Newsletters:** these will publicise the consultation dates and include information on how people can respond and report on key Project milestones. The newsletter will be published on the Project website and delivered to all those in the Inner Consultation Area.
- **Press adverts:** the consultation events and associated activities will be publicised in the local media (e.g. newspaper adverts).

- **Posters:** posters will be placed in civic buildings (e.g. libraries, town/village halls and local authorities' offices) and issued to community groups and organisations for display. The posters will include details of the consultation events and explain how consultees can find out more about the consultations.
- **Stakeholders, groups and organisations:** Bradwell B will engage with a range of stakeholders, bodies and organisations to make them aware of the consultation events and, where appropriate, provide details of how their members can get involved.
- **Presentations:** Towns and Parish Councils can request meetings and presentations during the consultation stages.
- **Workshops and Focus Groups:** focus groups and/or workshops on relevant and appropriate aspects of the proposed development may be used to engage specific interests or hard-to-reach groups.
- **Website:** all consultation documents and others relevant information (e.g. event locations and timings) will be available on the Project website (www.bradwellb.co.uk).
- **Social media:** the Project Twitter account (@CGNBradwellB) will be used to publicise each stage of consultation, with the introduction of other social media channels as appropriate. Social media activity will also be used to identify any key issues that may trend in relation to the Project.

7. How you can respond

Those wishing to submit comments during the consultation process will be able to do so in a number of ways, including:

- completing a feedback form from one of the exhibition events or information points, returning it either at a public exhibition, to the freepost address ([insert](#)) or to the Bradwell B Project email address (info@bradwellb.co.uk).
- completing the online feedback form on the Bradwell B Project website (www.bradwellb.co.uk).

Additionally, for more information on the consultation, all stakeholders will be able to contact the Bradwell B Project Team through the Bradwell B Freephone Hotline (01621 451 451).

8. How feedback is considered and reported

Feedback will be collated and analysed from all stages of consultation, with regard taken as the Bradwell B Project proposals are developed and the application for development consent prepared. Common themes arising out of the feedback based on common key words, phrases or topics will be identified.

Whilst the views of communities expressed through the consultation will be influential in developing the Bradwell B Project proposals, Bradwell B must also take into account the views of local authorities and other statutory consultees, and consider what is technically and practically achievable in terms of delivering a new nuclear power station.

Feedback and analysis from each stage of consultation will be detailed in a Consultation Report. This will be a key application document submitted in support of the application for development consent.

9. Contact Information

For further information, please contact the Bradwell B Project Team in one of the following ways:

- Call Freephone 01621 451 451
- Email info@bradwellb.co.uk

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- Write xxx
 - Follow us on Twitter @CGNBradwellB

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