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

27 November 2019

Dear Councillor

You are summoned to attend the meeting of the;

STRATEGY AND RESOURCES COMMITTEE

on **THURSDAY 5 DECEMBER 2019** at 7.30 pm.

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

A copy of the agenda is attached.

Yours faithfully



Director of Strategy, Performance and Governance

COMMITTEE MEMBERSHIP

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
N G F Shaughnessy
R H Siddall
N J Skeens
Mrs J C Stilts
C Swain
Mrs M E Thompson

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AGENDA
STRATEGY AND RESOURCES COMMITTEE
THURSDAY 5 DECEMBER 2019

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

2. **Apologies for Absence**

3. **Minutes of the last meeting** (Pages 7 - 14)

To confirm the Minutes of the meeting of the Strategy and Resources Committee held on 17 October 2019, (copy enclosed).

4. **Disclosure of Interest**

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

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

5. **Public Participation**

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

1. A period of ten minutes will be set.
2. An individual may speak for no more than two minutes and will not be allowed to distribute or display papers, plans, photographs or other materials.
3. Anyone wishing to speak must notify the Committee Clerk between 7:00pm and 7:20pm prior to the start of the meeting.

6. **Review of Advice Services Funding 2020 / 21** (Pages 15 - 22)

To consider the report of Director of Service Delivery (copy enclosed) and to receive a presentation from Mr Philip Wakeling, Chairman of the Citizens Advice Bureau Trustees.

7. **Human Resources Statistics - Quarter Two 2019 / 20** (Pages 23 - 32)

To review and comment on the report of the Director of Strategy, Performance and Governance, (copy enclosed).

8. **Maldon Market Arrangements** (Pages 33 - 34)
To consider the report of the Director of Service Delivery, (copy enclosed).
9. **Maldon District Council Affordable Housing and Viability Supplementary Planning Document - Consultation on Draft Amendment** (Pages 35 - 94)
To consider the report of the Director of Service Delivery, (copy enclosed).
10. **Rural Settlement List** (Pages 95 - 98)
To consider the report of the Director of Service Delivery, (copy enclosed).
11. **Supplementary Estimates, Virements and Use of Reserves (1 April - 30 September)** (Pages 99 - 102)
To consider the report of the Interim Section 151 Officer, (copy enclosed).
12. **Budgetary Control (April - September 2019)** (Pages 103 - 114)
To consider the report of the Interim Section 151 Officer, (copy enclosed).
13. **Half Yearly Treasury Management Update** (Pages 115 - 122)
To consider the report of the Interim Section 151 Officer, (copy enclosed).
14. **IT Business Continuity Requirements** (Pages 123 - 126)
To consider the report of the Director of Strategy, Performance and Governance, (copy enclosed).
15. **2020 / 21 Fees and Charges Policy** (Pages 127 - 136)
To consider the report of the Interim Section 151 Officer, (copy enclosed).
16. **2020 / 21 Revenue Budget Growth and Savings** (Pages 137 - 144)
To consider the report of the Interim Section 151 Officer, (copy enclosed).
17. **Capital Project Bids 2020 / 21** (Pages 145 - 180)
To consider the report of the Interim Section 151 Officer, (copy enclosed).
18. **Any other items of business that the Chairman of the Committee decides are urgent**

NOTICES

Sound Recording of Meeting

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

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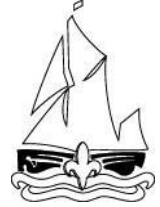
Health and Safety

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**MINUTES of
STRATEGY AND RESOURCES COMMITTEE
17 OCTOBER 2019**

PRESENT

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, N G F Shaughnessy, R H Siddall, N J Skeens, Mrs J C Stilts, C Swain, Mrs M E Thompson and Miss S White
Substitute Member	Councillor K W Jarvis
In Attendance	Councillors M S Heard, M W Helm, C Morris and W Stamp

464. APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN

At this point, Councillor R G Boyce made a proposal in respect of the appointment of the Chairman of the Committee. He then raised a point of order requesting that his proposal should be put to the vote. In response, the Director of Strategy, Performance and Governance advised that nominations for the positions of Chairman and Vice-Chairman had not yet been sought.

With permission, Councillor M S Heard addressed the Committee asking Members to consider the appointment of an independent Chairman or Vice-Chairman.

The Director of Strategy, Performance and Governance called for nominations for Chairman. It was proposed by Councillor R G Boyce and duly seconded that Councillor B E Harker be elected as Chairman of the Committee for the remainder of the municipal year. The Director then called for any other nominations and Councillor N G F Shaughnessy proposed, and it was duly seconded that Councillor J Stilts be elected as Chairman. The Director of Strategy, Performance and Governance called for a vote and upon this being taken he declared Councillor Harker was appointed as Chairman of the Committee for remainder of the municipal year.

In the absence of the Chairman, the Director of Strategy, Performance and Governance then sought nominations for Vice-Chairman of the Committee. It was proposed by Councillor R G Boyce and duly seconded that Councillor Miss S White be elected as Vice-Chairman of the Committee for the remainder of the municipal year. The Director then called for any other nominations and Councillor N G F Shaughnessy proposed, and it was duly seconded, that Councillor N Skeens be elected as Vice-Chairman. The Director of Strategy, Performance and Governance called for a vote and upon this being taken he declared Councillor Miss White was appointed as Vice-Chairman of the Committee for remainder of the municipal year.

RESOLVED

- (i) That Councillor B E Harker be elected as Chairman of the Committee for the remainder of the municipal year;
- (ii) That Councillor Miss S White be elected as Vice-Chairman of the Committee for the remainder of the municipal year.

In the absence of the Chairman, the Vice-Chairman then took the chair.

IN THE CHAIR : COUNCILLOR MISS S WHITE (Vice-Chairman)

465. CHAIRMAN'S NOTICES

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

466. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE

An apology for absence was received from Councillors B E Harker. In accordance with notice duly given Councillor K W Jarvis was attending as a substitute for Councillor Harker.

467. DISCLOSURE OF INTEREST

Councillor N Skeens disclosed a non-pecuniary interest in Agenda Item 8 – Dengie Gateway Project – Burnham-on-Crouch ‘Hub’ Update as the Burnham Observatory was a central part of this report and as a Member of the Burnham-on-Crouch Town Council he was lead member on this project.

Councillor Mrs P A Channer disclosed a non-pecuniary interest as a Member of Essex County Council on any matter relating to the County Council.

468. PUBLIC PARTICIPATION

No requests had been received.

469. MARKETING AND COMMUNICATIONS STRATEGY

The Committee considered the report of the Director of Strategy, Performance and Governance presenting the Marketing and Communications Strategy (the Strategy) (attached as Appendix 1 to the report) for approval.

It was noted that the Strategy would underpin delivery of the Council’s Corporate Plan and support its three Thematic Strategies and Commercial Strategy.

There was some discussion regarding ‘commercial use of assets’ referred to in the Strategy and reference made to the Promenade Park and future projects. Councillor R H

Siddall raised a Point of Order that commercial projects were part of a separate thematic strategy and not relevant to this Strategy. In response to comments, the Director of Strategy, Performance and Governance clarified that the Strategy related to how the Council communicated and promoted projects and not the process behind how projects were established or dealt with.

In response to a comment regarding the inclusion of targets within the document, the Director of Strategy, Performance and Governance advised that the thematic strategies and performance indicators from which targets would be identified had yet to be determined.

The Director of Strategy, Performance and Governance advised that the figure detailed within section 7 of the Strategy was based on activity to date. He explained there was a formula used to calculate such figures and this related to the size of the film, crew etc. Members were reminded that the figure represented a benefit to the District as a whole.

It was commented that the Strategy was a very well worked up document, clear and easy to understand.

Councillor A S Fluker commented that the Strategy would be continuously updated and therefore gave opportunity for Members to further engage with Officers. He then proposed that the Strategy be approved. This was duly agreed.

RESOLVED that the Marketing and Communications Strategy be approved.

470. APPROVAL TO ADOPT THE LIST OF LOCAL HERITAGE ASSETS FOR MALDON

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' approval to adopt the List of Local Heritage Assets for Maldon (attached as Appendix 1 to the report).

It was noted that a draft of the Local List for Maldon had been approved for public consultation in June 2019 and a table summarising the consultation responses received was attached as Appendix 2 to the report. Members attention was drawn to a letter submitted by RPS Group on behalf of Mid-Essex Hospital Servicers NHS Trust which sought exclusion of specific areas from the listing and inclusion of a map highlighting those buildings included and excluded from the list document. The report highlighted Officers' responses in relation to this and the changes that had been made to the local list.

Members were reminded that up-to-date Parish Lists of Local Heritage Assets which highlight and promote locally important historic buildings in each parish would be a useful tool in meeting the Council's objectives.

During the discussion the Director of Strategy, Performance and Governance provided explanation as to the difference between a heritage asset and Grade I and II listing on buildings. The Director clarified that if approved, the List of Local Heritage Assets would have immediate effect on any new planning applications relating to sites listed.

The Committee asked that its thanks be passed onto the Conservation Officer for his work on drafting all Lists of Local Heritage Assets.

RESOLVED that the List of Local Heritage Assets for Maldon be approved for formal adoption.

471. DENGIE GATEWAY PROJECT - BURNHAM-ON-CROUCH 'HUB' UPDATE

The Committee considered the report of the Director of Service Delivery providing Members with an update on the delivery of a 'Saltmarsh Coast Hub' in Burnham-on-Crouch.

The Chairman drew Members' attention to a letter from Burnham-on-Crouch Town Council and a presentation from Councillor N Skeens which had been circulated prior to the meeting.

The report provided background information regarding the installation of Saltmarsh Coast Visitor Information Hubs on the Districts coastline as part of the Dengie Gateway Project and the agreement to progress a Woodland and Sculpture Trail in Burnham-on-Crouch. Members were advised that Burnham-on-Crouch Town Council had informed the Council that they would like a 'Burnham Observatory' in preference to the Woodland Sculpture Trail.

Councillor Skeens addressed the Committee and provided a brief explanation of the proposed 'Burnham Observatory' referring to how it would be a tourist attraction, and provide information regarding the maritime location, including tides and surrounding area. He advised that the proposal was fully supported by Burnham-on-Crouch Town Council who had plans in place to raise the additional funds required should the project be agreed.

In response to a question regarding the ownership of the land for the proposed 'Burnham Observatory' the Director of Service Delivery advised that he did not have that information available but understood that further work regarding ownership and liability etc. was required.

A comment was raised regarding the funding originally identified and in response the Director of Service Delivery explained that £20,000 reserve had been originally identified for a project in Burnham-on-Crouch which had been reduced to fund the approved woodland project. He confirmed that all of the grant monies had been spent on coastal projects and identified how some of the monies had been allocated to improve access to the coast.

The Committee extended its thanks to Councillor Skeens for his presentation and documentation detailed in the supplementary pack. Councillor A S Fluker referred to some of the queries raised during Members' discussions including ownership of the 'Burnham Observatory' site, funding shortfall and ongoing maintenance. Although in principle the Committee was supportive of the alternative project, he proposed that Officers work with Burnham-on-Crouch Town Council to develop the alternative project and report back with a fully costed and developed plan for consideration by the Committee at a future date. This proposal was duly seconded and agreed.

RESOLVED that Officers work with Burnham-on-Crouch Town Council to develop the alternative project and report back with a fully costed and developed plan for consideration by the Committee at a future date.

472. BRADWELL PLANNING CONSULTATION - FUNDING AGREEMENT

The Council considered the report of the Director of Strategy, Performance and Governance informing Members of the initial funding agreement in place between the Council and BRB (developers of Bradwell B Nuclear Power Station) to fund the Councils work in supporting the Development Consent Order (DCO) Process for Bradwell B.

The report provided background information regarding the proposed Bradwell B Nuclear Power Station and the process to build a new nuclear power station. Members were advised that it was usual for the developer and Local Planning Authority to enter into a Planning Performance Agreement and that an agreement had been reached between the Council and BRB for the developer to provide funding of up to £14,995 per month to support the role of the Council in supporting the DCO process. An initial agreement for a period of three months to the end of December 2019 had been agreed by letter and was attached at Appendix 1 to the report

In response to questions, the Director of Strategy, Performance and Governance provided Members with additional information, including:

- It was understood that in respect of traffic at the end of February 2020 a consultation would be undertaken which would then inform the statutory consultation which would follow;
- Calculations had been based on meetings that had to be attended, fees, hourly rates etc. Back fees had been calculated and claimed for September 2019.
- Looking forward this arrangement would either be a Planning Performance Agreement or extension of the written agreement
- The DCO process would cover everything include the additional infrastructure.

RESOLVED that the agreement in place between Maldon District Council (MDC) and BRB for the period to 31 December 2019 covering MDC's resources to support the Development Consent Process for Bradwell B Nuclear Power Station be noted.

473. APPOINTMENT OF REPRESENTATIVES ON LIAISON COMMITTEES / PANELS

In response to a request from Councillor M S Heard to speak, the Chairman advised that he would be able to do so after the nominations.

In response to a question the Chairman clarified that the Committee would consider nominations and should the first not carry, the second / any other nominations would then be considered.

The Chairman then made the following proposals which were duly seconded and upon votes being taken, agreed:

- that Councillors A S Fluker, Miss S White, A L Hull and Mrs M E Thompson be appointed to the Car Parking Task and Finish Working Group.
- that Councillors Fluker, R H Siddall, Miss White, B E Harker and Mrs J L Fleming be appointed to the Events Member Task and Finish Working Group.
- that Councillors Mrs Thompson, Miss White, Harker and Mrs P A Channer be appointed to the Maldon Market Member Task and Finish Working Group.
- That Councillor Mrs Channer be appointed to the Recreational Avoidance and Mitigation Strategy Member Forum.
- That Councillors Fluker, Miss White, Harker and Siddall be appointed to the Waste Member Task and Finish Working Group.
- That the Chairman and Vice-Chairman of this Committee be appointed to the River Crouch Coastal Community Team (Management Team).

During the above nominations and their consideration the following Points of Order were raised:

- Councillor C Swain raised a point of order advising that there was no limit to the number of members nominated and therefore suggested that the Chairman could take further nominations.
- Councillor N Skeens raised a point of order as he felt there had been no opportunity to propose independent candidates. In response to this the Chairman advised that under a point of order in the constitution once a motion was put forward and duly seconded the vote was taken and if that motion was carried then that motion stood. It was only if that motion failed that there would be a second motion.

RESOLVED that the representatives be appointed to the bodies detailed below, for the remainder of the municipal year.

Body	Representative from October 2019
Car Parking Task and Finish Working Group (Minute 588 – 17/11/15)	Councillors A S Fluker, A L Hull, Mrs M E Thompson and Miss S White
Events Member Task and Finish Working Group (Minute 941 – 27/03/18)	Councillors Mrs J L Fleming, A S Fluker, B E Harker, R H Siddall and Miss S White
Maldon Market Member Task and Finish Working Group (Minute 612 – 21/11/17)	Councillors Mrs P A Channer CC, B E Harker, Mrs M E Thompson and Miss S White
Recreational Avoidance and Mitigation Strategy Member Forum	Councillor Mrs P A Channer CC
River Crouch Coastal Community Team (Management Team)	Chairmen and Vice-Chairmen of the Performance, Governance & Audit and Strategy & Resources Committee *NB: This body aligns with both the Performance, Governance & Audit and S&R Committees

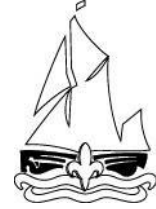
Body	Representative from October 2019
Waste Member Task and Finish Working Group (Minute 945 – 27/03/18)	Councillors A S Fluker, B E Harker, R H Siddall and Miss S White

At this point in the meeting the Chairman allowed Councillor M S Heard to address the Committee. Councillor Heard advised that there would have been nominations to some of the Working Groups from the Independent Group. He referred to the Independents representing 45% of the District and the lack of representation they had been given. In response the Chairman reiterated her earlier comments regarding motions as set out in the Council's Constitution.

The meeting closed at 8.21 pm.

MISS S WHITE
CHAIRMAN

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REPORT of DIRECTOR OF CUSTOMERS AND COMMUNITY

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

REVIEW OF ADVICE SERVICES FUNDING 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 To consider the implications of the reduction in funding for 2019 / 20, and to consider levels of funding for 2020 / 21.

2. RECOMMENDATION

- (i) That Members note this report;

To the Council:

- (ii) That there is no change to the current levels of funding to Maldon Citizens Advice;

OR

- (iii) That a further reduction to the current funding to Maldon Citizens Advice be considered;

OR













- (iv) That funding to the Maldon Citizens Advice is increased to the previous level of £73,500.














3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 From April 2016 Maldon Citizens Advice (MCA) were successful in being awarded a three-year contract to deliver an Advice Service for the Maldon District. The Council awarded £73,500 under this contract. This contract has been extended to April 2021.
- 3.1.2 As part of the contract MCA receive served accommodation at no additional costs. The notional value of this is £34,000 and based upon the rent charged for other accommodation within the building and leased to partners.

- 3.1.3 In 2019 / 20 a 15% reduction in MCA funding to was applied to ensure consistency with the levels of staffing reduction that the Council was implementing through its Future Council transformation programme, reducing the amount that was paid to MCA to £62,475.
- 3.1.4 Members agreed that they would review this decision after nine months (November 2019).
- 3.1.5 This report is summarising:
- a. The key implications on the Advice Services being delivered as a result of the change to the levels of funding for 2019 / 20;
 - b. A summary of the MCA performance to date.
- 3.1.6 The Advice Service will be subject to a light touch Procurement during 2020, and the Service Specification will be brought to Members to approve in the Spring of 2020.
- 3.2 Implications of changes to funding**
- 3.2.1 During 2019 / 20 MCA have responded to the funding changes by:
- reducing the number of hours that they are open to the public by 10%, and no longer offer a service on a Wednesday afternoon.
 - reducing the hours of the paid staff.
- 3.2.2 The reduction in opening hours has not significantly affected the total number of clients accessing the service, but it has reduced access to the service to some of our most vulnerable residents. There has also be some corresponding reduction in outcomes, however it is not possible to definitively link this to the reduction in opening hours, but it is likely.
- 3.2.3 The reduction in hours of the paid staff has had a short-term impact of reducing the levels of partnership working, but the biggest impact has been the capacity to apply for and secure additional funding sources. The MCA has identified a significant risk that the levels of external funding that have been achieved during the course of the current contract will not be sustained, increasing the reliance on Maldon District Council (MDC) for funding. As MDC and Essex County Council's contribution to the MCA costs has reduced significantly from **99%** in 2013 / 14, to **51%** in 2018 / 19 this presents a very real risk.
- 3.3 Performance to date**
- 3.3.1 The MCA continues to deliver on all of the priorities that have been set out in the contract. The table overleaf compares the full year performance for 2018 / 19 against 2017 / 18, and shows the Quarter Two (Q2) performance for 2019 / 20 compared to the same period in 2018 / 19:

Activity	2018 / 19 performance compared to 2017 / 18 (Full Year)	Comments	Q2 2019/20 performance compared to 2018/19	Comments
Increased opening hours		Increased by 65% from 18 hours to 30 hours in 2016. Whilst this was sustained for 2018 / 19, this has fallen to 27 hours in 2019 / 20 as a result of funding changes.		Opening hours reduced as a result of funding reduction, from 30 hours to 27 hours per week
Extended telephone access		Increased by 65% from 18 hours to 30 hours in 2016, with access outside of these times to the national advice line of which MCA is now a member which has been sustained since start of contract. Whilst this was sustained for 2018 / 19, this has fallen to 27 hours in 2019 / 20 as a result of funding changes.		Hours available to public reduced as a result of funding reduction, from 30 hours to 27 hours per week
Clients assisted with debt issues		Up by 15% to 631 clients		Decrease to 289 clients Q2 19/20 compared to 315 Q2 18/19
Clients assisted with financial capability support		Up by 19 % to 167 clients, plus additional training to 569 young people, 24 Guides and 18 young carers.		Decrease to 69 clients Q2 19/20 compared to 73 Q2 18/19
Clients helped to overcome barriers to work		Down from 81 to 49 clients		Decrease to 19 clients Q2 19/20 compared to 26 Q2 18/19
Clients advised on fuel poverty		Up by 4% to 55 clients		Decrease to 12 clients Q2 19/20 compared to 28 Q2 18/19

Activity	2018 / 19 performance compared to 2017 / 18 (Full Year)	Comments	Q2 2019/20 performance compared to 2018/19	Comments
Clients supported to access online services		Up by 35% to 327 clients		Increase to 405 clients Q2 19/20 compared to 107 Q2 18/19. (This is likely to be in part due to Department for Work and Pensions (DWP) funded role to support Universal Credit clients.)
Clients seen with homelessness issues		Up by 2% to 174 clients		Decrease to 88 clients Q2 19/20 compared to 92 Q2 18/19.
Clients were homelessness prevented		32 clients assisted		Annual figure.
Clients assisted in making benefit claims		Up by 56 % to 182 clients		Increase to 469 clients Q2 19/20 compared to 262 Q2 18/19 (This is likely to be in part due to DWP funded role to support Universal Credit clients).
Additional benefit secured for clients		Up by 14% to £1,835,430		Decrease to £775,852 Q2 19/20 compared with £960,480 Q2 18/19.
Successful appeals for clients		Q2 same, Q4 up by 1% to 84%		Increase to 91% for Q2 19/20 compared to 81% Q2 18/91.
Value of additional grants/ income secured		£15,000 in 18 / 19 up from £14,472 in 17 / 18 (plus £7,000 secured in 17 / 18 for 18 / 19)		Decrease £7.2K secured at Q2 19/20.

- 3.4 The MCA have also made consistent year on year reductions in the percentage of MDC and Essex County Council (ECC) funding as a percentage of overall cost of service as follows:

2013 / 14	99%
2014 / 15	80%
2015 / 16	77%
2016 / 17	54%
2017 / 18	49%
2018 / 19	51%

4. CONCLUSION

- 4.1 The MCA continues to deliver a high level of service to some of our most vulnerable residents. Since the start of the contract in 2016 we have seen an enhanced Advice Service being delivered, with more residents being supported, and consistently better outcomes for residents being delivered. This extended and enhanced service has been delivered at no additional cost to either the District Council, or ECC, at a time when residents have been facing a number of challenges, including significant welfare reform changes, and increasing levels of personal debt.
- 4.2 The MCA has continued to deliver a high quality service, with recognition through its annual external audit of the high levels of service and quality of advice.
- 4.3 The co-location of the MCA in the Council Offices continues to be extremely successful, offering both MCA staff, and residents a significantly enhanced environment to deliver what is a vital service to some of our most vulnerable residents. It has also led to greater partnership, both working with clients, and on events and activities.
- 4.4 MCA has been able to sustain this enhanced service through the initial three years of the contract, however a reduction of 10% of the opening time to the public (following the reduction in funding for 2019 / 20) has started to see an impact upon performance as can be seen in the table above.
- 4.5 MCA has also highlighted that a reduction in the paid staff time is having an impact upon the resources available to seek and secure external funding.
- 4.6 Members undertook to undertake a review of the decision to reduce funding to MCA for 2018 / 19 after nine months of their original decision in February 2019 (Minute No. 865 refers).
- 4.7 Whilst the service has continued to operate successfully during 2019 / 20 with reduced funding levels there has been some reduction in the levels of performance, and the outcomes for clients, and the MCA has raised concerns about its capacity to apply for and secure external funding in the future.
- 4.8 A further reduction in funding is likely to increase the risks and the impact of the decrease in MCA funding for 2019 / 20, in particular the risk of an increased reliance on MDC for core funding as a result of having reduced capacity to seek and secure external funding.

- 4.9 This report deals only with funding for 2020 / 21 as the future commissioning of the Advice Services Contract from 2021 will be subject to a separate report to Members in the spring 2020.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The provision of an Advice Service supports the Councils Corporate Priorities of **Excellent services and value for money** through the award of the contract to the MCA who use a volunteering model to deliver services, and the clear prioritisation and measurement of outcomes through the management of the contract. It also supports the priority of **Healthy, safe and vibrant communities**, through the contract targeting key outcomes such as support to manage debts and increase financial capability, increase digital inclusion and helping to reduce homelessness.

6. IMPLICATIONS

- (i) **Impact on Customers** – The effective delivery of an Advice Service reflects the corporate plan priorities of delivering excellent services and value for money, and supporting Healthy Safe and Vibrant communities, particularly through the use of a significant level of volunteering within the community.
- (ii) **Impact on Equalities** – A service which is easily accessible to residents, through website, telephone, face to face, outreach and which can undertake visits for the most vulnerable residents is essential to ensure equality of access.
- (iii) **Impact on Risk** – An effective advice service is essential to deliver a range of services which are not delivered by the Council. A lack of an effective advice service would impact adversely on the wellbeing of residents and would significantly increase the workload of the Council's own staff. Given the wide range of advice that the MCA offer it would not be possible to deliver this service in-house at the current cost. The absence of an Advice Service would impact upon our current resources as the MCA deliver services and advice which support services that we are responsible for such as housing and Council Tax collection.

MCA has indicated that a reduction in paid staff has reduced its capacity to secure external funding. This increases the risk that MCA may become increasingly reliant on MDC for future funding, reversing the trend on decreasing its reliance, or it may face a more significant reduction to its service if further funding was not secured.

- (iv) **Impact on Resources (financial)** – There is currently provision in the budget for £62,475 for 2019 / 20. In addition MDC provides free fully serviced accommodation to MDCA which has a value of £34,500.
- (v) **Impact on Resources (human)** – Failure to deliver an effective advice service would have a significant impact upon the Council as it currently does not have the capacity or skills to deliver this service.
- (vi) **Impact on the Environment** – None.

- (vii) **Impact on Strengthening Communities** – The MCA actively supports volunteering in the District through its use of a high number of volunteers to deliver its services (52 in 2018 / 19).

Background Papers: None.

Enquiries to: Sue Green, Customer, Community and Casework Manager.

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REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

HUMAN RESOURCES STATISTICS - QUARTER TWO 2019 / 20

1. PURPOSE OF THE REPORT

- 1.1 To present the Council's human resource statistics for the period 1 July 2019 to 30 September 2019. The main purpose of the report is to provide an update on the levels over the past quarter of vacancies, staff turnover, sickness absence, staff numbers and staff data to meet equality standards.

2. RECOMMENDATION

That the contents of this report are noted.

3. SUMMARY OF KEY ISSUES

- 3.1 This report is for Members' information only.

3.2 Labour Turnover

- 3.2.1 **Quarter 2 (Q2):** The staff turnover was based on an average of 178 staff employed in post between 1 July 2019 and 30 September 2019. There were 28 leavers and 7 starters in Q2.

- 3.2.2 Service level turnover for Q2 2019 /20 is as follows:

Directorate	Leavers	Reasons for Leaving	Q4 Average ^{*1} Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Resources	4	4 Resignations	44	34.53	9.09%
Customers and Community	10	8 Redundancies 2 Resignations	74	66.28	13.51%
Planning and Regulatory	10	7 Redundancies 2 Resignations 1 End of FTC	40	33.54	25%

Directorate	Leavers	Reasons for Leaving	Q4 Average ^{*1} Headcount	Average Full Time Equivalent (FTE) per Service	% of Service Staffing that was a Leaver per Service
Strategy, Performance and Governance	2	2 Resignations	14	13.61	14.28%
Corporate Core	1	1 Resignation	2	2	50%
Service Delivery	1	1 Dismissed	5	5.03	20%
Total	28		179	154.99	

4. RECRUITMENT

- 4.1 Recruitment during Q2 has concentrated on filling roles within Phase 2 which were not filled during the restructure.
- 4.2 Some roles have been advertised more than once and we have utilised Hays for a recruitment advertising only service at a reduced rate which has enabled us to access specialist job boards. This has represented good value for money overall as we have been able to start to fill our outstanding roles.
- 4.3 All external posts still to be recruited to continue to be advertised on the Council website as well as via social media including Facebook (FB) and Twitter (TW), Indeed (one of the largest and free of charge job search engines), and the Government website 'Find a Job' and any other relevant professional journals / media where appropriate, ensuring as wide reach as possible to potential candidates.
- 4.4 Please see below the external and internal vacancies for Q2 2019/20. Quarter 3 offers have been made for a number of these vacancies.

4.5 Q2 External Vacancies:

- 4.5.1 Please see below the external vacancies for Q2 2019/20

Directorate	Posts Advertised	Positions	Post advertised on Maldon District Council (MDC) website, Indeed and Social Media (FB, LinkedIn (LI), TW)
Resources (New Future Module)	Senior Specialist: Finance	1 FTE	Yes (Plus HAYS)
	Senior Specialist: Procurement	1 FTE	Yes (Plus HAYS)
	Director of Resources	1 FTE	Yes (Plus HAYS)

Directorate	Posts Advertised	Positions	Post advertised on Maldon District Council (MDC) website, Indeed and Social Media (FB, LinkedIn (LI), TW)
	Resources Facilities Officer	0.68 FTE	Yes
	ICT Specialist (Level1) FTC	1 FTE	Yes
Strategy, Performance and Governance (New Future Module)	Senior Specialist: Local Plan	1 FTE	Yes
	Specialist: Local Plan	0.68 FTE	Yes
	Specialist: Local Plan (S106)	1 FTE	Yes
	Business Analyst FTC	1 FTE	Yes
Services Delivery (New Future Module)	Parks & Countryside Officer (Level 1)	1 FTE	Yes (plus Countryside Jobs)
	Parks & Countryside Horticultural Apprentice	1 FTE	Yes
	Specialist – Environmental Health (Level 2)	2 FTE	Yes
	Community Engagement Co-ordinator	1 FTE	Yes
	Community Engagement Officer	1 FTE	Yes
	Commercial Manager	1 FTE	Yes (Plus HAYS)
	Specialist – Housing (Level 1)	1 FTE	Yes
	Senior Specialist – Environmental Health	1 FTE	Yes (Plus HAYS)
	Service Delivery Caseworkers	Various	Yes
	Lead Specialist: Community	1 FTE	Yes
	Lead Assets and Maintenance Officer	1 FTE	Yes
	Total Posts	11 FTE	

4.6 Q2 Internal Vacancies:

Directorate	Posts Advertised	Positions	Post advertised on intranet
Resources	Cleaner	0.27 FTE	Yes
Strategy, Performance and Governance	Strategy Theme Lead (Prosperity)	1 FTE	Yes
	Strategy Theme Lead (Place)	1 FTE	Yes
Service Delivery	Senior Caseworker (Level 3B)	1 FTE	Yes
	Total Posts	3.27 FTE	

5. STAFF SICKNESS LEVELS

- 5.1 The overall attendance figures (short- and long-term absence combined) for Q2 for total FTE days lost is 390.05. Overall this is 2.55 days lost per FTE. This is well below our target of 8 days per FTE.
- 5.2 Short term sickness has decreased from 175.14 total FTE days lost in Q1 (1.07 total days lost per FTE) to 126.59 (0.83 FTE days lost) in Q2.
- 5.3 Long term absence has increased from total days lost in Q1 being 122 (0.72 per FTE) to 263.46 in Q2 (1.72 total days lost per FTE). This is attributable to a reduced headcount calculation figure and long-term sickness for staff that have now left Maldon. This figure should reduce in subsequent quarters.
- 5.4 Phase 2 of the restructure ended on 30 October 2019 with the go live of the new structure. This should bring some stability alongside robust management and training for new managers which has commenced.
- 5.5 The Council continues to offer support to all staff with 14 Change Champions, trained in house Mental Health First Aiders and the Employee Assistance Scheme available free and confidentially 24 hours a day 7 days a week. Many staff are taking advantage of these and managers are also supporting staff. We are also offering free flu vaccinations for staff to reduce absence over the Winter.
- 5.6 The Human Resources team continue to work in partnership with managers to support staff during sickness, manage returns to work and make referrals to occupational health services as necessary.

Figure 1. Please find below the sickness for each quarter for 2019/20, 2018/19, 2017/18 and 2016/17

	Quarter One		Quarter Two		Quarter Three		Quarter Four		Cumulative Figures	
	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE	Total Number of FTE Days Lost	Total Days Lost per FTE
2019 / 20										
Short Term Absence	175.14	1.02	126.59	0.83						
Long Term Absence	122.00	0.72	263.46	1.72						
Total	297.14	1.74	390.05	2.55						
2018 / 19										
Short Term Absence	218.80	1.07	129.51	0.67	294.08	1.64	236.03	1.13	878.41	4.51
Long Term Absence	215.92	1.06	164.30	0.84	83.24	0.46	26	0.15	489.46	2.51
Total	434.72	2.13	293.81	1.51	377.32	2.10	262.03	1.28	1367.87	7.02
2017 / 18										
Short Term Absence	163.65	0.85	230.32	1.25	322.64	1.64	300.62	1.49	1017.23	5.23
Long Term Absence	393.05	2.04	198.64	1.08	300.12	1.53	198.24	0.98	1090.05	5.63
Total	556.70	2.89	428.96	2.33	622.76	3.17	498.86	2.47	2107.28	10.86
2016 / 17										
Short Term Absence	237.94	1.25	241.39	1.21	259.46	1.31	306.53	1.55	1045.32	5.32
Long Term Absence	290.83	1.52	372.46	1.89	393.37	1.99	331.78	1.68	1388.44	7.08
Total	528.77	2.77	613.85	3.1	652.83	3.3	638.31	3.23	2433.76	12.40

6. WORKFORCE STATISTICS

- 6.1 Please see **APPENDIX 1** attached to this report for the key statistics relating to staff including headcount, age profile, gender, sex and ethnic origin across the workforce.

7. FUTURE MODEL

- 7.1 HR has worked closely with both the Corporate Leadership Team (CLT) Ignite and Tier 2 Managers to ensure the implementation of the People work stream under the Future Model for Phase 2. Phase 2 went live on 30 October 2019.
- 7.2 Exits for staff in Phase 2 will be completed over the coming months with some extended into next year to meet business need.
- 7.3 A replacement Commercial Manager has been recruited and he starts on 18 November 2019. We are finalising recruitment for a replacement Director of Resources. An offer has been made with a provisional start date of February 2020.

8. CONCLUSION

- 8.1 The last quarter has been challenging with staff leaving the business due to redundancies and the changes in structure and new ways of working.
- 8.2 Within Quarter 3 the new Council model has gone live and should see a period of greater stability.
- 8.3 The Council continues to support staff through several methods as mentioned at 5.5 above.
- 8.4 HR continued to work closely with CLT, Ignite and Tier 2's to finalise Phase 2 and will now continue to support the business areas through business partnering going forwards ensuring continuous improvement with the new target operating model.

9. IMPACT ON STRATEGIC THEMES

- 9.1 The effective implementation of HR Policies is critical to ensure that our staff deliver an effective and efficient service for our customers.

10. IMPLICATIONS

- (i) **Impact on Customers** – No direct impact on customers from this report, although the wider staff context concerning the impact of organisational change, recruitment, vacancies and sickness has an impact on the ability to deliver services to customers.

- (ii) **Impact on Equalities** – Detailed information on the protected characteristics of the Council’s workforce, is available on the HR system. This allows the team to consider the needs of those groups when writing new Policies and Procedures and when carrying out its functions.
- (iii) **Impact on Risk** – Effective and proactive management of staff sickness and recruitment helps mitigate risk.
- (iv) **Impact on Resources (financial)** – The cost of advertisements and other necessary costs related to recruitment are included within current approved budgets.
- (v) **Impact on Resources (human)** – HR Specialists continue to regularly provide advice and guidance to both employees and managers on how best to manage attendance using the good practice steps outlined within the Managing Attendance Policy and Procedure. Staff absences do have a direct effect on colleagues; this is addressed by the use of the Managing Attendance Policy with individuals.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to:

Annette Cardy, Resources Specialist Services Manager (01621 875716)
Sam Mott, Senior HR Specialist (L2) (Tel: 01621 876281.)

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Workforce Statistics: Quarter Two 2019 / 20**1. Headcount and Full Time Equivalent (FTE) by Gender^{*1}**

		Q1	Q2	Q3	Q4
Female	Headcount	130	117		
	FTE	107.34	94.12		
	% Workforce	54.76%			
Male	Headcount	66	61		
	FTE	62.57	58.78		
	% Workforce	33.67%			
Total	Headcount	196	178		
	FTE	170.18	152.91		

2. Number of Full and Part Time Employees by Gender^{*1}

	Q1		Q2		Q3		Q4	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
Full Time	59	69						
Part Time	7	61						
Total	66	130						

3. Headcount by Directorate

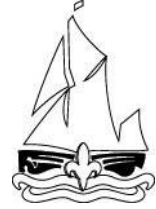
Section	Number of staff in QTR 1 (Average ^{*2})	Number of staff in QTR 2 (Average ^{*2})	Number of staff in QTR 3 (Average ^{*2})	Number of staff in QTR 4 (Average ^{*2})
Corporate Core	3			
Resources	43			
Customers & Community	80			
Planning & Regulatory	50			
Strategy, Performance, Gov	15			
Service Delivery	5			
Total	196			

4. Headcount by Ethnic Group^{*1}

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
A White British	137			
A White English	40			
A White Irish	2			
A White Scottish	2			
A White Welsh	1			
B Mixed White & Asian	2			
B Mixed White & Black African				
B Mixed White & Black Bangladeshi				
C Asian, Asian British Bangladeshi	2			
C Asian, Asian British Indian				
C Asian, Asian British Pakistani				
D Black, Black British African				
D Black, Black British Caribbean				
E Chinese, Chinese British / other ethnic Chinese				
F Other	3			
G Prefer not to say	7			
TOTAL	196			

^{*1} Headcount data extracted from last date in reported quarter. Please also note the above data does not include information on staff employed on zero hours contracts / seasonal staff contracts.

^{*2} Headcount figure averaged from month ends within each quarter.



REPORT of DIRECTOR OF SERVICE DELIVERY

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

MALDON MARKET ARRANGEMENTS

1. PURPOSE OF THE REPORT

- 1.1 For Members to consider allowing a time limited rolling extension to the current Maldon Market arrangements to enable Officers to develop options for the provision of a Market in the future.

2. RECOMMENDATIONS

- (i) That Members agree a rolling extension to the current Maldon Market arrangements;
- (ii) That Members instruct the Director of Service Delivery to provide an update no later than June 2020.

3. SUMMARY OF KEY ISSUES

- 3.1 Members will be aware that following a competitive tendering process regarding the Maldon Market, Community Services Committee 2 April 2019 resolved to accept and agree the tender for Maldon Town Market for one year (Minute No. 2018 refers).
- 3.2 The Maldon Market continues to operate in Butt Lane car park. It is seen as important to our market town's prosperity and a key way to develop new businesses and routes to market. However, its offer remains limited to a few stalls only each week.
- 3.3 Work on the Maldon and Heybridge Central Area Masterplan seeks to support and develop the market and its strategic prosperity / commercial potential.
- 3.4 The current operator is keen to continue its operation.
- 3.5 Time is required to enable the new Prosperity Theme Lead and Commercial Manager to develop options. A rolling month by month extension will enable this to happen and officers recommend this option be time limited until June 2020.

4. CONCLUSION

- 4.1 The Maldon Market continues to operate but provides only a limited offer to the public.
- 4.2 A rolling month extension will enable the new Prosperity Theme Lead and Commercial Manager to develop options for the future operation of a Market in Maldon Town.

5. IMPACT ON STRATEGIC THEMES

- 5.1 Options will be developed in support of the Council's agreed outcomes and the Central Area Masterplan objectives.

6. IMPLICATIONS

- (i) **Impact on Customers** – By allowing the Market to operate until a review in June 2020 traders will have greater confidence in the arrangements ensuring an offer continues to be provided to customers.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – None.
- (iv) **Impact on Resources (financial)** – The Council generates a small revenue income stream from the Market operation which will continue until at least June 2020 should Members agree to the recommendation.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Jack Ellum, Strategic Theme Lead – Prosperity.



**REPORT of
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

**MALDON DISTRICT COUNCIL AFFORDABLE HOUSING AND VIABILITY
SUPPLEMENTARY PLANNING DOCUMENT – CONSULTATION ON DRAFT
AMENDMENT**

1. PURPOSE OF THE REPORT

- 1.1 To provide Members with an update on the recent consultation on the proposed amendment to the Affordable Housing and Viability Supplementary Planning Document (SPD).

2. RECOMMENDATIONS

- (i) That the consultation and Officer responses as set out in this report be noted;

To the Council:

- (ii) That the Council be recommended to approve the proposed amendments to the Affordable Housing and Viability SPD (attached as **APPENDIX 1**) as consulted upon.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Affordable Housing and Viability SPD was adopted by the Council on 8 November 2018. In applying the SPD, an issue has arisen about the interpretation of the ‘additional evidence’ step of the flow chart at Fig 2 on page 38 of the SPD. This step is not necessary for the operation of the process. To improve the SPD’s clarity, it is proposed to delete this step from the flow chart, and to expand the ‘Submit Accessible Viability’ step in the flow chart. Furthermore, the ‘independent assessment’ stage is not considered necessary, bearing in mind that the Council will have had advice from an external consultant under the amended SPD process and the applicant will have had the benefit of their own consultant’s advice. A third consultant to act as an independent assessor will only prolong and increase the expense to the applicant.
- 3.1.2 The draft amendment to the SPD to clarify these aspects was approved for consultation by the Planning and Licensing Committee on 6 June 2019. Consultation

on the proposed amendment took place for six weeks between 18 July and 29 August 2019.

3.1.3 Responses were received from seven respondents. The comments received are summarised in the table below.

3.1.4 Once adopted, the amended SPD will be a material consideration when making decisions on planning applications.

3.1.5 Table 1: Summary of Consultation Comments Received

Respondent Organisation	Summary of Comments	Officer Response
Port of London	No comments.	
Natural England	No comments.	
Historic England	No comments.	
Danbury Parish Council	Maldon District Council should facilitate via Section 106 funding, contributions to the Highway Authority for the construction of a by-pass from the Heybridge Approaches to a dedicated junction with the A12, from development companies’.	The Affordable Housing and Viability SPD provides guidance on the Council’s approach to affordable housing provision and supplements the adopted policies H1, H2 and H5 in the Local Development Plan. The Council’s wider approach to seeking developer contributions, including towards transport and other infrastructure provision, when considering planning applications is set out in the Policy I1 of the Local Development Plan.
Maldon District Council (internal)	Suggest the Independent Viability Assessment section be retained.	This section is not considered necessary, bearing in mind that the Council will have had advice from an external consultant under the amended SPD and the applicant will have had the benefit of their own consultant’s advice. A third consultant to act as an independent assessor will prolong and increase the process and cost.

Respondent Organisation	Summary of Comments	Officer Response
Campaign to Protect Rural England (CPRE) Essex	The proposed amendments are supported.	Noted.
Persimmon Homes	It would be useful if there was an explanation of the change proposed. We raise no objection to the requirement to provide a written undertaking in relation to meeting the costs for an external assessment. Amended text does not appear to provide an opportunity for the applicant to engage in the process once the Viability Assessment is submitted. It is often necessary and helpful for the Council's appointed viability consultant to issue an interim report outlining their initial findings. We suggest the text is amended to include 'developers will be provided with an interim report outlining the findings of the external consultant and afforded the opportunity to respond to any queries arising ahead of the publication of a final report by the external consultant.'	Viability assessments prepared by the Council's viability consultants are published on the Council's website alongside other material relevant to the planning application, as set out in paragraph 8.9 of the SPD. No further amendment to the SPD is considered necessary.

4. CONCLUSION

- 4.1 The amendments to Figure 2: Viability Assessment Process have been proposed to remove any uncertainty around how the SPD operates. Having considered the consultation responses it is recommended that the proposed amendments as consulted upon be adopted.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The SPD supports the Growth and Infrastructure theme and the outcomes within it, these include: maintaining a five-year housing land supply, achieving affordable housing targets, and effectively discharging Section 106 agreements.

6. IMPLICATIONS

- (i) **Impact on Customers** –The proposed amendment should reduce risk by reducing uncertainty.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The proposed amendment should reduce risk by reducing uncertainty.
- (iv) **Impact on Resources (financial and human)** –The proposed amendment should reduce impact on resources by reducing uncertainty.
- (v) **Impact on the Environment** – None.
- (vi) **Impact on Strengthening Communities** –The Affordable Housing and Viability SPD supports strengthening communities by ensuring that the affordable housing that supports the needs of the community is provided.

Background Papers:

Affordable Housing and Viability SPD

https://www.maldon.gov.uk/info/20048/planning_policy/8114/other_local_plan_documents/3

Report to Maldon District Council Planning and Licensing Committee 6 June 2019
(Amendment to Affordable Housing and Viability Supplementary Planning Document)

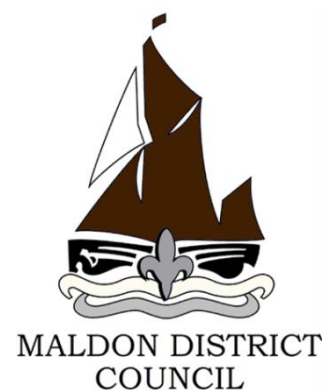
Enquiries to: Leonie Alpin, Specialist-Local Plan, (Tel: 01621-876278).

Document Control Sheet

Document title	Maldon District Affordable Housing and Viability Supplementary Planning Document
Summary of purpose	Provides additional detailed guidance to developers, Registered Providers and the community on the Council's approach to affordable housing provision, ensuring that approve Local Development Plan Policies H1, H2 and H5 ¹ are as effective as possible in delivering affordable housing
Prepared by	
Status	AMENDED DOCUMENT
Version number	Amended December 2019
Approved by	Council
Approval date	8 November 2018
Date of implementation	
Review frequency	
Next review date	
Circulation	Public
Published on the Council's website	Yes

Validity Statement

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



**Maldon District
Affordable Housing and Viability Supplementary
Planning Document (SPD)**

Amended December 2019



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NOTE:

Figure 2: Viability Assessment Process (page 38) was amended in December 2019, no other changes were made to the SPD

1. INTRODUCTION

Why is this document important?

- 1.1 The Maldon District Local Development Plan (LDP) (2017)¹ seeks to deliver sustainable, quality affordable housing over the plan period (2014-2029). Specifically, this SPD is guided by the policy framework of key LDP Policy H1: Affordable Housing, as well as Policy H2: Housing Mix and Policy H5: Rural Exception Sites.
- 1.2 There is a significant need in the District for affordable housing: average incomes have fallen below the levels needed to access the owner-occupation market; many current and newly forming households struggle to afford to rent in the private rented sector; Right to Buy impacts on the number of properties available; and, there remains the risk of homelessness when private sector tenancies end.
- 1.3 The District has one of the largest gaps between local incomes and local wages in Essex. This means that it is more likely that homes on the open market will be affordable to those who work outside the District, than to those who live and work in the District. Demand for affordable housing in the District therefore outstrips existing and planned supply, particularly for local people who live and work in the area.
- 1.4 There is an identified need for 130 affordable units each year, for the next 15 years². Since 2014, only 71 affordable units have been developed, significantly less than the 390 units required (for the first three years of the plan period). This demonstrates an acute need for affordable housing in the District and an urgent need for this SPD to be adopted to enable delivery through new development.
- 1.5 This SPD provides additional detailed guidance to developers, Registered Providers and the community on the Council's approach to affordable housing provision, ensuring that approved LDP policies H1, H2 and H5¹ are as effective as possible in delivering affordable housing. This includes:
 - Providing greater clarity about what affordable housing mix and tenure the Council seeks as part of residential development;
 - Providing more guidance about financial contributions;
 - Explaining the approach to be taken to Exception Site applications;
 - Providing more guidance about the supporting information that is likely to be sought for different affordable housing proposals.
- 1.6 This SPD is set within the context of national policy including the revised National Planning Policy Framework³, local housing needs and the Council's strategic housing objectives. This SPD does not and cannot introduce new planning policy. Once adopted, this SPD will be a material consideration in determining planning applications. The SPD will then replace the Council's Affordable Housing Guide⁴.

Viability and Affordable Housing

- 1.7 The expectation is that all new housing development should comply with the level of affordable housing set out in LDP Policy H1¹. This is not always the case – negotiations to reduce affordable housing requirements and other obligations based on site-specific viability assessments should only be necessary where the site circumstances indicate that exceptional costs that will make policy compliance unviable. This SPD provides further guidance on when a viability assessment may be required, how the Council will take viability into account when considering planning applications and what supporting information will be required. This will embed the requirement for affordable housing into land values, making the viability process consistent and transparent.
- 1.8 In those cases where the Council acknowledges that an application is unable to be LDP policy compliant, more should be done to increase the affordable housing contributions during the implementation of the scheme should viability improve. This is an increasingly important part of the development management process. Detailed guidance in this SPD will explain the Council's approach to assessing financial viability through review mechanisms, if considered necessary by the Council and the applicant.

What is affordable housing?

- 1.9 The Government³ defines affordable housing as:

'Affordable housing is housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers) and complies with one or more of the following definitions:

- **Affordable housing for rent:** *meets all of the following conditions: a) the rent is set in accordance with the Government's rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges where applicable); b) the landlord is a Registered Provider, except where part of a Build to Rent scheme (in which case the landlord need not be a registered provider); and c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision. For Build to Rent schemes affordable housing for rent is expected to be the normal form of affordable housing provision (and in this context is known as Affordable Private Rent).*
- **Starter homes:** *is as specified in Sections 2 and 3 of the Housing and Planning Act 2016 and any secondary legislation made under these sections. The definition of a starter home should reflect the meaning set out in statute and any such secondary legislation at the time of plan preparation or decision making. Where secondary legislation has the effect of limiting a household's eligibility to purchase a starter home to those with a particular maximum level of household income, those restrictions should be used.*
- **Discounted market sales housing:** *is that sold at a discount of at least 20% below local market value. Eligibility is determined with regard to local incomes and local*

house prices. Provisions should be in place to ensure housing remains at a discount for future eligible households.

- **Other affordable routes to home ownership:** *is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes shared ownership, relevant equity loans, other low cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent). Where public grant funding is provided, there should be provisions for the homes to remain at an affordable price for future eligible households, or for any receipts to be recycled for alternative affordable housing provision, or refunded to Government or the relevant authority specified in the funding agreement.'*³

- 1.10 Homes that do not meet the above definition of affordable housing, such as 'low cost market' housing will not be considered as affordable housing in the District.
- 1.11 But the housing market is evolving: as new products become available the Council may consider other forms of housing as affordable provided that they meet local needs for those who live and work in the District.
- 1.12 LDP policy H1 is silent on the inclusion of starter homes, discount market housing and several of the other routes to affordable homes ownership: relevant equity loans, other low cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy, as an affordable housing product. The Council will have regard to the NPPF³ and the consideration of these products in new applications where it can be demonstrated that it addresses an affordable housing need in the District. This SPD cannot change approved Policy H1, but it can highlight how these products will be considered.

Strategic Environmental Assessment and Equalities Impact Assessment

- 1.13 A Strategic Environmental Assessment (SEA) Screening Report⁵ has been carried out (see www.maldon.gov.uk/spd) for the SPD. The Council carried out an extensive Sustainability Appraisal for the LDP and this SPD only provides detailed guidance to support the delivery of the LDP, and does not set new policy. Therefore it has been concluded that SEA of the SPD is not required.
- 1.14 An Equalities Impact Assessment⁶ is available at www.maldon.gov.uk/spd

2. POLICY CONTEXT

National policy context

National Planning Policy Framework (NPPF)³

- 2.1 The National Planning Policy Framework 2018 sets out the Government's planning policies for England and how these are expected to be applied. Paragraph 61 of the NPPF aims to promote the delivery of a wide choice of high quality homes, widen opportunities for home ownership and create sustainable, inclusive and mixed communities by: *'Ensuring the size, type and tenure of housing needed for different groups in the community should be assessed and reflected in planning policies (including but not limited to, those who require affordable housing, families with children, older people, students, people with disabilities, service families, travellers, people who rent their homes and people wishing to commission or build their own homes).'*
- 2.2 Specifically for affordable housing, the NPPF³ expects *'affordable housing to be provided on site unless off-site provision or an appropriate financial contribution in lieu can be robustly justified; and that the agreed approach contributes to the objective of creating mixed and balanced communities.'*
- 2.3 The NPPF³ introduces a new policy requirement:
- 'Where major development involving the provision of housing is proposed, planning policies and decisions should expect at least 10% of the homes to be available for affordable home ownership [as part of the overall affordable housing contribution from the site], unless this would exceed the level of affordable housing required in the area, or significantly prejudice the ability to meet the identified affordable housing needs of specific groups. Exemptions to this 10% requirement should also be made where the site or proposed development:*
- a) provides solely for Build to Rent homes;*
 - b) provides specialist accommodation for a group of people with specific needs (such as purpose-built accommodation for the elderly or students);*
 - c) is proposed to be developed by people who wish to build or commission their own homes; or*
 - d) is exclusively for affordable housing, an entry level exception site or a rural exception site.'*
- 2.4 Paragraph 77 adds that in rural areas, housing should respond to local needs particularly for affordable housing, including through rural exception sites, where appropriate. Consideration should be given to allowing some market housing where it would facilitate the provision of significant additional affordable housing to meet local needs.

- 2.5 The NPPF³ introduces entry level exception sites which are: *‘suitable for first time buyers (or those looking to rent their first home), unless the need for such homes is already being met within the authority’s area. These sites should:*
- a) Comprise of entry level homes that offer one or more types of affordable housing as defined by the NPPF; and*
 - b) be adjacent to existing settlements, proportionate in size to them [not be larger than one hectare or exceed 5% of the size of the existing settlement], not compromise the protection given to areas or assets of particular importance in the NPPF and comply with design policies and standards.’*
- 2.6 LDP policy H1 is silent on the inclusion of 10% of affordable homes on site being for ownership and also entry level exception sites. The Council will have regard to the NPPF and the consideration of these products in new applications. This SPD cannot change approved Policy H1, but it can highlight how these products will be considered.

Planning Practice Guidance (PPG)⁷

- 2.7 The Government’s Planning Practice Guidance provides more detail on a range of planning matters identified by the NPPF³. First published in 2014, this web-based resource is regularly updated to reflect the current policy position.
- 2.8 As part of the NPPF³ review, the Government has also revised parts of the Planning Practice Guidance. Regard has been had to these changes in the production of this SPD.
- 2.9 Paragraphs 011-018 (Viability PPG, 2018) set out the key factors to be taken into account when undertaking a viability assessment. These include gross development value, current costs, land value, abnormal costs, site specific infrastructure costs and professional site fees and recent market evidence.
- 2.10 The Viability PPG (013) recognises that an allowance should be made for a landowner premium. A viable and deliverable development should *‘provide a reasonable incentive for a landowner to bring forward land for development while allowing a sufficient contribution to comply with policy requirements’*. As such, the Viability PPG considers contributions for affordable housing should not impede the viability and delivery of development. The Council acknowledges that a premium will vary between projects but considers that the profit margin should be commensurate with the level of risk for each scheme. This SPD provides the basis for discussions with the Council. However, developers are expected to use the assumptions identified in Section 8.0 to inform the value of land.
- 2.11 The Viability PPG (018) also provides guidance on the level of developer return. It is clear that *‘it is the role of developers, not plan makers or decision makers, to mitigate [any] risk. The cost of complying with policy requirements should be accounted for in benchmark land value. Under no circumstances will the price paid for land be relevant justification for failing to accord with relevant policies in the plan.’* On this basis the Council considers that affordable housing and other policy requirements should be taken into account when land is purchased or an option is agreed.

- 2.12 For schemes requiring phasing over the medium and longer term, changes in the value of development and costs may be considered: these forecasts should be based on relevant market data and agreed with the Council as early as possible in the application process.

Local Planning Policy

Maldon District Local Development Plan (LDP)¹

- 2.13 The LDP was approved by the Secretary of State in July 2017. This is part of the development plan for the District, covering the period 2014-2029. Policy H1 sets out the overarching framework for enabling affordable housing. Other policies in the LDP set out more specific requirements on matters such as Housing Mix (Policy H2) and Rural Exceptions Schemes (Policy H5). **These key policies are re-produced in Appendix 2.** See www.maldon.gov.uk/LDP for further information.

Neighbourhood plans

- 2.14 Neighbourhood plans that are 'made' 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. Neighbourhood plans may contain policies relating to affordable housing and/or housing needs in a particular area. Further information on the status and content of neighbourhood plans is available at www.maldon.gov.uk.

Maldon District Design Guide SPD⁸

- 2.15 The SPD (2017) provides further details on LDP Policy D1, identifying the principles that should be followed to deliver good quality design of new development in the District. These principles apply equally to affordable housing and market housing.
- 2.16 Where sites or areas are subject to other guidance prepared by the Council e.g. a master plan or strategic design codes, developers must consider affordable housing requirements carefully to reflect all appropriate guidance. Further information is available at www.maldon.gov.uk/mddg

Maldon District Specialist Needs Housing SPD⁹

- 2.17 The SPD is expected to be adopted in September 2018. This covers all matters relating to specialist needs housing for older people and those with other specialist housing needs. See www.maldon.gov.uk/spd

Maldon Strategic Housing Market Assessment (SHMA)²

- 2.18 LDP Policy S2 identifies a need for a minimum of 4,650 dwellings from 2014-2029 (310 dwellings per annum). However, the LDP plans for a higher target of 5,108 dwellings to provide for a better mix and choice and to enable the delivery of affordable housing, housing for older people and housing for other specialist needs.
- 2.19 The SHMA (2014) indicates that the annual level of net new affordable housing is 130 units over 15 years, 44% of the potential annual housing delivery figure, close to the LDP affordable target level of 40%. The expectation is that the majority of the affordable

housing will be delivered through the Garden Suburbs and Strategic Sites (in Policy S2) and through qualifying housing sites in LDP Policy H1.

2.20 Other key SHMA findings are:

- The existing supply of affordable housing in the District is significantly below national and regional averages;
- Owner occupation is beyond the reach of the majority of households who do not already own their own home; a range of housing products should be considered to meet needs;
- There is a shortfall of all sizes of affordable accommodation, with the largest shortfall being for one and two-bedroom homes;
- There is an oversupply of larger, market homes compared to local need;
- In terms of tenure the greatest need is for affordable rented properties, although demand exists for intermediate housing particularly for family-sized properties;
- A significant increase in the number of older people is expected, there is a need for Extra Care/Independent Living and sheltered accommodation;
- Providing a better supply of affordable homes for older people could improve the availability of existing general needs, affordable homes.

2.21 The SHMA² suggests an affordable housing tenure mix of 80% Affordable Rent: 20% Intermediate Housing. However, to effectively balance the housing market over the plan period and over the housing market area, to improve viability and allow for the development of social rented homes by those Registered Providers who are unable to develop Affordable Rented Homes as part of the Homes England development programme the Council prefers to secure a mix of 70% affordable rent: 30% intermediate housing. This mix has been successfully secured in Section 106 agreements so will continue to be the Council's preferred approach.

2.22 The SHMA² is silent on the new affordable housing products introduced by the NPPF³. However, the Council considers that discounted market sales housing and starter homes are a type of intermediate housing, and affordable build to rent is a type of affordable rented housing. The Council will have regard to these new products when considering the tenure mix of new development.

2.23 The SHMA² suggests a housing mix, but to achieve maximum viability and delivery of affordable units, and meet as far as possible need, a different mix has been used for recent Section 106 agreements (see paragraph 4.20 for more information).

Local Housing Policy

2.24 Affordable housing has a significant role to play in meeting the Council's corporate goal of 'meeting housing needs' and preventing and relieving homelessness – co-ordinating work with Registered Providers and developers to provide affordable housing in the District continues to be a priority. Increasing the range of housing products available to people in housing need and providing quality alternatives to homelessness will help to deliver this goal.

Maldon District Draft Housing Strategy¹⁰

- 2.25 Maldon's draft Housing Strategy (2018-23) enables a step-change in the provision of affordable housing by setting out plans to manage growth and meet the changing needs and aspirations of local residents over their lifetime. This will be achieved by facilitating choice and providing ways of helping residents move through different types of tenure as their circumstances change. The Strategy also seeks to secure viable affordable housing to meet identified local needs to help achieve a more balanced, sustainable housing market and make best use of the existing housing stock.

Maldon District Tenancy Strategy¹¹

- 2.26 The Maldon Tenancy Strategy (2017) sets out how the Council expects Registered Providers and other approved providers should operate affordable housing tenancies, and how affordable homes should be managed in future. All new affordable homes must be delivered in accordance with this guidance.

3. MALDON'S AFFORDABLE HOUSING NEEDS AND PRIORITIES

- 3.1 The LDP¹ plans for a target of 5,108 dwellings from 2014 to 2029. Informed by need and demand, the SHMA² indicates that 130 affordable units are required each year over the same period, 44% of the potential annual housing delivery figure, close to the LDP affordable target level of 40%. Since 2014, only 71 affordable units have been developed, significantly less than the 390 units required by the SHMA² for the first three years of the plan period, with only 21 being delivered in 2016/17. The expectation is that the majority of the significant affordable housing shortfall will be delivered through the Garden Suburbs and Strategic Sites identified by LDP Policy S2 and through those market housing sites where LDP Policy H1 applies.
- 3.2 Securing the level of affordable housing identified by the LDP is essential to ensure that local people are able to afford to live in the District. The average income of those who live and work in the District is £511.30 (£26,572), lower than the regional level and that of other neighbouring authorities. The average price of a small flat/maisonette in Maldon is £190,000, assuming a mortgage of 3.5 times the annual income, properties are out of reach of most residents who live and work in the District. There are however, many residents who live in Maldon but work elsewhere, their income is noticeably different and are unlikely to be in need of affordable housing to the same extent.
- 3.3 This significant affordable housing shortage has increased the demand for temporary accommodation, and seen a rise in overcrowded conditions and people living in unsuitable properties. Those considered to be homeless has also increased in recent years (and is expected to rise further) partly due to an increase in the cost of private rented accommodation and home ownership, and because of the anticipated consequences of the Homelessness Reduction Act 2018. Providing the right number and type of affordable housing should help minimise homelessness and the impact that this has on public services and the local community.
- 3.4 The District has a rising ageing population, providing the right type of housing is important to meet the changing needs of older people over time: the SHMA² identifies that providing smaller affordable homes that meet their needs and aspirations, such as 1 and 2 bed bungalows and supported housing, will widen housing choice, and help people move and downsize to homes that are more appropriate to their needs. This helps improve the overall supply of affordable housing in the District in the short and long term by 'freeing up' larger, general affordable homes for families.
- 3.5 Adapting homes to meet the needs of those who are elderly or disabled can help people retain their independence in their own homes, but there will still be occasions where affordable homes designed to a specific standard are required to meet identified needs.

- 3.6 Starter Homes are identified by national policy³ as a type of affordable housing, but in the District even with a 20% discount applied through the Starter Homes initiative, properties would only be affordable for a very small number of those identified as being in need of affordable homes who live in the District. Securing affordable housing that meets the needs of the majority living and working in the District is a priority.
- 3.7 To address current housing stock imbalances and to plan for long term population and household formation changes, and reduce the amount and risk of homelessness in the District, the priority is to secure the right amount and type of affordable housing to meet local housing needs. With funding for affordable housing through Government grants reducing, the introduction of the Local Housing Allowance cap, and Registered Providers losing revenue through the imposition of rent reductions and other welfare reforms, delivery of affordable housing as part of market housing schemes is essential to sustaining output and meeting identified needs.
- 3.8 A range of housing products are available but not all will suit the District's specific housing needs: looking at local household incomes, the most appropriate type of tenure is affordable rent. These benefit local residents because rents do not exceed Local Housing Allowance levels, although even with rent restrictions larger homes at affordable rent levels may not be affordable to some families on welfare benefit. To help redress this, some homes may be required for social rent. Although a range of properties are required over the LDP plan period, the immediate priority is to secure affordable rented one and two bed units to meet identified needs². There is also a small need for three/four bed units to help address the scale of need for family units and reduce the number of overcrowded properties².
- 3.9 To help improve viability and to promote a better mix of housing products, intermediate housing is also supported e.g. shared ownership or affordable rent to buy, as long as they would be affordable to someone earning the average local wage.
- 3.10 The affordable housing market is evolving: Other new and/or innovative options such as rent-to-buy may be considered if they provide an affordable route to home-ownership, with the security of renting in the medium to long term. Community-led affordable housing schemes can also help address specific locality needs or the needs of specific groups. National policy³ has introduced discounted market housing and affordable private rent products within Build to Rent schemes. These are relatively new products but may be appropriate for the District - the Council will have regard to them in new developments where they can meet local needs.
- 3.11 It is important that affordable homes are made available to local people in need. Securing nomination rights is important for the Council when first built and then when re-letting in the future.

4. WHEN WILL AFFORDABLE HOUSING BE SOUGHT?

Which developments may require affordable housing?

- 4.1 LDP Policy H1 states that affordable housing will be sought from residential developments of more than 10 units or which have a combined gross floorspace of more than 1,000 sqm¹.
- 4.2 To ensure consistency with the Community Infrastructure Levy, the gross internal area (GIA) will be assessed using the RICS Property Measurement¹². Gross Internal Area of a building measures the internal face of the perimeter walls at each floor level, including all rooms, circulation and service space, including lifts, corridors, toilets and ancillary floorspace (e.g. underground parking), as well as conversions, garages and any other buildings ancillary to residential use. In flatted developments, it should include communal entrances, landings etc, and any related internal parking.
- 4.3 For schemes that involve demolition, the floorspace that is to be demolished will be deducted from the total provided by the new development. If a development has been demolished in the last three years, the figures from the previous development will be used.

Exemptions

- 4.4 The Planning Obligations PPG (2016, para 031)⁷ identify the circumstances where affordable housing will not normally be sought:
- householder applications (e.g. house extension or a garage) and self-build development as defined by the CIL Regulations 2014;
 - exclusively affordable housing and starter homes schemes, or the affordable housing element of a market housing scheme (other than the provision of the affordable homes themselves);
 - residential annex, staff accommodation or extension to an existing home which is incidental to the main dwelling;

In addition in the District the following other types of proposals will not usually require affordable housing:

- listed building, conservation area, advertising or tree preservation order applications (although contributions may be sought from the overarching scheme);
- replacement dwellings;
- residential institutions providing specialist housing for the elderly in Use Class C2 (excluding self-contained units – like Sheltered or Extra Care schemes). For more information see paragraphs 4.25-4.27 and the Specialist Needs Housing SPD⁹;
- purpose built hostel or holiday accommodation which are incapable of occupation for general residential purposes because of their layout, ownership, management or occupancy restrictions;

-
- Gypsy and Traveller accommodation.

Artificial sub-division of sites

- 4.5 LDP Policy H1¹ seeks to maximise the amount of affordable housing delivered in the District, and Policy H4: Effective Use of Land requires proposals to use developable land efficiently. As such, proposals which seek to circumvent the Policy H1 affordable housing requirement by developing at a low density, through a phased or piecemeal development, by re-drawing the boundary of a larger site or by sub-dividing land will not be acceptable.
- 4.6 The Council will base the affordable housing requirement on the gross number of dwellings that can be accommodated on a site. In reaching a view on this, the Council will take into account such issues as land ownership, planning history, topography, site constraints and the natural boundaries of the site.

Vacant Building Credit

- 4.7 The Planning Obligations PPG (2016, paras 021-023)⁷ state that a vacant building credit (VBC) can apply to sites where a vacant building is brought back into lawful use, or is demolished to be replaced by a new building. VBC would then reduce the requirement for affordable housing based on the amount of vacant floor space being brought back into use or being redeveloped.
- 4.8 VBC will not be automatically applied: the intention of VBC is to '*incentivise brownfield development*'⁷ and the re-use of vacant buildings so only relevant buildings will be considered as being able to generate VBC. For example, a brownfield site containing a scrap yard with few buildings would not be relevant because the amount of credit that could be applied would be limited and would do little to incentivise development.
- 4.9 Where a proposal provides a reasonable return to the landowner, a competitive profit to a developer and is policy compliant, VBC should not be applied as the development would be sufficiently incentivised and viable. Applying VBC at the outset would reduce the affordable housing contributions and potentially increase the financial returns to both landowner and developer. If a developer considers VBC should be applied, sufficient evidence will be required to ensure that an application can be considered appropriately. This may include a viability assessment (see Section 8.0). The VBC will be taken from the residual land value.
- 4.10 The Council is expecting to implement the Community Infrastructure Levy (CIL) in 2019. To enable the Council to assess VBC and CIL claims consistently, and to ensure that an applicant cannot claim that a scheme qualifies for VBC and CIL relief, a building will be considered vacant if it has been in lawful use for a continuous period of fewer than six months, within the past three years ending on the day planning permission first permits the chargeable development (to be eligible for CIL relief a building must '*be in lawful use for a continuous period of at least six months within the past three years ending on the day planning permission first permits the chargeable development*' CIL (Amendment) Regulations 2014). Until CIL is adopted the three year period will end on the day the

planning application is registered. If CIL is delayed this is consistent with national legislation so is considered appropriate.

- 4.11 It is important that VBC is used appropriately, is applied to genuinely vacant buildings, so should not be covered by an extant or recently expired planning permission and should not be protected for an alternative land use in the LDP¹ or in another planning policy document.
- 4.12 National policy⁷ states that VBC should not apply to every vacant building, therefore the Council will be mindful to a building being made vacant for the sole purposes of re-development and/or the wilful neglect of properties with the intention of securing redevelopment. Therefore, applicants must demonstrate that the relevant vacant buildings have been actively marketed on realistic terms based on the current or any permitted use for at least 12 months continuously in the previous two years. The Council may also use Council Tax, Business Rates or Electoral Register records in their VBC assessment.
- 4.13 VBC does not apply to abandoned buildings⁷. A building will be treated as 'abandoned' rather than 'vacant' where the lawful planning use of the building has been abandoned for a period of five years. Cessation of a use does not necessarily mean abandonment.
- 4.14 Where the Council considers VBC applies the developer will be offered a financial credit equivalent to the existing GIA of the vacant buildings (see paragraph 4.2). This will be deducted from the overall affordable housing contribution, either the number of affordable units sought or the financial contribution required. A worked example is set out below.

Elements of the scheme (GIA)	Floorspace (sqm)
Existing	500
Existing floorspace to be retained	250
Existing floorspace to be demolished	250
Proposed	2390
Increase in floorspace	1890

VBC Calculation

40%* of 30 units = 12 units

1890sqm as percentage of the overall development of 2390 = 79.07%

12 units x 79.07% = 9.48 units

*Policy H1 sub-area affordable housing requirement

In this case the Council will require 9 units on site and the 0.48 as a financial contribution.

- 4.15 For outline planning applications it may not be clear how many dwellings are proposed or the size of those dwellings. In these cases, it will be difficult to identify the VBC. A S106 agreement will ensure that the issue can be dealt with at Reserved Matters stage. All requests for VBC will be included in the Planning Committee report.

Affordable Housing Requirement

- 4.16 The affordable housing requirement will vary to reflect a site's location in the District and local need. LDP Policy H1¹ divides the District into the following sub-areas (see Figure 1 on page 17):

Sub-area	Requirement
North Heybridge Garden Suburb:	
S2 (d): North of Heybridge	30%
S2 (e): North of Holloway Road	40%
S2 (f): West of Broad Street Green Road	40%
South Maldon Garden Suburb	30%
Strategic allocations at Maldon, Heybridge and Burnham-on-Crouch	40%
All other developments:	
Northern Rural, Maldon Central and South and Rural South*	40%
Maldon North and Rural South East Higher*	30%
Rural South East Lower*	25%

Table 1: Affordable Housing Sub-Area Requirements

*as shown in Figure 1

- 4.17 In those cases where the requirement does not generate a whole number, a financial contribution will be sought equal to the value of the partial unit (see paragraph 5.24).

Affordable Housing Tenure

- 4.18 The SHMA² suggests an affordable housing tenure mix of 80% Affordable Rent: 20% Intermediate Housing. However, to effectively balance the housing market over the plan period and over the housing market area, to improve viability and allow for the development of social rented homes by those Registered Providers who are unable to develop Affordable Rented Homes as part of the Homes England development programme, the Council prefers to secure a mix of 70% affordable rent: 30% intermediate housing. This mix has been successfully secured in Section 106 agreements so will continue to be the Council's preferred approach.
- 4.19 The SHMA² is silent on the new affordable housing products introduced by the NPPF³. However, the Council considers that discounted market sales housing and starter homes are a type of intermediate housing, and affordable build to rent is a type of affordable rented housing. The Council will have regard to these new products when considering the tenure mix of new development.
- 4.20 When assessing the viability of a development, the total number of affordable units provided by each scheme should be policy compliant for the location and, unless otherwise agreed with the Council, should have a preferred tenure split of:
- No lower than 70% social rented/affordable rented: Generally in the District, affordable rented housing is acceptable as the preferred option; and

- No higher than 30% intermediate housing (as defined in paragraph 1.9). Generally in the District shared ownership (Homebuy) is considered the preferred option. Rent to buy and fixed equity, and other intermediate products may be appropriate if agreed with the Council's Housing Services.

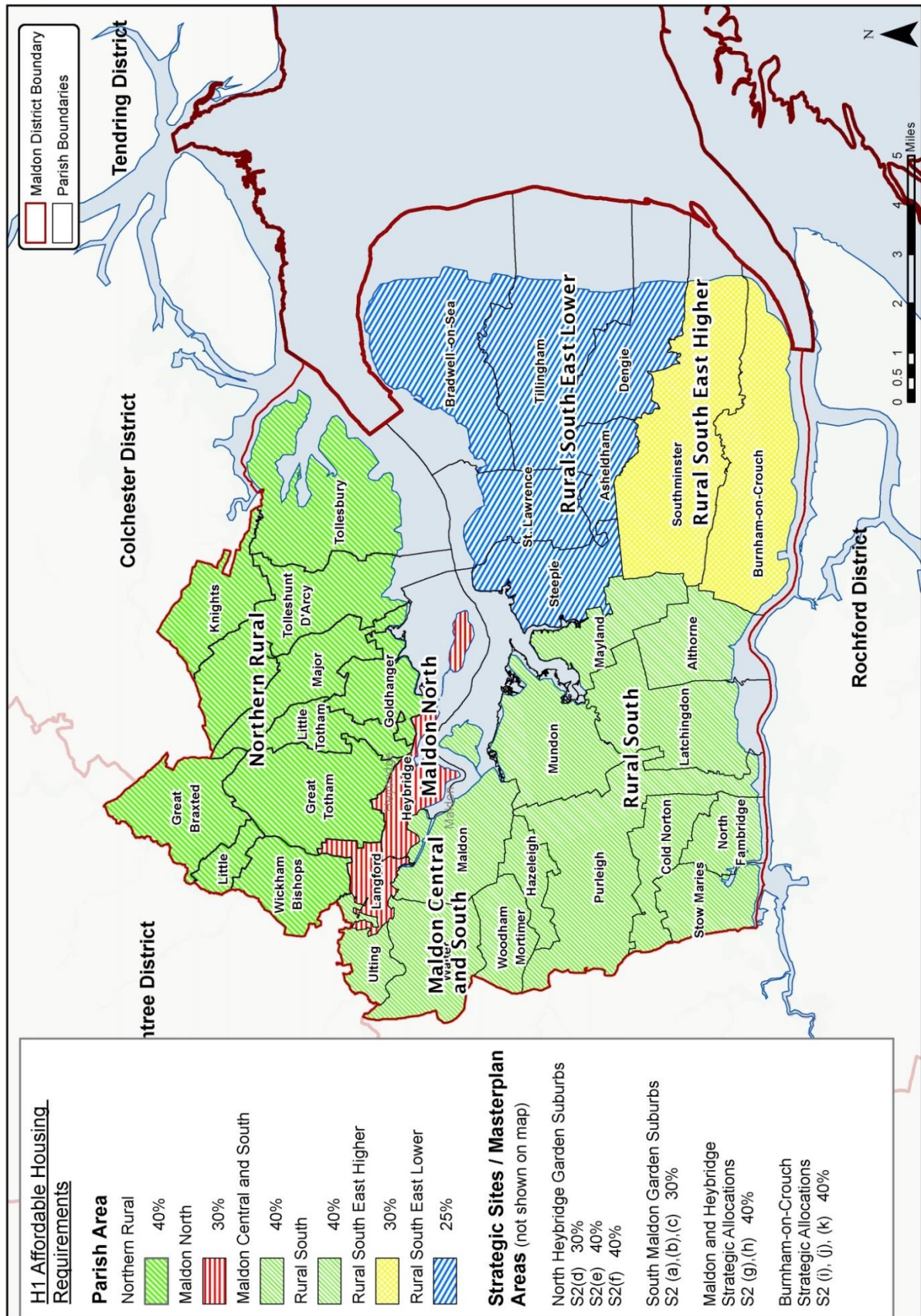


Figure 1: Local Development Plan policy H1 Affordable Housing Requirements

Affordable Housing Mix

- 4.21 There is a demand for a wide range of property sizes in the District. LDP Policy H2¹ expects a suitable mix of housing in both the market and affordable sectors to enable a better flow of existing housing stock and to meet the identified housing needs for different demographic groups in the District.
- 4.22 The SHMA² suggests a mix, but to achieve maximum benefits: to better meet unmet need and to achieve other SHMA recommendations, such as, to achieve a balance of homes that would stimulate additional supply from existing stock, maximise viability (by providing slightly more low cost home ownership), the Council considers the example mixes in Appendix 3 are more appropriate - these have been successfully secured in Section 106 agreements - and will be the starting point for discussion.
- 4.23 However, the Council may consider a different mix, for example, if local housing needs would benefit from an alternative, the location does not support the delivery of a particular size or type of homes or a revised mix would help to redress the balance of existing affordable homes in an area. This should be discussed with the Council's Housing Services at pre-application stage.
- 4.24 Schemes providing for only one age group, for example, for older people will only be expected to provide affordable housing for that age group.

Specialist Accommodation

- 4.25 Policy H3¹ supports specialist or supported accommodation where there is an identified need in the District, such as for older people and people with disabilities. This may be provided as solely affordable housing or sought as part of a market housing scheme in line with Policy H1.
- 4.26 All applications for specialist and/or supported housing should be consistent with Policy H3, and be accompanied by a business case demonstrating the financial feasibility of providing housing-related support for the relevant client group (to fulfil Policy H3 (7)). The Council will consult other relevant agencies to ensure that the provision does not place any unnecessary burdens upon the District's infrastructure, such as health and social care.
- 4.27 Over time, specialist affordable housing may no longer be viable, for example due to a lack of revenue funding or lack of demand. To ensure the District does not lose affordable housing, sufficient evidence will be required as part of the planning application (which may include a viability assessment) to demonstrate that the specialist use is no longer viable. If this is the case then a variation to the S106 agreement for the scheme will be required so that the properties can be converted to general needs affordable housing. Further details are provided in the Council's Specialist Needs Housing SPD⁹ at www.maldon.gov.uk/spd.
- 4.28 Provision of specialist accommodation should not exclude provision of affordable housing. Some proposals may include a mix of Class C2 and Class C3 housing. Provision of affordable housing will only be sought from Class C3 housing: such as Sheltered and Extra-Care schemes, and individual, self-contained C3 units, even where the occupants

receive care and/or are restricted to occupancy over a particular age and/or are located within a complex which includes some C2 (nursing home) rooms.

- 4.29 It is not always appropriate for design or financial viability reasons for affordable units within a specialist housing scheme to be located on site. In these cases a financial contribution may be acceptable. This should be agreed with the Council at pre-application stage.

Community-led affordable housing

- 4.30 Community-led housing is a way for local community groups to deliver good quality homes and/or specialist homes, in settlements or as exception sites in the rural area (see Section 6.0 for details) to meet local needs in perpetuity. These homes must be affordable. Community-led housing can be developed and/or managed by local people or residents, by not for profit organisations, such as locally based charities or almshouse providers. It can also be provided by Registered Providers and owned and managed by them on behalf of a community group.
- 4.31 This type of housing can take a variety of forms: current models include self-help housing, co-housing, co-operatives, community land trusts and community self-build. It can also include the re-use of existing buildings. Community-led housing can also be delivered through Community Right to Bid or the Community Right to Build processes.
- 4.32 Promoters should contact the Council at an early stage if community-led housing is being proposed. Evidence of the need for affordable housing in that community will be required including that affordable housing is unlikely to be accommodated through planned development in the locality. The Neighbourhood Plan process provides an opportunity to identify appropriate sites and get community buy-in early for community-led housing. Promoters must agree their nominations policy and future management approach with the Council. This will be set out in a S106 agreement (see paragraphs 5.14-5.22).

Mixed-use schemes

- 4.33 Where a scheme proposes non-residential development alongside an element of housing, affordable housing will be required for all qualifying residential development. Mixed-use schemes that are not policy compliant will need to be justified by appropriate evidence, which may include a viability assessment.
- 4.34 Where planning permission is granted for a mixed-use scheme and there is a proposal to change the use of the non-residential element to residential, a full re-assessment of the affordable housing provision will be required (see Section 8.0).

Loss of affordable housing

- 4.35 Given the acute demand for affordable housing in the District, the loss of affordable housing will not normally be acceptable unless this is to enable the provision of an equivalent or greater number of replacement affordable homes. The only exceptions would be where wider housing benefits would outweigh the loss of units in that location by providing the type of affordable housing that cannot be provided elsewhere, the

condition of stock is so poor that it is not viable to refurbish and it is not feasible to develop the same amount, for example, for design reasons. In these cases, to compensate for any loss, it is expected that the Council would require the on site affordable housing tenure and mix to meet identified local needs. The approach should be agreed at pre-application stage.

Amendments to planning permission

- 4.36 When affordable housing is being provided and amendments to a planning permission increase the number of market houses/floorspace, the affordable housing requirement sought will be a percentage of the revised total number of homes across the application site. This includes those applications where amendments increase the number of market housing/floorspace so that the threshold identified by Policy H1¹ is exceeded.
- 4.37 Where amendments are sought to a planning permission that is being delivered in phases, the affordable housing requirement will be re-assessed and applied to the total number of units proposed in the remaining phases. If the number of dwellings is increased the Council will expect an increase in affordable housing in accordance with the requirements set out in LDP Policy H1¹.

5. PROVIDING AFFORDABLE HOUSING

On Site Provision

- 5.1 Consistent with national policy, the preferred approach in the District identified by Policy H1¹ is for the on-site provision of good quality affordable housing. Where it can be demonstrated that the requirement and/or tenure mix is not viable on site, the starting point for negotiation will be the content of 4.16-4.24 above. The requirement and/or tenure mix may be re-considered to improve viability along with the possibility of providing grant or other forms of public subsidy. Only in exceptional circumstances where, a viability assessment shows that it is not feasible to deliver all, or part of the provision on-site and no grant subsidy is likely, will consideration be given to an equivalent financial contribution or the provision of free-serviced land transferred to a Registered Provider. Policy H1 does not promote the provision of developer owned land, off site in lieu of affordable housing.
- 5.2 Where some, but not all the affordable housing requirement is provided on site, an equivalent financial contribution will be sought (see paragraph 5.24).

Public Subsidy

- 5.3 So that high quality, affordable homes can be delivered that meet identified needs, the Council expects developers to cover the cost of the affordable homes so that there is no need for public subsidy (including grants, public loans and public land). The expectation is that policy compliant schemes will be viable without the need for grant or other forms of subsidy.
- 5.4 Where only a proportion of the required number of affordable homes can be secured as part of a viable scheme, a review mechanism will be incorporated in the S106 agreement to ensure that if grant, subsidy or other investment become available at a later date a review of the affordable housing provision can be secured (see Section 8.0) in accordance with a policy compliant scheme.

Design of Affordable Housing

- 5.5 To promote integrated communities, affordable housing should be designed to meet the requirements set out in the Maldon District Design Guide SPD⁸ and be indistinguishable from market housing, in terms of quality of the homes provided, the adequacy of internal living and the location and quality of outdoor amenity space and parking provision.
- 5.6 It is important that all dwellings have adequate living space to ensure that the changing needs of a household can be addressed. Good size properties also mean that the Council and Registered Providers are able to manage their stock easily as they can be allocated to a wider range of households. The size of bedrooms is important, particularly as same sex siblings may be required to share a bedroom until 16 under the new housing welfare reforms.
- 5.7 As a guide, all 2 bed properties should be designed for 4 people. This ensures that 2 bed properties can be let to 2, 3 or 4 person households. All properties with 3 or more bedrooms should include one double and one twin room to maximise the property's

potential use. All one bed properties must be designed for 2 people (i.e. have a double room). Therefore the upper limits of the Nationally Described Space Standard¹³ will be the starting point for discussion. Further guidance is set out in the Council's Housing Strategy¹⁰.

- 5.8 The District has an identified need for older persons housing. In these cases, additional space may be required to accommodate people down-sizing from larger homes and who in future may need space for aids and adaptations. The Maldon Design Guide Appendix A: Older Persons Housing⁸ and the Specialist Needs Housing SPD⁹ expects these proposals to be compliant with Building Regulations and any relevant guidance by Housing our Ageing Population: Panel for Innovation (HAPPI).
- 5.9 All new residential units will be expected to have direct access to an area of private amenity space. The form of amenity space will be dependent on the form of housing and could include a private garden, balcony or ground-level patio with defensible space from any shared amenity areas.
- 5.10 The design and layout of affordable housing will largely be addressed through the Maldon District Design Guide SPD (at www.maldon.gov.uk/mddg)⁸. The location of affordable plots should be clearly identified on submitted plans: Homes should be spread across the site in small groups of no more than 15 to 20 homes to achieve an appropriate mix with market homes, or in self-contained flatted blocks for ease of management. Clustering of affordable homes in this way avoids large concentrations of single tenure dwellings and achieves mixed and sustainable communities.
- 5.11 Dwellings designed to achieve high standards of energy efficiency will be supported. Reference should be made to the Council's Renewable Energy and Low Carbon Technologies SPD (www.maldon.gov.uk/spd)¹⁴.
- 5.12 It may also be appropriate to consider increasing the density of development to enable the delivery of additional affordable housing where this meets exemplary design standards. This will be assessed on a site-by-site basis.
- 5.13 The total number of car parking spaces for affordable homes and/or the management of the car parking arrangements should be negotiated at the pre-application stage and reflect the Vehicle Parking Standards SPD¹⁵. The capital cost of parking provision should be borne by the developer so that the designated parking results in no additional cost to the occupants.

Management

- 5.14 In general, affordable housing should be developed in conjunction with a Registered Provider, approved by Homes England. In exceptional cases, where an alternative provider is involved, they will need to be approved by the Council and will be expected to deliver affordable housing in the same way as a Registered Provider. Evidence of equivalent accountability, funding for the scheme and long-term management and maintenance arrangements will be required.

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- 5.15 A S106 agreement will be used to confirm the approach and to ensure, where appropriate, that the dwellings will remain available in perpetuity for those in housing need. There may be legitimate circumstances where affordable housing can be sold, for example, through right to buy or staircasing out of shared ownership. The provider will be expected to make every reasonable effort to recycle any subsidy for affordable housing in the District.
- 5.16 In setting affordable rents, Registered Providers should be guided by the Local Housing Allowance (LHA) rates for the District, as these rates will limit the amount of Housing Benefit available to households. Registered Providers are expected to use these rates as the upper limit in setting affordable rent levels. See the Council's Tenancy Strategy¹¹ at www.maldon.gov.uk.
- 5.17 The location, size and number of bedrooms, occupancy capacity and the tenure and phasing of affordable housing should be agreed at an early stage with the Council and the Registered Provider who will purchase and manage the affordable housing. So that the affordable housing meets all planning requirements, and the rents, service charges and maintenance are affordable to future residents, as indicated by the SHMA² annual housing costs are affordable if they do not exceed 30% of relevant local income:
- For intermediate affordable housing: based on the gross median local wage of a household in the District; and
 - For affordable rented homes: based on the gross lower quartile LHA household income.
- 5.18 Developers must ensure the affordable dwellings are transferred as completed units at a price agreed with the Registered Provider, reflecting what they can pay for the dwellings without the need for other public subsidy. LDP Policy H1¹ expects that delivery of affordable housing will be based upon the provision of free serviced land plus the cost of construction of the units and a reasonable margin based upon current recognised standards. Developers may seek to obtain a value for affordable homes that is higher than this but in so doing should not use the expectation of these higher values as a minimum threshold.
- 5.19 Appropriate occupancy and management arrangements should be put in place: a nominations agreement must be signed for affordable rented properties with the Registered Provider or other affordable housing provider so that the Council has 100% nomination rights on the first let of all affordable homes in the District, and no less than 95% of any subsequent occupancy nominations.
- 5.20 Where a Registered Provider is unable to offer the Council this proportion of nominations for some types of intermediate housing (as a result of funding agreements for example) this should be agreed with the Council at planning application stage. The agreed nominations provision will then be identified in the S106 agreement.
- 5.21 Applicants are nominated according to housing need, in accordance with that Council's current allocations policy. In some cases, such as for specialist housing, exception sites

or Community-Led housing, the Council may request that nomination rights are granted to another appropriate authority nominated by the Council.

- 5.22 The NPPF³ defines Build to Rent housing as *‘a wider tenure development comprising either flats or houses, but should be on the same site and/or contiguous with the main development. Schemes will usually offer longer tenancy agreements of three years or more, and will typically being professionally managed stock in single ownership and management control’*. This means that a registered provider would not be involved. The Council would welcome discussion with a developer on any such proposals and the long term sustainability of that type of management arrangement. The process for managing affordable private rent units will be set out in a S106 agreement. This would include details of the lettings agreement, the rent levels, split of homes across the development and a management and service agreement.

Delivery of Affordable Housing

- 5.23 The expectation is that no more than 50% of the market housing on the application site should be completed before all affordable housing has been constructed, transferred or leased to the Registered Provider. Where land is being transferred the same approach will be used. This will be set out in the Heads of Terms for the S106 agreement.

Financial Contribution in Lieu of Affordable Housing

- 5.24 A financial contribution will only be acceptable where:
- a) An LDP policy compliant scheme¹ does not generate a whole number. For example, if the percentage requirement generates 3.5 properties, 3 properties should be provided on site and a contribution would be required equivalent to the 0.5; or
 - b) The scheme proposes a small number of properties but exceeds the Policy H1¹ floorspace threshold; or
 - c) To create a better quality development there are justifiable design and housing reasons for affordable housing to be located off-site. For example, if the site size would result in a design and/or type of homes that would not meet the housing requirements identified by the Council; or
 - d) Provision of any affordable homes on site would make a development financially unviable but there is sufficient value from the development to make a financial contribution; or
 - e) The Council agree that the need for affordable homes could be better served through the receipt of financial payment.
- 5.25 The percentage target will be applied to the total number of market dwellings to be provided on the application site, including any increase in market units on the application site resulting from the provision of a financial contribution. Unless the type of affordable housing provided on site indicates otherwise, it should be assumed that this will be for a 2 bedroom, 4 person terraced house: this is the most common type of affordable housing required in the District.
- 5.26 The contribution will be based upon the average benchmark price to a Registered Provider for a home of that size and tenure (at the time of the application). The Council’s

Housing Services will provide this information - these values are monitored at least twice a year.

- 5.27 All contributions will be based upon the formula below:

Developer contribution: $A = B \times C$

A: the affordable dwelling payment

B: the average price for an affordable dwelling (by size and tenure)

C: policy requirement number of units

For example if 0.1 of a two bed property is required, which a Registered Provider is paying £100,000 for, then the financial contribution would be £10,000 = 100,000 x 0.1.

- 5.28 This approach has been used in the District since 2015 and is considered to be consistent with the three tests set out in national legislation relating to the use of planning obligations. The cost is a generally accepted value between Registered Providers and developers because it is directly linked to the cost of providing equivalent affordable homes in the District without including the cost of land which would be a disproportionate level of contribution for schemes which are struggling with viability. The costs are proportionate and can also be easily updated to take account of any changes in market conditions so the approach will remain relevant in the long term.
- 5.29 Where a developer considers that the financial contribution will make a scheme unviable, the Council will expect that evidence is submitted to ensure that the planning application can be considered effectively. This could include a viability assessment.

Payment of Contributions

- 5.30 Timing of delivery is important and the structure of the S106 agreement will reflect this. No less than 50% of the contribution should be paid prior to the commencement of the construction of any housing on the application site. The remaining contribution shall be paid by the date 50% of the market units on the site, or in the phase have been completed. This should be in accordance with a scheme of works to be submitted to the Council for approval. Where a development is being constructed in phases, this will apply to each phase unless it is agreed that the provision of affordable homes can be addressed in subsequent phases. In the case of large financial contributions, it may be possible to negotiate phased payments, particularly where it helps to improve scheme viability.
- 5.31 So that a financial contribution keeps its value and reflects changes in inflation costs arising between the date of planning permission and payment, financial contributions will be adjusted in line with an index of inflation, usually the Royal Institute of Chartered Surveyors (RICS) and Building Cost Information Service (BCIS) indices. This will be set out in a S106 agreement.
- 5.32 The contribution will be ring-fenced and - because affordable housing is not capable of being funded by the Community Infrastructure Levy - if necessary, pooled, to provide or increase the proportion of affordable housing in the District; alter the tenure of

affordable homes to help deliver affordable housing; or, make changes to the existing housing stock to meet an identified housing need; or, adjust tenures to meet the need of the District. In some cases, contributions may be sought to enable the provision of affordable housing - e.g. to provide infrastructure, remediation or re-provision of open space to allow the release of a suitable site for affordable housing where this will be the most cost-effective solution and an additional affordable homes will be provided.

- 5.33 All contributions will be allocated within 10 years of receipt of the funding. This is considered to be a reasonable timescale for the delivery of affordable housing. However, where a more strategic or complex intervention is needed, or resources need to be pooled from several large scale developments, then a longer time period may be sought (up to a maximum of 15 years). If the contribution is not spent at the end of the agreed contribution period, if requested by the payee, it will be returned.

6. EXCEPTION SITES

- 6.1 The NPPF³ defines exception sites as *‘small sites used for affordable housing in perpetuity where sites would not normally be used for housing. Rural exception sites seek to address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. A proportion of market homes may be allowed on the site at the local planning authority’s discretion, for example where essential to enable the delivery of affordable units without grant funding.’*
- 6.2 Entry level exception sites have been introduced by the NPPF³: *‘a site that provides entry level homes suitable for first time buyers (or equivalent for those looking to rent)’*. These should not be larger than one hectare in size or exceed 5% of the size of the existing settlement. Although the LDP is silent on entry level exception sites, the Council consider that the following guidance should apply to all exception sites.
- 6.3 LDP Policy H5¹ sets out the following process all applicants for Rural Exception Sites must use:

Stage 1: Getting Started

- 6.4 The best way to deliver affordable housing in rural areas is by working in partnership with key stakeholders, in particular with local communities. This includes Neighbourhood Forums who should lead on any needs identified in a Neighbourhood Plan. The Council will seek to achieve Exception Sites where the local community has given its support.
- 6.5 Registered Providers are encouraged to share information about potential development opportunities and local housing needs. Advice on housing and planning issues can be provided at pre-application stage.

Stage 2: Local Housing Needs Assessment

- 6.6 Exception sites should only be brought forward if there is a proven unmet local need for affordable housing in the area (see LDP Policy H5¹). For a community to be eligible for an exceptions site, a Housing Needs Assessment will be required. This should identify the level of affordable housing need in the Parish or relevant local area. A key part of the assessment is the Housing Needs Survey. The scope and methodology should be agreed with the Council. The survey should be widely distributed in the parish or local area, be in accordance with recognised guidelines and should address the housing need of each relevant household, including:
- Local connection information (e.g. length of time lived in the parish/area, close family living in the parish/area, employed in the parish/area, grown up in the parish/area);
 - Reasons for housing need;
 - Income and expenditure;

- Tenure appropriate to meet housing needs and aspirations;
- Household size, age and composition;
- Specific housing requirements such as need for adaptations, level access, need for housing related support.

- 6.7 The Council should be contacted for available information about housing need. Information relating to consented residential development schemes in the locality should be assessed, particularly relating to housing mix. The survey results should identify an affordable housing need and the type of that need, and that the need can be delivered through a viable development.
- 6.8 Information about household size and tenure will inform scheme design, dwelling size and tenure mix. Income information in relation to their needs and local housing costs will be assessed against the housing need criteria for the Council's housing register and will help determine whether affordable housing is needed.
- 6.9 The survey results and assessment should be discussed with the Council and the Registered Provider, if known. Only if it is clear from the survey that there are people living in the parish who are in housing need and are unable to compete in the housing market (to buy or rent) because of the level of their income, is an exception site a possibility. The survey will give an indication of the number, type and tenure of affordable homes that are needed by people with a local connection to ensure that the proposal is meeting a genuine housing need and is not providing an over concentration of a particular type of housing in an area of the District. Individual responses will be kept confidential.

Stage 3: Selecting a Registered Provider

- 6.10 It may be useful to select and work with a Registered Provider at an early stage so that guidance can be provided on the feasibility of a possible development. To ensure that the housing is developed and managed appropriately, it is important that the provider is either approved by Homes England or operates in the same way as a Registered Provider (see 5.14 for further details) and is approved by the Council's Housing Service.
- 6.11 Exceptions sites are those which are 'exceptions' to adopted planning policy. Although landowners should expect a fair return for their land the value will not be the same as that generated by a policy compliant development taking into account alternate use as well as existing use value (see Section 8). The Council may refer to other similar developments to provide a benchmark.

Stage 4: Site Selection

- 6.12 Rural exception sites should be small scale, preferably adjacent to the defined settlement boundaries and outside the strategic growth areas. Entry level exception sites should be consistent with national policy³. Applicants should consider a number of potential sites in a locality to ensure that the most sustainable is selected. This is important to justify site selection particularly if the proposed site is detached from a settlement boundary. Previously developed land and conversion of buildings should be considered: the Council's Brownfield Land Register is a good starting point (see www.maldon.gov.uk for more details).

- 6.13 The assessment for each site should include information on:
- Relationship to the built form of the existing settlement;
 - Highway, pedestrian and cycle access and safety;
 - Ability of local infrastructure to accommodate the development;
 - Accessibility to key local shops and services;
 - Environmental constraints: including landscape character, flood risk, heritage assets, ecology assets, agricultural land quality; and
 - Implications of any relevant planning policy

Information is available in the LDP evidence base (see www.maldon.gov.uk/LDP).

- 6.14 Site availability is a key factor: The willingness of the landowner to make a site available for development at the correct time, on acceptable terms and at fair value will be a key factor in determining viability and deliverability.

Stage 5: Identifying Amount and Mix of Housing

- 6.15 Once the preferred site has been selected, detailed proposals will need to be worked out with the Council's Housing Officers and the Registered Provider/enabler. The number, size and tenure mix of dwellings will vary according to the level of local need identified by the Housing Needs Survey, the nature of the site identified and the size of the existing settlement. But, the amount and type of housing proposed should be in keeping with the role, function and sustainability status of that settlement.
- 6.16 National policy³ states that an element of market housing may be appropriate on a rural exception site. The Council consider this should be the minimum needed to cross subsidise a viable affordable housing scheme, without public subsidy, to ensure the focus of the scheme remains affordable housing delivery (and keeping the land value at a level sufficient to allow a Registered Provider to be able to deliver a viable scheme).
- 6.17 All schemes must be deliverable: Viability should be confirmed, (taking account of any planning and financial constraints which exist) this could in the form of a viability assessment (see section 8.0). Where market housing is proposed the evidence will need to show that the proportion of market housing is essential to deliver the agreed amount of affordable housing identified in the Housing Needs Survey.
- 6.18 It is important that a pre-application consultation is undertaken. This provides the Registered Provider and the local community with the opportunity to clarify and confirm local expectations and modify the scheme prior to submitting a planning application.

Stage 6: Submit Planning Application

- 6.19 The Registered Provider will progress the site through the consultation, planning and development process. The design should minimise the impact on the character and appearance of the adjoining townscape and the wider countryside.
- 6.20 All exception sites are subject to a S106 agreement to ensure that the properties (or where there is a market element, the affordable units) will be available for people in housing need and prioritised for those with a local connection to the parish or group of

adjacent parishes, in perpetuity. The draft Heads of Terms should be agreed at planning application stage.

Stage 7: Delivery and Management

- 6.21 Applicants will be required to show that the type of housing and the nominations rights set out in the S106 agreement (see paragraphs 5.14-5.21) meet the needs and requirements of that local community. Amendments may be sought to the nominations rights, including the prioritisation of intended nominees where this does not adequately reflect the outcome of the public consultation. The eligibility requirements should comply with the Housing Act 1996 Part VI – the Allocation of Housing Accommodation.

7. PROCEDURE FOR NEGOTIATING AFFORDABLE HOUSING

- 7.1 Developers are expected to be familiar with the content of the LDP¹ and the guidance contained in this SPD before a planning application is submitted. Therefore all schemes should be policy compliant. To make sure that planning applications requiring affordable housing are dealt with in a consistent and transparent way a clear process will be used.

Pre-application and application negotiations

- 7.2 Developers should discuss their proposals with the Council before submitting a planning application. Pre-application discussions enable developers to positively discuss appropriate provision and justify their approach. This is particularly important in those exceptional circumstances where a scheme is not expected to be policy compliant. Pre-application discussions will highlight the likely impact of development, the amount and type of affordable housing required, and level of other developer contributions likely to be sought. This service is intended to help speed up the development process and avoid unacceptable proposals. Further information on the pre-application and planning application process is available on the Council's website www.maldon.gov.uk

- 7.3 For pre-application discussions to be productive developers need to ensure that as much information as possible is supplied. This should include, where known, information on:

- Total amount of affordable housing proposed;
- Total amount of housing proposed in terms of units and habitable rooms;
- Amount of affordable rented and intermediate housing proposed;
- Number of bedrooms, floor areas and number of people able to occupy affordable rented and intermediate housing units;
- For each tenure, the numbers of dwellings of different sizes (i.e. number of bedrooms);
- The weekly cost to the occupier of the proposed affordable units including realistic and affordable service charges;
- Details of the affordability and tenure of the intermediate homes and how these will provide for a range of income groups;
- Assumptions on cost of transfer to a Registered Provider;
- Phasing of delivery and the mechanism for handover of affordable homes;
- Nomination rights;
- Mechanisms for ensuring adequate management of the properties.

This information will form the basis of the draft Heads of Terms.

- 7.4 If pre-application discussions are not sought, affordable housing requirements will be identified when a planning application is submitted. To reflect current Government thinking the Council will expect all relevant applications to submit draft Heads of Terms containing the information identified in paragraph 7.3 and proof of title. The applicants'

solicitor's details should also be provided. Applications that do not include this information will not be validated.

- 7.5 At outline planning application stage it may not be clear how many dwellings are proposed, and potentially this number could change at reserved matters stage. Where the housing mix has not been determined in an outline planning application, the Council will append a planning condition which stipulates that the details of the housing mix are submitted as part of the Reserved Matters application and should be in accordance with the SHMA².
- 7.6 CIL will only be applied to market housing.

Section 106 agreements

- 7.7 Provision of affordable housing will be secured by Section 106 (S106) agreement. This is a deed entered into by the Council and the landowner and/or applicant which outlines the details of a planning obligation, such as affordable housing. It is made under the provisions of Section 106 of the Town and Country Planning Act 1990.
- 7.8 S106 agreements run with the land so will bind successive owners. It is recorded as a land charge. If the applicant does not own the land the landowner and any third parties of the mortgage will need to be party to the agreement. A S106 agreement may contain a number of planning obligations depending on the complexity and scale of the development and what would be necessary in order to grant planning permission.
- 7.9 It is advisable to involve a solicitor because the deed and its undertakings can restrict the use of the property or land in the future. Alternatively, some applicants may choose to use their agent or planning consultant. However a solicitor will be required to confirm title to the land concerned.
- 7.10 The length of time taken to complete a S106 agreement will vary. However, to ensure the S106 agreement process is efficient, draft Heads of Terms should be submitted with the planning application to enable the Council to finalise the agreement as soon as possible after the planning permission has been granted (subject to a S106 agreement) by Planning Committee. But this will depend on the agreement being substantially completed (and where necessary that Committee is aware of its substantive contents) and being capable of being signed by all parties soon after the decision is made. A completed S106 agreement must be agreed and in place before planning permission can be granted.
- 7.11 The Council uses a standard S106 template, with standard clauses for affordable housing. S106 agreements can be lengthy and complex: An executive summary should be provided which sets out details of the development, *'what is to be provided by each planning obligation, including any affordable housing to be provided and any trigger points for contributions'* (Viability PPG, 023). Triggers will be used to enable delivery of affordable housing or a financial contribution. Appropriate clauses will be included to secure interest for late payment from the relevant trigger point in the agreement. In exceptional cases, the original Registered Provider may be unable to fulfil their agreement to deliver the housing. To prevent the housing being lost from the affordable

stock a standard clause will be used to require the developer to secure a second Provider.

- 7.12 Legal agreements should incorporate mortgagee in possession clauses appropriately, to protect the lender's investment. Where a Registered Provider fails to repay a mortgage and the lender takes possession of the property(s), the lender can then sell the homes as market housing.
- 7.13 The developer will be expected to pay the Council's legal costs for the preparation of a S106 agreement and any deed of variation.

Re-negotiation of a S106 Agreement

- 7.14 The Council will work with developers to find solutions in cases where the viability of the scheme has been proven to have substantially changed and there is difficulty in meeting the affordable housing trigger set out in a S106 agreement or complying with other terms in the deed. Such circumstances could include: where the development is proposed on unallocated sites of a wholly different type to those used in the Whole Plan Viability Assessment¹⁶; *'where further information on infrastructure or site costs is required; where particular types of development are proposed which may significantly vary from the standard models of development for sale; or where a recession or similar significant economic changes have occurred since the LDP was approved'* (Viability PPG, 007). An option to improve viability could be through agreeing provision at a later stage of the development, or agreeing payments by instalments. In these cases the guidance in Section 8.0 will apply.
- 7.15 A S106 agreement can be re-negotiated at any point, where both the Council and the developer/landowner wish to do so. If there is no agreement to voluntarily re-negotiate, and the S106 agreement predates April 2010 or is over 5 years old, an application will be required to change the obligation where *'it no longer serves a useful purpose'* or would *'continue to serve a useful purpose in a modified way'* (Planning Obligations PPG, 2016, 009). Guidance concerning applications received before the end of April 2016 still applies and can be found at www.gov.uk
- 7.16 Where a S106 agreement is amended a Deed of Variation will be required to ensure any relevant changes to the planning obligation are captured. The Council will not adjust the affordable housing provision downwards through the use of a Deed of Variation but will consider varying the tenure of the affordable housing (without reducing the number of units) in this way if it is agreed that viability will be improved.
- 7.17 Affordable housing is required to make a scheme policy compliant. Therefore, in those exceptional cases where it is agreed by all parties that a reduction in the level of affordable housing is required, a new or modified planning permission will be required.

Administration and Enforcement

- 7.18 The developer will be liable for the Council and the Registered Provider's legal costs and for drafting, negotiating and signing any S106 agreement and variation agreements.
- 7.19 Monitoring of obligations will be undertaken by the Council's S106 Monitoring Officer. This will ensure all obligations are secured at the right time and are delivered within the right timeframe by the Council, the developer and the Registered Provider.
- 7.20 If a S106 agreement is not being complied with, the Council will enforce obligations through the relevant legal channels once all other reasonable approaches have been exhausted. In such cases, the Council will seek to retrieve its legal costs against the party that is in breach of its obligations. The Council also has the power to enter land and carry out any works that are required and, if necessary, recover costs from the developer or landowner.
- 7.21 A regular S106 Monitoring Report to the Council's Overview and Scrutiny Committee will provide transparency: this will identify affordable housing/financial contributions negotiated and affordable housing delivered in the previous financial year, as well as those planned for the coming year. Progress with S106 agreements and expenditure in general will be reported annually in the Council's Infrastructure Funding Statement to be submitted to Government and in the Maldon District Authority Monitoring Report.

8. VIABILITY ASSESSMENTS

- 8.1. A viability assessment is an appraisal of the economics of a development. It can be used to determine what level of affordable housing an applicant could provide that would not prevent the delivery of a development.
- 8.2. It is essential that developers and agents manage the expectations of landowners. It is not acceptable for land values to be based on the price paid for land, an aspirational sum sought by a landowner, assumptions of low affordable housing delivery, excessive densities, or predicted value growth as these will lead to inflated site values. This undermines the implementation of the LDP and the ability of the Council to deliver affordable housing.
- 8.3. A viability assessment includes calculating the uplift in land value arising as a result of planning permission being granted for a proposed development. The Viability PPG (013) states that *'to define land value for a viability assessment, a benchmark land value should be calculated on the basis of the existing use value (EUV) of the land, plus a premium for the land owner. The premium for the landowner should reflect the minimum return at which a reasonable landowner would be willing to sell their land.'* This is also known as Existing Use Value Plus (EUV+). If the residual land value is below the benchmark land value for the site, the applicant should provide evidence to justify the uplift to existing and alternative use values.
- 8.4. Therefore, a viability assessment should be based on the benchmark land value for a policy compliant scheme, which should allow for the landowners premium, abnormal costs and be informed by current market evidence.
- 8.5. The Viability PPG (014) states that the benchmark land value should *'be informed by market evidence including current uses, costs and values'*. It adds that *'this evidence should be based on developments which are compliant with policies, including for affordable housing... This is so that historic benchmark land values of non-policy compliant developments are not used to inflate values over time.'* RICS adds that *'if market value is based on comparable evidence without proper adjustment to reflect policy compliant planning obligations, this introduces a circularity, which encourages developers to overpay for site and try to recover some or all of this overpayment via reductions in planning obligations'* (Financial Viability in Planning, 2012¹⁷). A market value approach will therefore not be accepted.
- 8.6. The Viability PPG (014) states that *'the cost implications of all relevant policy requirements including planning obligations, and where relevant, any Community Infrastructure Levy (CIL) charge should be taken into account.'* Affordable housing should be identified as a development cost because it will influence the level of uplift in land value once planning permission is granted. The Council agrees that benchmark land values that are not based on appropriate evidence do not necessarily deliver the

maximum amount of affordable housing. The Council will work with developers to agree a model which does deliver the maximum affordable housing, taking into account all other aspects of the development.

- 8.7. As such, the Council's default position is that all qualifying development should comply with LDP Policy H1¹. As the affordable housing requirements are set out in the approved LDP the Council considers that the cost of providing affordable housing, at the policy compliant level, should be factored into any land valuation prior to an offer for the land being made. The Viability PPG (014) reinforces this *'under no circumstances will the price paid for land be relevant justification for failing to accord with relevant policies in the plan. Local authorities can request data on the price paid for land (or the price expected to be paid through an option agreement).'* This approach avoids:
- 8.8. Unrealistic land value demands and the developer having to re-negotiate the land value with the landowner at a later date;
- Having to negotiate a lower than policy level of affordable housing; and
 - The risk of an application being refused.
- 8.9. But, there will be circumstances where viability is a genuine concern and needs further consideration. A viability assessment will help the Council determine whether the proposed level of affordable housing (and other developer contributions) is the maximum that can be reasonably delivered, or whether there is scope for further contributions to be made as part of a viable scheme. The Council will use the process overleaf to assess viability. A standard toolkit may also be introduced to allow comparison of sites.
- 8.10. To ensure the planning application process is open and transparent the Viability PPG (021) requires that any *'viability assessment should be prepared on the basis that it will be made publicly available other than in exceptional circumstances. Even in those circumstances an executive summary should be made available'*. This is consistent with the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 that all information should be publicly accessible. These are qualified by a public interest test and recent tribunal decisions (e.g. Royal Borough of Greenwich vs ICO & Shane Brownie EA/2014/0122; RB and Clyne vs ICO & Lambeth EA/2016/0012): demonstrating that the public interest in keeping confidentiality rarely outweighs the public interest in disclosing information. As a result, the majority of information submitted as part of, and in support of a viability assessment, including any review or assessment of the appraisal undertaken for the Council, will be published for comment.
- 8.11. National legislation allows for limited exceptions, *such as information relating to ongoing negotiations over land purchase, information relating to compensation that may be due to individuals* (Viability PPG, 021). Developers will be required to demonstrate why disclosure of specific information would cause an 'adverse effect' and harm to the public interest. The Council will assess all exceptions against the adverse effect and public interest tests set out in national legislation. If these exceptional circumstances are likely to arise, these should be identified at pre-application stage.

Pre-Application Stage

- 8.12. At this stage, the level of detail required in a viability assessment will depend on the scale of the proposal and how much detail it contains. But if there are likely to be policy compliance issues, it is recommended that detailed viability information is provided to give the Council the opportunity to provide applicants with relevant advice. Failure to provide an assessment which has been prepared in accordance with this SPD will limit the advice the Council are able to provide, and may slow the planning process once an application is submitted.

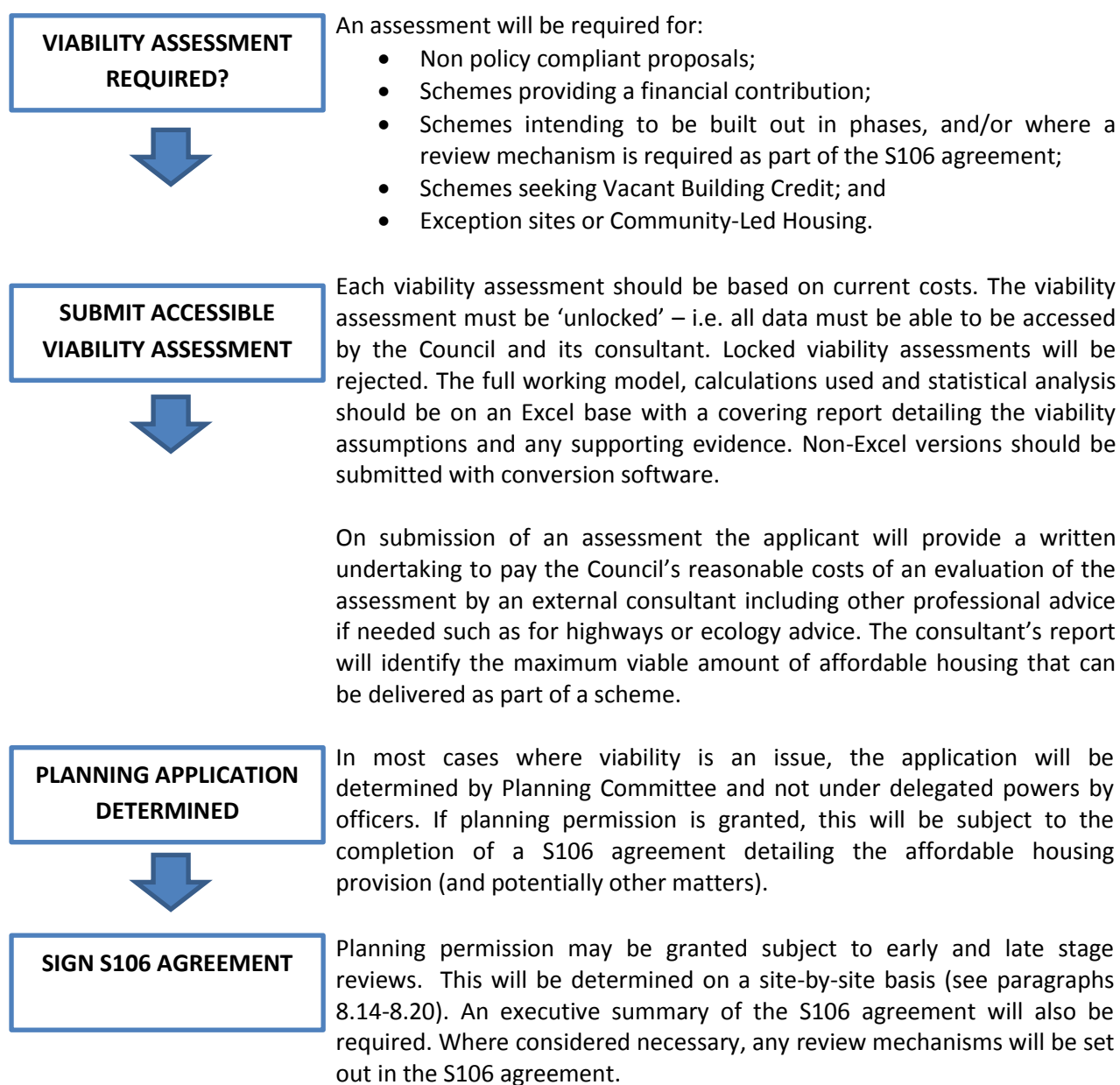


Figure 2: Viability Assessment Process

Policy Compliant Scheme

- 8.13 The Viability PPG (007) states that *‘where up to date policies have set out contributions expected from development, planning applications that comply with them should be assumed to be viable.’* However, the Council may request that the developer demonstrates how the affordable housing will be delivered as part of a viable scheme. Should the applicant then seek to change the affordable housing provision because of viability, this information will be used as a benchmark for any negotiations. In these cases, applicants should first engage with the Council to see if the original affordable housing can be achieved with grant.

Varying planning conditions

- 8.14 Where an application is made to vary a planning condition that will have an adverse impact on the provision of affordable housing, a viability assessment may be sought as evidence to support the planning application. This includes:
- To increase or decrease the number of residential units in a scheme; and/or
 - To vary the tenure mix, or there is a change of use of units to residential; and/or
 - To change the use of any non-residential units; and /or
 - To change the development, that in the opinion of the Council could alter the viability position. Any application to amend or vary a planning condition might also require a Deed of Variation to the original planning permission to ensure that the originally agreed terms are applicable to the new permission.

Review Mechanism

- 8.15 Development values within a viability assessment should be based on current values at the time the planning application is submitted. But, there is normally a time lag between granting planning permission and building out the development. Planning permissions allow three years within which to start construction and the development period can lead to further delays. During this time, significant changes can occur to viability.
- 8.16 There may also be circumstances where the Council acknowledges that at the point an application is being assessed a policy compliant scheme is not possible, but the position could change due to reductions in costs, increases in values and reduced risk. Any improvements in viability over the development period should benefit the community as well as the developer.
- 8.17 The Viability PPG (009) states that *‘Plans should set out the circumstances where review mechanisms may be appropriate, as well as clear process and terms of engagement regarding how and when viability will be reassessed over the lifetime of the development to ensure policy compliance and optimal public benefits through economic cycles’.* However, the Council may request that review mechanisms be used in the following cases:
- For an approved scheme with a policy non-compliant affordable housing offer: the S106 agreement will provide for a re-appraisal of viability based on time or unit number triggers;
 - For phased, larger scale developments: it may be that the total affordable housing requirement cannot be secured at the planning application stage but there may be

an opportunity later, usually as a result of increased sales values in relation to construction costs, or positive changes in market conditions, that allows a positive re-assessment that demonstrates additional viability. This would allow funding for additional affordable housing to be secured, whilst maintaining the viability of the overall development;

- For developments that have abnormal costs, such as site remediation or infrastructure, where funding becomes available to reduce these costs.

8.18 Should a review mechanism be considered appropriate, the Council will expect:

- Full disclosure of all relevant information. All development expenditure should be reasonably and properly attributed to the development;
- Inputs to the assessment to be in line with this SPD;
- Where there is a non-standard transaction, the figure to be included in the assessment; and
- Re-assessment to be the open market value of the market dwelling(s) as at the date of the transaction.

8.19 The timing of a review will be determined on a site-by-site basis to reflect the number of homes being developed and the development timetable. But all reviews must take place before the sale of the whole development to ensure that the review and any additional contribution arising from this are enforceable. The Council's review mechanism process is set out overleaf.

Terms of review mechanisms

8.20 Where review mechanisms are used the S106 agreement will:

- Identify the point(s) at which the review(s) should take place;
- Establish a threshold level of viability at which additional affordable housing and/or developer contributions will be required based on the target profit agreed at the application stage and the developer's cash flow over the development timetable;
- Establish that the review will assess changes to costs, values and reasonableness of margins;
- Be based on the current 'actual' data from the development – the price paid or rental value for the completed unit benchmarked against similar schemes. This will depend on the timing and specifics of the review;
- Establish a cap for additional provision as that for a policy compliant scheme;
- Identify whether the affordable housing provision will be sought on-site or as a financial contribution;
- Make provision for the full costs of the Council of negotiating, undertaking and assessing a viability review which should be borne by the applicant.

8.21 The Council will use this approach at each review stage until the later review. If a late review is required (when 75% of units have been completed) a financial contribution will be sought to deliver the additional affordable housing. The viability assessment undertaken to inform any previous reviews should inform any subsequent assessments. See Appendix 5 for formulas used to secure affordable housing.

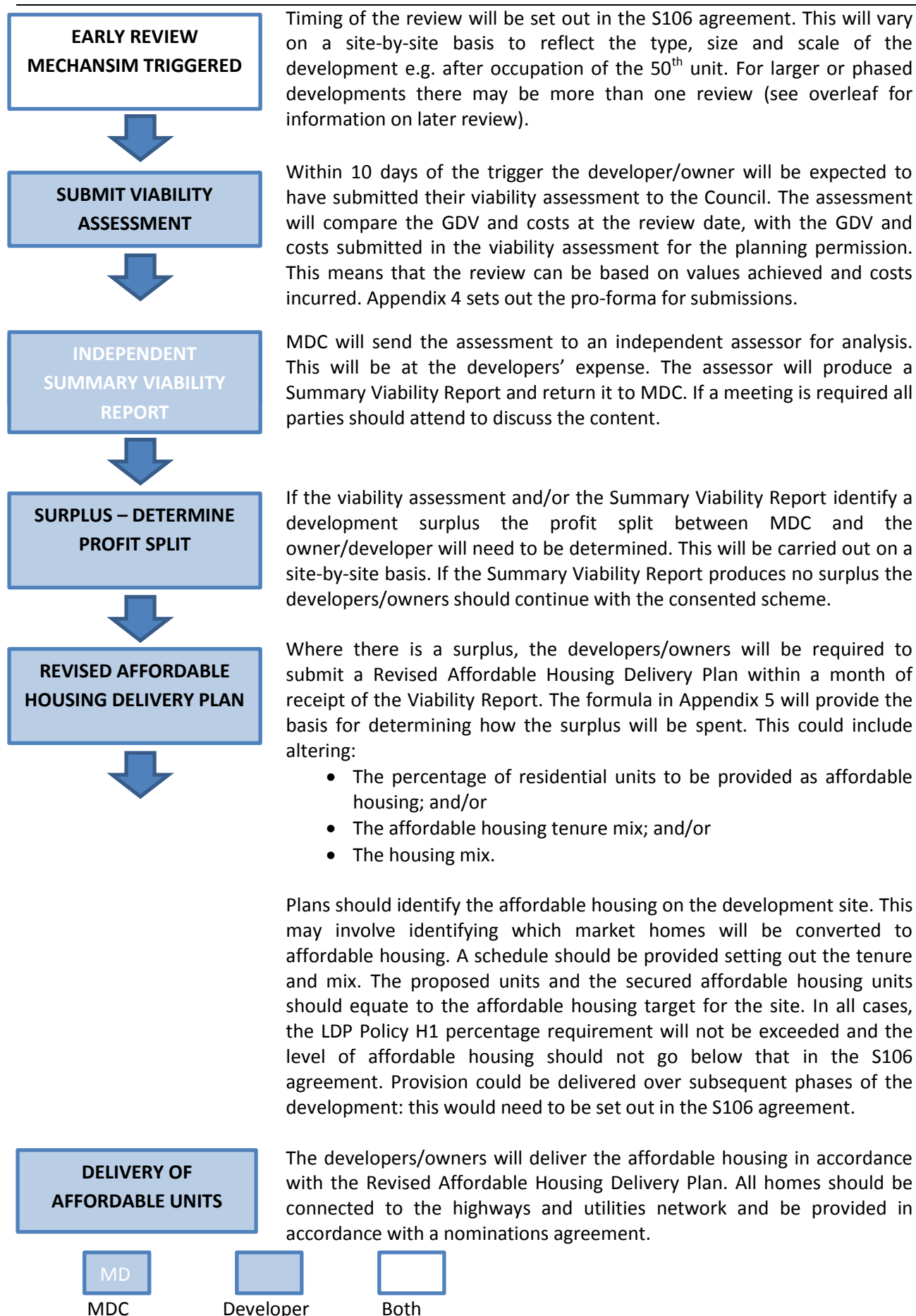


Figure 3: Review Mechanism process

9. MONITORING AND REVIEW

- 9.1 The delivery of affordable housing through new development will be monitored annually in the Council's Infrastructure Funding Statement and also in the Maldon District Authority Monitoring Report. It will enable the Council to identify and monitor the number of developments that meet identified standards across the District.
- 9.2 A review of this SPD will be considered if:
- The AMR identifies that Policies H1, H2 and H5 are not effective in delivering the identified level of affordable housing;
 - There are significant changes to the Local Development Plan's evidence base that indicate the LDP is unable to deliver the identified level of affordable housing;
 - There is a significant change in national planning guidance; or
 - The SPD is insufficiently effective in enabling affordable housing.

Glossary

Abandoned Building		Where the lawful planning use of the building has been abandoned for a continuous period of five years.
Affordable Housing		<p>Affordable housing: housing for sale or rent, for those whose needs are not met by the market (including housing that provides a subsidised route to home ownership and/or is for essential local workers); and which complies with one or more of the following definitions:</p> <p>a) Affordable housing for rent: meets all of the following conditions: (a) the rent is set in accordance with the Government's rent policy for Social Rent or Affordable Rent, or is at least 20% below local market rents (including service charges where applicable); (b) the landlord is a registered provider, except where it is included as part of a Build to Rent scheme (in which case the landlord need not be a registered provider); and (c) it includes provisions to remain at an affordable price for future eligible households, or for the subsidy to be recycled for alternative affordable housing provision. For Build to Rent schemes affordable housing for rent is expected to be the normal form of affordable housing provision (and, in this context, is known as Affordable Private Rent).</p> <p>b) Starter homes: is as specified in Sections 2 and 3 of the Housing and Planning Act 2016 and any secondary legislation made under these sections. The definition of a starter home should reflect the meaning set out in statute and any such secondary legislation at the time of plan-preparation or decision-making. Where secondary legislation has the effect of limiting a household's eligibility to purchase a starter home to those with a particular maximum level of household income, those restrictions should be used.</p> <p>c) Discounted market sales housing: is that sold at a discount of at least 20% below local market value. Eligibility is determined with regard to local incomes and local house prices. Provisions should be in place to ensure housing remains at a discount for future eligible households.</p> <p>d) Other affordable routes to home ownership: is housing provided for sale that provides a route to ownership for those who could not achieve home ownership through the market. It includes shared ownership, relevant equity loans, other low cost homes for sale (at a price equivalent to at least 20% below local market value) and rent to buy (which includes a period of intermediate rent). Where public grant funding is provided, there should be provisions for the homes to remain at an affordable price for future eligible households, or for any receipts to be recycled for alternative affordable housing provision, or refunded to Government or the relevant authority specified in the funding agreement.</p>
Alternative Use Value	AUV	The comparison of the proposed use to the value of a permissible or feasible alternative use.
Authority Monitoring Report	AMR	A mechanism for assessing performance of policies contained within the Local Development Plan.
Benchmark Land Value	BLV	The value below which a reasonable land owner is unlikely to release a site for redevelopment.
Build to Rent		Purpose built housing that is typically 100% rented out. It can form part of a wider multi-tenure development scheme comprising either flats or houses, but should be on the same site and/or contiguous with the main development. Schemes will usually offer longer tenancy agreements of three years or more, and will typically be professionally managed stock in single ownership and management control.
Co-housing		Intentional, self-managed community, made up of single private dwellings and additional shared communal facilities such as a common house with a community kitchen and dining room. Cohousing communities can be mixed tenure.

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Community Infrastructure Levy	CIL	A levy allowing local authorities to raise funds from owners or developers of land undertaking new building projects in their area.
Community Land Trust	CLT	Independent local organisations established to tackle housing market issues and create permanently affordable intermediate housing for purchase and for rent. CLTs sometimes own other facilities on behalf of the community.
Community-Led Housing		Development of affordable homes led by local community groups. Can take a number of forms and routes, such as self-build, Community Land Trusts or exception sites. Development must be in addition to developments allocated by the Local Plan.
Community Right to Bid		Community groups can nominate both privately and publicly owned assets to be included on a list of assets of community value. This list is managed by the council. If a landowner wants to sell a registered property, they must tell the council. If a community group wants to buy the asset, they can trigger a 6 month moratorium to give them a chance to prepare a bid for it. During this period, the owner cannot sell their property on the open market. This gives community groups an opportunity to develop a proposal and raise the required capital. At the end of the 6-months, the owner is free to sell the asset to whoever they wish and at any price. Also known as Assets of Community Value.
Community Right to Build		An Order made by the local planning authority (under the Town and Country Planning Act 1990) that grants planning permission for a site-specific development proposal or classes of development.
Cooperative housing		A housing organisation where tenants democratically control and manage their homes.
Developer contributions		Developer contributions, also known as planning obligations, can be secured via a Section 106 legal agreement or planning condition attached to a planning permission. They help mitigate any adverse impacts generated by new development on infrastructure and facilities.
Developer profit		A factor of gross development cost or gross development value and is the price at which a reasonable landowner would be willing to sell their land for the development.
Entry Level Exception Site		A site that provides entry level homes suitable for first time buyers (or equivalent for those looking to rent)
Existing Use Value Plus Premium	EUV+	The current use value of a site plus an appropriate site premium added to provide the landowner with an additional incentive to release the site.
Greenfield sites		Land that has not previously been developed.
Gross Development Value	GDV	All values that contribute to the overall value of a scheme.
Gross Internal Area	GIA	The area of a building measured to the internal face of the perimeter walls at each floor level.
Habitats Regulations Assessment	HRA	A Local Plan evidence base document that tests the impacts of a Local Plan or development proposal on nature conservation sites of European importance and is a requirement under EU legislation.
Local Development Plan	LDP	The plan for the future development of the local area, drawn up by the Local Planning Authority in consultation with the community. This is described as a Development Plan Documents adopted under the Planning and Compulsory Purchase Act 2004.
Local Housing Allowance	LHA	Welfare payment for those on low incomes or reliant on benefits to meet the cost of housing.
Major Development		A proposal of 10 or more dwellings or a site area of 0.5 hectares or more, or non residential development is for 1,000 square metres or more of floorspace, or has a site area of 1 hectare or more.
National Planning Policy Framework	NPPF	Sets out the Governments planning policies for England and how these are expected to be applied.
Planning Practice Guidance	PPG	A web-based resource provides more detailed guidance on the contents of the NPPF.

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Neighbourhood Plan		Formally introduced under the Localism Act 2011, a neighbourhood plan is prepared by a parish council or neighbourhood forum for a designated neighbourhood area. In law this is described as a neighbourhood development plan in the Planning and Compulsory Purchase Act 2004.
Previously Developed Land	PDL	Land which is or was occupied by a permanent structure, including the curtilage of the developed land (although it should not be assumed that the whole of the curtilage should be developed) and any associated fixed surface infrastructure. This excludes: land that is or has been occupied by agricultural or forestry buildings; land that has been developed for minerals extraction or waste disposal by landfill, where provision for restoration has been made through development management procedures; land in built-up areas such as private residential gardens, parks, recreation grounds and allotments; and land that was previously-developed but where the remains of the permanent structure or fixed surface structure have blended into the landscape in the process of time.
Public Subsidy		Grant, public loans and public land.
RAMSAR Site		Wetlands of international importance designated under the 1971 Ramsar Convention.
Registered Provider	RP	Technical name for a body registered with Homes England so are approved to deliver affordable to deliver affordable housing in England. Most Housing Associations are RPs.
Residual Land Value	RLV	A method used to determine the value and potential profitability of land or property based on gross development value minus any expenses related to the development of the land.
Review Mechanism		Clause(s) in a S106 agreement designed to trigger changes in development values and build costs within a viability assessment as a result of development starting.
Rural Exception Site		Small sites used for affordable housing in perpetuity where sites would not normally be used for housing. Rural exception sites seek to address the needs of the local community by accommodating households who are either current residents or have an existing family or employment connection. A proportion of market homes may be allowed at the local authority's discretion, for example where essential to enable the delivery of affordable units without grant subsidy.
Section 106 Agreement	S106	A legal agreement entered into by the Council and the developer or applicant and Registered Provider which outlines the details of a planning obligation(s), such as affordable housing required to make an application acceptable in planning terms.
Self-help housing		Involves groups of local people bringing empty properties back into residential use. Use varies from long term tenancies to short life housing to meet immediate needs such as move on accommodation and supported housing.
Special Area of Conservation	SAC	Areas defined by regulation 3 of the Conservation of Habitats and Species Regulations 2017 which have been given special protection as important conservation sites.
Special Protection Area	SPA	Areas classified under regulation 15 of the Conservation of Habitats and Species Regulations 2017 which have been identified as being of international importance for the breeding, feeding, wintering or the migration of rare and vulnerable species of birds.
Strategic Environmental Assessment	SEA	A procedure (set out in the Environmental Assessment of Plans and Programmes Regulations 2004) which requires the formal environmental assessment of certain plans and programmes which are likely to have significant effects on the environment.
Strategic Housing Market Assessment	SHMA	Assessment of the Council's housing requirements based upon the local housing market, which studies the supply and demand of housing, housing and planning policies, the need for affordable housing and the affordability of the local housing market.

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Supplementary Planning Document	SPD	Documents which add further detail to the policies in the development plan. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan.
Vacant Building Credit	VBC	Allows the floorspace of existing buildings that are to be redeveloped to be offset against the calculations for section 106 affordable housing requirements (whether financial contribution or provision).
Viability assessment		An assessment of all development costs including central and local government policy requirements, regulatory costs and the cost and availability of finance, to determine whether a scheme provides a competitive return to the developer and generates a land value sufficient to persuade the landowner to sell for the development proposed.
Whole Plan Viability Study		Identifies the costs that the Local Development Plan policies will impose on development, and considers what impact those costs will have on financial viability of a development scheme.

APPENDIX 1: REFERENCES

Reference Number	Document	Author	Publication Date
1	Maldon District Local Development Plan	Maldon District Council	July 2017
2	Maldon District Strategic Housing Market Assessment Update	DCA	2014
3	National Planning Policy Framework	MHCLG	July 2018
4	Maldon Affordable Housing Guide	MDC	December 2005
5	Strategic Environmental Assessment Screening Report	MDC	2017
6	Equalities Impact Assessment	MDC	2017
7	Planning Practice Guidance	MDCLG	
8	Maldon District Design Guide SPD	MDC	December 2017
9	Maldon District Specialist Needs Housing SPD	MDC	September 2018
10	Maldon District Draft Housing Strategy	MDC	2017
11	Maldon District Tenancy Strategy	MDC	2017
12	RICS Property Measurement	RICS	2015
13	Technical housing standards – nationally described space standard	DCLG	2015
14	Maldon District Renewable and Low Carbon Technology SPD	MDC	2018
15	Maldon District Vehicle Parking Standards SPD	MDC	September 2018
16	Local Plan and Community Infrastructure Levy Viability Study	HDH Planning and Development Ltd	August 2013
17	Financial Viability in Planning	RICS	2012

APPENDIX 2: KEY LOCAL DEVELOPMENT PLAN POLICIES

Policy H1: Affordable Housing

All housing developments of more than 10 units or 1,000 sqm will be expected to contribute towards affordable housing provision to meet the identified need in the locality and address the Council's strategic objectives on affordable housing.

The affordable housing requirements for each sub-area in the District are as follows:

Sub-area requirements	
North Heybridge Garden Suburb:	
North of Heybridge - S2(d)	30%
North of Holloway Road - S2(e)	40%
West of Broad Street Green Road - S2(f)	40%
South Maldon Garden Suburb	30%
Strategic Allocations at Maldon, Heybridge and Burnham-on-Crouch	40%
All other developments:	
Northern Rural, Maldon Central and South and Rural South*	40%
Maldon North and Rural South East Higher	30%
Rural South East Lower	25%

*As indicated in FIGURE 1 of this SPD

Any relaxation of the above requirements will only be considered where the Council is satisfied, on a site by site basis, that such requirement will render any development proposals unviable.

Affordable housing should be provided on-site, either through free serviced land provided to a registered provider or constructed affordable dwellings to be sold to a registered provider upon completion to provide the number, size, type and tenure of affordable homes required by the Council's policies having regard to the SHMA, the Council's adopted Affordable Housing Guide, and the Council's Housing Strategy.

In exceptional circumstances the Council may consider accepting financial contribution from the developer where it is justified that affordable housing cannot be delivered on-site, or that the District's need for affordable housing can be better satisfied through this route. Commuted sums will also be charged for an incomplete number of affordable units provided on site.

The development of any affordable housing and the calculation of any financial contributions should be in conformity with the details set out in the Maldon District Strategic Housing SPD.

Policy H2: Housing Mix

All developments will be expected to provide a suitable mix and range of housing in terms of size, type and tenure to reflect local housing need and demand in both the market and affordable sector, particularly the need for an ageing population.

Wherever possible affordable housing should be located in a way that ensures the homes are integrated with the rest of the development; in most cases this will mean in clusters of no more than 15 to 25 homes in one part of a development. The design and appearance of affordable housing should also be indistinguishable from those built for the open market, meet standards detailed in the Maldon District Strategic Housing SPD, and be of a tenure recognised by the National Planning Policy Framework.

Where appropriate, the Council will work with developers, registered providers, landowners and relevant individuals (or groups of individuals) to address identified local need for Self Build housing. Any relaxation of the above requirements will only be considered where the Council is satisfied, on a site by site basis, that such requirements will render any development proposals unviable.

Policy H5: Rural Exception Schemes

Outside of the defined settlement boundaries and strategic growth areas, land which may not otherwise be considered appropriate for residential development may be released for a Rural Exception Scheme for affordable housing development where there is an identified need within that parish or community for affordable housing.

Any Rural Exception Scheme must adhere to the following process:

- 1) Engagement with local community and the undertaking of a local needs assessment in accordance with recognised guidelines; and then
- 2) Selection and appointment of a suitable Registered Provider of affordable housing in association with the Council; and then
- 3) Agreement with the Council on the quantum and composition of development most suitable to the locality based on an identified need, site availability, and an 'open book' viability assessment; and then
- 4) Identification of a number of potential sites in the locality and selection of the most sustainable site, taking into consideration site availability, condition and capacity of existing infrastructure servicing the proposed scheme.

The Council will normally expect Rural Exception Schemes to provide 100% affordable housing for local needs. Any other types of tenure, for example market housing, will only be considered where it can be demonstrated, through a viability assessment, that this is essential to facilitate the affordable housing scheme to meet the identified local need.

APPENDIX 3: AFFORDABLE HOUSING DWELLING MIX

The following example mixes are set out to reflect the sub-area requirements in Policy H1.

Sub Area Requirement of 40%

Example of 100 homes: 40 affordable of which:

- 30% general needs 1bed: – one third low cost home ownership = 12 1 bed homes (8 for rent and 4 low cost home ownership)
- 10% 1 bed bungalows for rent = 4 1 bed bungalows
- 10% 2 bed bungalows for rent = 4 2 bed bungalows
- 40% 2 bed general needs housing – 80% for rent = 16 2 bed homes (13 for rent and 3 low cost home ownership)
- 10% 3 bed+ - at least 50% for rent = 4 3 bed homes, at least 2 for rent

Sub Area Requirement of 30%

Example of 100 homes: 30 affordable of which

- 30% 1 bed – one third low cost home ownership = 9 1 bed homes (6 for rent and 3 low cost home ownership)
- 10% 1 bed bungalows for rent = 3 1 bed bungalows
- 10% 2 bed bungalows for rent = 3 2 bed bungalows
- 40% 2 bed = 12 2bed homes (10 for rent and 2 low cost home ownership)
- 10% 3 bed+ = 3 3 bed+ homes, at least two for rent.

Sub Area Requirement of 25%

Example of 100 homes: 25 affordable of which:

- 30% 1 bed – one third low cost home ownership = 7.5 1 bed (5 for rent, 2 low cost home ownership) contribution for 0.5
- 10% 1 bed bungalows for rent = 2.5 1 bed bungalows – 2 for rent, contribution for 0.5
- 10% 2 bed bungalows for rent = 2.5 2 bed bungalows – 2 for rent, contribution for 0.5
- 40% 2 bed = 10 2 bed homes (8 for rent and 2 low cost home ownership)
- 10% 3 bed+ = 2.5 3 bed+ - 2 for rent and contribution for 0.5

Financial contribution required for two units (0.5 x 2) alternately two additional bungalows.

APPENDIX 4: SUMMARY PRO-FORMA WORKSHEET

When a developer is preparing evidence to inform a review of affordable housing the Summary Pro-Forma should be based on the following:

Development Revenue	Costs (£)
Actual Market Revenue	
Forecast Market Revenue	
Actual Affordable Revenue	
Forecast Affordable Revenue	
Actual Commercial Revenue	
Forecast Commercial Revenue	
Grant	
Actual and Forecast Other Revenue or Receipts	
TOTAL REVENUES	
Development Costs (split between market housing, affordable housing and commercial)	
Actual Build Costs	
Forecast Build Costs	
Actual Infrastructure, Abnormals and S106 works	
Actual s106 contributions	
Forecast s106 contributions	
Affordable housing transfer fees	
[Incentives]	
Professional Fees	
Finance Costs	
Marketing Fees	
TOTAL COSTS	
Market housing Developer Profit on market housing development costs	
Affordable housing developer profit on affordable housing development costs	
Commercial development developer profit on commercial development costs	
Land cost	
SDLT	
Land agent and Legal fees	
TOTAL COSTS	

For the purposes of the proforma only the following definitions should be used:

- **Actual market revenues:** actual revenues based on land registry data [except shared equity (developer cash income only to be used)]
- **Forecast Market Revenues:** based on the last 6 months of Land Registry evidence to have regard to prevailing property market
- **Actual Affordable Revenues:** actual received affordable sales.
- **Forecast Affordable Revenue:** based on affordable sales from preceding phase
- **Actual Commercial Revenue:** actual achieved sales or appropriate evidence
- **Forecast Commercial Revenue:** based on appropriate evidence or preceding phase
- **Grant:** any additional third party funding for any aspect of the development unless it has been taken into account in order to determine the affordable housing revenue and the market housing revenue or other revenue or receipts
- **Actual and Forecast Other Revenue or Receipts:** any revenues received by the developer other than Affordable Housing Revenue, market revenue, and commercial revenue
- **Actual Build Costs:** build costs incurred or to be incurred, where known, of completed property, completed works, and contract prices of works underway or for which contracts have been let. Includes all contractor costs on open book basis
- **Forecast Build Costs:** for remaining works (not included in Actual Build Costs), excluding S106 costs, in the Remaining Development not under contract on open book basis
[Actual Infrastructure, abnormals and S106 works costs: based on actuals – excluding contingency where spent. Forecasts would contain a contingency on open book basis
[Forecast Infrastructure, abnormals and remaining S106 works: updated estimates with appropriate contingency. Consideration will need to be given where infrastructure works straddle the respective phases to ensure no-double counting or missing of costs].
- **Actual S106 contributions:** based on amount spent, with indexation, and any anticipated remaining S106
- **Forecast S106 Contributions:** based on updated estimates reflecting indexation for remaining scheme
- **Affordable transfer fees:** cost allowance for transferring the affordable housing units to the approved provider at 0.75% of the Affordable Housing Revenue verified by RPs
- **Incentives:** cost to the developer of any independently verifiable incentives that it provides to the buyer of a market unit which are justifiable and usual in the market at the date of the sale of the said market unit applies to forecast only on open book basis
- **Professional Fees:** allowance for costs incurred by the Developer for professional consultancy advice (excluding land) at 7% of building costs
- **Finance Costs:** an allowance for the cost of borrowing incurred by the developer of 6% of Total Revenue
- **Marketing Fees:** the cost allowance for agency and marketing fees incurred by the developer at an agreed % of market housing revenue and Non-Residential Revenue
- **Market Developer Profit:** an allowance of 20% of market housing Revenue
- **Affordable Developer Profit:** an allowance of 6% of Affordable Housing Revenue
- **Commercial Developer Profit:** an allowance of an agreed % of Commercial Revenues
- **Land Cost:** based on actual purchase price. Where only a proportion of the site is acquired upfront, this amount should be adjusted pro-rata for the balance of the scheme based on the number of dwellings per phase, and the land value within the 2nd Phase should be indexed at twice the rate of the Halifax HPI.
- **Stamp Duty Land Tax:** the prevailing stamp duty land tax rate applied to the actual land costs at the date of the purchase of the site or any part thereof or any other land required to perform the obligations containing in this agreement (including any modification, variation, amendment or replacement thereof)
- **Land Agents and Legal Fees:** cost allowance for agents and legal fees at 1.75% of Actual Land Cost

APPENDIX 5: Review Mechanism Formulas and Methodology

For more information on the definitions see Appendix 4.

Formula: Early Review: Identifying surplus profit

The Gross Development Value and actual build costs as agreed for the planning permission will be used. An updated scheme valuation will be required at the time the review is undertaken with actual build costs for the scheme. This will be used to work out the difference in GDV from the time planning permission was granted to the review. Any changes in build costs and an allowance for developer profit will be deducted from the additional scheme value. This will identify whether there is a surplus scheme profit. The remaining surplus scheme profit will be available for additional on-site affordable housing.

$$(A - B) - (C - D) - P = X$$

(A - B) = Difference in GDV from the date of planning permission to the date of review (£)

A = Gross development value at time of review (£)

B = Gross development value as agreed for the planning permission (£)

(C - D) = Difference in actual build costs from the date of planning permission to the date of review (£)

C = Actual build costs at the time of review (£)

D = Actual build costs as agreed for the planning permission (£)

P = (A-B) * Y = Developer profit on difference in Gross development values (£)

Y = Developer profit as agreed for the planning permission (£)

X = Surplus (£)

Formula: Early review: Identifying additional amount of affordable housing to be provided

Calculates the level of additional affordable floorspace based on the difference in average value of the market housing and for each tenure. This will be converted into habitable rooms based on the average habitable room size for the scheme.

$$\text{Additional affordable rent housing requirement (habitable rooms)} = ((E * F) \div (A - B)) \div D$$

(A - B) = Difference in average value of market housing (m²) and average value of low cost rent housing (m²) (£)

(E * F) = Policy surplus to be used for low cost rent housing (£)

(E * F) ÷ (A - B) = Additional affordable rent housing requirement (m²) (£)

A = Average value of market housing per m² (£)

B = Average value of local cost rent housing per m² (£)

D = Average habitable room size for scheme (m²)

E = Surplus profit available for additional affordable housing (as determined in the early review) (£)

F = Percentage of surplus profit available for additional affordable housing to be used for affordable rent housing (%) (as per the preferred tenure split)

$$\text{Additional intermediate housing requirement (habitable rooms)} = ((E * G) \div (A - C)) \div D$$

(A - C) = Difference in average value of market housing (m²) and average value of intermediate housing (m²) (£)

$(E * G) =$ Policy surplus to be used for intermediate housing (£)

$(E * G) \div (A - C) =$ Additional intermediate housing requirement (m^2) (£)

A = Average value of market housing per m^2 (£)

C = Average value of intermediate housing per m^2 (£)

D = Average habitable room size for scheme (m^2)

E = Surplus profit available for additional affordable housing (as determined in the early review) (£)

G = Percentage of surplus profit available for additional affordable housing to be used for intermediate housing (%) (as per the preferred tenure split)

Formula: Late Stage Review Contribution

Contributions are based on the difference in the average value of market housing and average intermediate housing value, per habitable room. This is multiplied by the shortfall in the relevant tenure of affordable housing by habitable room in the consented scheme, when compared with the LDP sub-area requirement and preferred tenure split.

$$((A + B) - C) - ((D + E) - F) - P * ? = Z$$

$(A + B) - C =$ change in GDV from the grant of planning permission (or previous review) to the late stage review (£)

A = GDV achieved on sale/ lease of x % of residential units and GDV from other parts of the development sold / let and other income receipts (£)

B = Forecast GDV for parts of the development that are yet to be sold/ let and other income sources (£)

C = GDV agreed at the time planning permission was granted (or previous review) (£)

$(D + E) - F =$ change in actual build costs from the grant of planning permission (or previous review) to the late stage review (£)

D = Actual Build costs incurred at the time of review (£)

E = Forecast build costs for remainder of the development (£)

F = Actual build costs as agreed at the time planning permission was granted (or previous review) (£)

$P = (A + B - C) * Y =$ Developer profit on change in GDV (£)

P = Developer profit on difference in GDV (£)

Y = Developer profit as a percentage of GDV as agreed at the time planning permission was granted (%)

? = Any surplus profit will be agreed on a site-by-site basis. It will deduct the developer profit (P), and will be shared between the LPA and the developer with a % used for additional affordable housing.

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REPORT of DIRECTOR OF SERVICE DELIVERY

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

RURAL SETTLEMENT LIST 2020 / 21

1. PURPOSE OF THE REPORT

- 1.1 To propose a Rural Settlement List for the financial year 2020 / 21, to determine and award Rural Rate Relief to eligible businesses.

2. RECOMMENDATION

That the Rural Settlement List attached as **APPENDIX A** be approved.

3. SUMMARY OF KEY ISSUES

- 3.1 Section 42 of the Local Government Act 1988, as amended by the Local Government Finance and Ratings Act 1997, places an obligation on local authorities to publish a Rural Settlement List each financial year for the purpose of determining the eligibility for Mandatory Rural Rate Relief for businesses in the District.
- 3.2 Rural rate relief can be claimed by eligible businesses (e.g. where it is the only post office or pub in a rural settlement), provided the population of the rural settlement is below 3,000 residents.
- 3.3 It is necessary to formally refresh this policy annually.
- 3.4 There have been no significant developments in the District no changes are proposed to the previously published Rural Settlement List for 2019 / 20.

4. CONCLUSION

- 4.1 Members are asked to approve the Rural Settlement list for 2020 / 21 set out in **APPENDIX A**.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The granting of Rural Rate Relief to applicants within the Rural Settlements enhances the work of the Council and ties in with Corporate Objectives.

6. IMPLICATIONS

- (i) **Impact on Customers** – Publication of the Rural Settlement List enables relief to be granted to eligible rural businesses.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – Failure to publish the Rural Settlement List by 31 December 2019 would prevent the Authority from legally awarding any Mandatory Rural Rate Relief for 2020 / 21.
- (iv) **Impact on Resources (financial)** – Without a valid Rural Settlement List the cost of any Rural Relief Granted could fall on this Council. The Rural Settlement List is also an enabler for part of the Council's Discretionary Rate Relief policy.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – None.

Background Papers: None.

Enquiries to: Michelle La Marre, Senior Specialist.

Maldon District Council
Rural Settlement List 2020

The following have been designated as Rural Settlement Areas under
Section 47 of the Local Government Finance Act 1988:

ALTHORNE – NORTH
ALTHORNE _ SOUTH
ASHELDHAM
BRADWELL-ON-SEA
BRADWELL WATERSIDE
COLD NORTON
DENGIE
GOLDHANGER
GREAT BRAXTED
GREAT TOTHAM – NORTH
GREAT TOTHAM -SOUTH
HAZELEIGH
HEYBRIDGE BASIN
LANGFORD
LATCHINGDON
LITTLE BRAXTED
LITTLE TOTHAM
MUNDON
NORTH FAMBRIDGE -NORTH
NORTH FAMBRIDGE -SOUTH
PURLEIGH
ST. LAWRENCE
STEEPLE
STOW MARIES
TILLINGHAM
TOLLESBURY
TOLLESHUNT D'ARCY
TOLLESHUNT KNIGHTS
TOLLESHUNT MAJOR
ULTING
WICKHAM BISHOPS
WOODHAM MORTIMER
WOODHAM WALTER

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REPORT of INTERIM SECTION 151 OFFICER

**to
STRATEGY AND RESOURCES SERVICES COMMITTEE
5 DECEMBER 2019**

SUPPLEMENTARY ESTIMATES, VIREMENTS AND USE OF RESERVES 1 APRIL – 30 SEPTEMBER 2019

1. PURPOSE OF THE REPORT

- 1.1 To report virements and supplementary estimates agreed under delegated powers as they are below the levels requiring approval by this Committee.
- 1.2 To inform the Committee of procurement exemptions that have been granted in the period.
- 1.3 To report on the use of the Repairs and Maintenance reserve during the year.

2. RECOMMENDATION

The Committee is invited to review and comment on the procurement exemptions set out in section 3.4 of this report.

3. SUMMARY OF KEY ISSUES

3.1 Rules and Regulations

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

Virements (movements) within the same budget head:

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

Virements between different budget heads:

- Up to £20,000 – Director and Director of Resources and reported quarterly to members via email.
- Over £20,000 up to £50,000 - Director, Director of Resources in consultation with relevant Programme committee Chairman; and reported to the next Strategy and Resources Committee
- Over £50,000 - the Strategy and Resources Committee

Supplementary Estimates

- Up to £20,000 – Director and Director of Resources in consultation with the Chairman of the Strategy and Resources Committee and the Leader and reported to the next Strategy and Resources Committee.
- Over £20,000 –Strategy and Resources Committee.

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

3.1.3 Procurement exemptions should be signed by the Officer and countersigned by the Director of Resources and where appropriate the Chairman of the Strategy and Resources Committee

3.2 Virements

3.2.1 There were no virement requests of more than £20,000 to report.

3.3 Supplementary Estimates

3.3.1 The following supplementary estimates up to the value of £20,000 were approved:

- £5,000 recurring budget for grave stone topple testing to be reinstated;
- £16,100 non-recurring budget, approved by the Council on 12 September 2019, for operational costs of delivery of the new Heybridge Basin ward.

3.4 Procurement Exemptions

3.4.1 The following procurement exemption was approved in this period.

- An exemption was approved for the of purchase of three second-hand vehicles for the parks department. Total budget for the project was £56,000 for two vehicles. Three were purchased for a total of £29,000, which presented better value.

3.5 Drawdowns from Reserves

3.5.1 There were no drawdowns from reserves requested.

4. CONCLUSION

4.1 Members are to note supplementary estimates and the procurement exemptions.

5. IMPACT ON STRATEGIC THEMES

5.1 The adherence to the Financial Regulations and Financial Procedures contributes ensuring the Council delivers its organisational focus on Performance and value.

6. IMPLICATIONS

- (i) **Impact on Customers** – None identified.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – None identified.
- (iv) **Impact on Resources (financial)** – As the Director of Resources post is currently vacant the Interim Section 151 Officer by virtue of the responsibilities ensuing from Section 151 of the Local Government Act 1972 and Section 114 of the Local Government Finance Act 1988, replaces the Director of Resource.
- (v) **Impact on Resources (human)** – None identified.
- (vi) **Impact on the Environment** – None identified.

Background Papers: None.

Enquiries to: Kamal Mehta, Interim Section 151 Officer, (Tel: 01621 875789).

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REPORT of INTERIM SECTION 151 OFFICER

**to
STRATEGY AND RESOURCES SERVICES COMMITTEE
5 DECEMBER 2019**

BUDGETARY CONTROL (APRIL – SEPTEMBER 2019)

1. PURPOSE OF THE REPORT

- 1.1 To provide the Committee with information in relation to financial performance over the period 1 April 2019 to 30 September 2019.

2. RECOMMENDATION

That Members review and comment on the contents of this report.

3. SUMMARY OF KEY ISSUES

- 3.1 This report sets out the financial position and performance of some of the key areas of the Council's services/activities for the first six months of the financial year.
- 3.2 The basis of identifying the variance is against the profiled budgets based on previous experience and knowledge of expenditure and income patterns over the financial year.
- 3.3 It should be noted that the report that was presented to the Finance and Corporate Services Committee on 24 September 2019 included the period 1 April to 31 July (Quarter 1 plus 1 month of Quarter 2). This report covers the full six months of the year. Therefore, any comparison between that report and this report means that the movement will represent the two month period in Quarter 2 (August and September).
- 3.4 **Revenue Budgets**
- 3.4.1 **APPENDIX 1** shows both the actual variance to profiled budget and % variance to annual budget on a cost centre basis. Where budgets are not in line with expectation, variances relate to annual payments such as leases and grants that will not follow any profiling; or demand led budgets such as maintenance.
- Budget Value – The current year annual budget amount, as approved by the Council on 14 February 2019; this figure will include any adjustments to budget levels such as virements movements or supplementary estimates which have been approved, since 1 April 2019.
 - Profiled Budget – The expected budgets pend after six months of the financial year.

- Actuals year to date – The actual expenditure or income from 1 April 2019 to 30 September 2019.
- Variance to profiled budget – This shows the difference between the profiled budget amount and the outturn to date.
- Outturn as % of budget – This shows the outturn as a percentage of the current budget.

3.4.2 The report provides information for the first two quarters of the 2019 / 20 financial year; if expenditure or income are utilised or received evenly throughout the year, we would expect outturn to be 50% of the annual budget.

3.4.3 The following areas are currently demonstrating significant variances against the annual budgets or the profiled budgets:

Resources Directorate

- Service Management & Support Services are showing underspend due to budget for vacant posts. But the vacancy savings are being used to fund agency staff – some of which have not been invoiced for yet.
- Central Services – Corporate & Democratic Core includes Transformation budget which will have been spent mostly in the first 6 months of this year.
- Central Services to the public include Land charges which is not achieving its budgeted income. Also, Election management was higher than profile due to all expenditure being in May when the local elections took place.

Service Delivery Directorate

- Administration grants relating to Business rates, housing benefit and council tax are one off annual payment
- Rivers are showing an overspend against profile. This is due to £20,000 spent on dredging which was paid for from prior year revenue commitment.
- Cemeteries grave digging invoices are still to be paid, meaning net income is showing higher than profile.
- Parks events income is higher than profile due to successful car show and smoke and fire events.
- Maldon Promenade Income is considered in section 3.2.3 below.
- Cultural Services - Sports centre contract payments have not yet been paid for Q2 so showing as underspend

Strategy Performance and Governance Directorate

- The majority of Temporary Events and Personal licences and taxi and hire licences income has been received in the first half of the year so does not follow an even profile. Invoices for the cost of the Service Level Agreement for outsourced Licencing Services for Q2 have yet to be paid.
- Homelessness grant received at the start of the year, expenditure will be incurred over the duration of the year.

3.5 Key Areas of Note

3.5.1 Vacancy Savings

3.5.1.1 Current salary and temporary staff expenditure for the period totals £3,484,635 (representing 46%) of the current budget of £7,607,400.

3.5.1.2 **APPENDIX 2** shows that there is currently a £487,793 underspend to profiled budget. This variance relates to vacancy savings as is being used to fund agency staff. The appendices attached have been reported half year in the old structure and half year in the new structure. Further analysis is being undertaken on the projected outturn savings for the year as part of the revised budget estimates work.

3.5.2 Agency Expenditure

3.5.2.1 Over the period to 30 September 2019, the total costs of Agency staff that have been included within the salary variances above are as follows:

Service	Expenditure to 30 September 2019 (£)
Finance	4,827
Revenues and Benefits	15,200
Environmental Waste	3,887
Housing	13,508
Parks Operational Services	462
Planning Policy Services	21,692
Planning Admin Services	11,521
Development Control Services	44,664
Resources	87,768
TOTAL	203,528

3.5.2.2 For clarity, the total cost of Agency Staff of £203,528 to date will be covered by the salary budgets of vacant post. The appropriate matching of the vacant posts covering the specific Agency Staff will result in virements from the salary budgets of the vacant posts to the Agency Staff codes as part of the 2019/20 revised estimates work.

3.5.3 Major Sources of Income

3.5.3.1 The Council is dependent on income from fees and charges to balance the budget. The table below details the main income budgets and income received for the period to 30 September 2019 and the comparative information for the same period in 2018/19:

Area of Income	Current Budget £	2019/20 Income to 30 September (£)	% of Current Budget	2018/19 Income to 30 September (£)
Land Charges	121,900	46,250	38	63,796
Planning Development Fees	733,600	296,502	40	318,980

Area of Income	Current Budget £	2019/20 Income to 30 September (£)	% of Current Budget	2018/19 Income to 30 September (£)
Pre-Application Advice	44,200	16,924	38	31,582
Planning Performance Agreements	102,000	0	0	449
Building Control	140,700	92,212	66	73,080
Cemeteries	135,400	79,643	59	53,079
Investment Income	246,300	146,563	60	80,631
Town Centre Car Parks	692,300	360,392	52	343,008
Prom Car Parks	382,200	299,930	78	307,937
Splash Park	110,000	116,627	106	127,304
TOTAL	2,708,600	1,455,042	54	1,399,846

3.5.3.2 Key headlines are:

- Overall, 54% of the expected annual income has been received.
- Of these, the splash park and prom car parks are seasonal, and therefore income would be expected to exceed 50%.
- Cemeteries income is exceeding 50% of budget; however, outturn cannot be controlled.
- Land Charges and Preapplication income is below budget. It is expected that this is the result of the dip in the property market.
- Planning Development income is below budget as there have not been the level of major applications that were budgeted for. These still may be achieved but can't be accurately predicted as developer actions cannot be controlled.
- Building Control income is achieving higher than budgeted but this is largely seasonal so is likely to be on budget by the end of the financial year
- There has been no Planning Performance agreements income invoiced for to date. Income due needs to be identified and invoiced for.

3.6 Capital Projects

3.6.1 **APPENDIX 3** provides details of the capital projects for the 2019/20 financial year.

3.6.2 As part of the 2019/20 budget process, the capital programme was reviewed and approved. The total programme to be carried out in 2019/20 totalled £702,000.

3.6.3 Eight Capital projects totalling £837,700 have been carried forward from 2018 / 19 into the 2019/20 programme, as they were ongoing or were committed to at year end but had yet to start, increasing the total programme to £1,538,700.

3.6.4 Total expenditure for the period to 30 September was £663,000 this reflects 43.0% of the overall 2019/20 capital budget of £1,538,700.

- 3.6.5 All projects are anticipated to be completed in 2019/20 and officers will continue to monitor progress.

4. CONCLUSION

- 4.1 At the half year stage and based on current information there is a concern of a significant shortfall in the various income streams within Development Control. Other income is performing as expected with some exceeding profiled budgets and in some areas exceeding the amounts compared to the same time period in the previous financial year with the caveat of the inherent risks in income from seasonal activities.
- 4.2 It is also important to note that some expenditure and income items are accounted for at the end of the year, whilst not all income due to the Council for chargeable work or services performed by the Council or payments by the Council for work or services it has purchased/received as at 30 September 2019 will be included in the figures above due to process lags. The information within this report is that which is recorded in the Council's financial management system up to 30th September 2019.
- 4.2 Capital projects are progressing, and the programme at this stage in the financial year is expected to be completed within this financial year.

5. IMPACT ON CORPORATE GOALS

- 5.1 This report links to the corporate goal of 'delivering good quality, cost effective and valued services.'

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – There are no corporate risk issues associated with this report.
- (iv) **Impact on Resources (financial)** – Variances from the budget will impact upon the level of balances and/or capital reserves available in the future.
- (v) **Impact on Resources (human)** – None.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Kamal Mehta, Interim Section 151 Officer, (Tel: 01621 875789).

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	<u>2019/20 Budget Value Excluding Capital</u>	<u>Profiled budget to 30/09/2019</u>	<u>Actuals Year to Date as at 30/09/2019</u>	<u>Variance to profiled budget</u>	<u>Outturn as % of full Budget.</u>
	£	£	£	£	
Service Management & Support services	9,553,700	4,776,850	3,907,922	(868,928)	41%
Central Services - Corporate & Democratic Core	1,117,100	558,550	629,256	70,706	56%
Central Services to the Public	(144,900)	(72,450)	99,784	172,234	-69%
Sport	(37,200)	(18,600)	(116,367)	(97,767)	313%
Community Centres	35,800	17,900	18,811	911	53%
Parks & Open spaces	(245,300)	(122,650)	(458,055)	(335,405)	187%
Heritage	7,900	3,950	980	(2,970)	12%
Rivers	(130,800)	(65,400)	(49,367)	16,033	38%
Tourism	133,600	66,800	81,435	14,635	61%
Environmental Services	1,783,700	891,850	(247,961)	(1,139,811)	-14%
Planning & Development	(788,300)	(394,150)	(364,452)	29,698	46%
Highways, Roads & Transport	(567,500)	(283,750)	(244,154)	39,596	43%
Housing Services	(106,500)	(53,250)	29,250	82,500	-27%
Other Services	(143,200)	(71,600)	(79,365)	(7,765)	55%
TOTAL	10,468,100	5,234,050	3,207,716	(2,026,334)	31%

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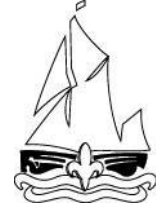
Staffing

Cost Centre	Budget 2019 / 20	Profile 31st July 2019	Actuals as at 30 September 2019	(Saving) / Overspend 2019 / 20
Resources Directorate				
Resources	1,798,400	899,200	735,755	(163,445)
Apprentices	-	-	3,752	3,752
Service Area Total	1,798,400	899,200	739,506	(159,694)
Customer and Communities Directorate				
Customer Contact Centre	151,100	129,514	115,768	(13,746)
Revenues & Benefits	414,800	355,543	345,272	(10,271)
Leisure and Countryside Management	96,400	82,629	89,231	6,602
Environmental Waste	27,000	23,143	13,116	(10,027)
Parks Operational	273,800	234,686	237,836	3,150
Community Rangers	174,900	149,914	162,257	12,343
Maldon TIC	60,100	51,514	45,430	(6,084)
Burnham TIC	14,000	12,000	-	(12,000)
Highway Rangers	28,800	24,686	25,865	1,179
Fitsteps	5,000	4,286	2,990	(1,296)
Splash park	30,000	25,714	16,194	(9,520)
Community Safety	35,600	30,514	10,827	(19,687)
Service Area Total	1,311,500	1,124,143	1,064,784	(59,358)
Planning Services Directorate				
Environmental Health	213,900	183,343	178,178	(5,165)
Housing	238,700	204,600	187,121	(17,479)
Enforcement	105,100	90,086	75,018	(15,068)
Economic Development	28,400	24,343	18,508	(5,834)
Planning Policy Services	39,100	33,514	23,557	(9,957)
Planning Admin Services	113,000	96,857	92,046	(4,811)
Development Control	269,100	230,657	173,348	(57,310)
Building Control	62,700	53,743	62,637	8,894
Service Area Total	1,070,000	917,143	810,412	(106,730)
Service Delivery	2,546,200	387,764	387,764	(0)
Strategy & Performance	881,300	440,650	278,640	(162,010)
Service Area Total	3,427,500	828,414	666,403	(162,011)
Total	7,607,400	3,768,900	3,281,107	(487,793)

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Capital Programme 2019/20	2018/19 (£000)	2019/20 (£000)	Supp. Estimates & Virements	Total Budget (£000)	Expenditure to 30 September 2019 (£000)	Project Status	Due start date	Due completion date	Narrative - July Update	Narrative - September Update	Narrative Last Updated (DD/MM/YY)	Responsible Officer	Responsible Officer - Job Title	Likely to be Spent in 2019/20
Vehicle & Plant Replacement														
Replace 3 mowers - two ride on and one tractor mounted - to continue grounds maintenance functions within Parks & Open Spaces. 1x Hustler Fastrak SDX Super duty 48" 1 x Hustler Super Z Diesel 60" 1 x Trimax Pegasus		42		42	86	In progress		Dec-19	All items collected, Invoice pending payment	One piece of equipment still to be procured	11/11/19	Matt Wilson	Countryside and Coast Manager	Yes
Replacement parks team vehicle- 2 x 2004 Transit Vans		56		56	0	In progress		Dec-19	3 x second hand vehicles purchased. Current discussion with CPO team for requirement for additional vehicle, will require Virement	Spend is on above code	11/11/19	Matt Wilson	Countryside and Coast Manager	Yes
Additional Tractor Mounted side arm flail		21		21	0	Completed		Oct-19	Quote received, PO pending, Item available for immediate collection and invoicing.	Completed and £15,500 invoice paid in October	11/11/19	Matt Wilson	Countryside and Coast Manager	Yes
New Rangers Vehicle 18/19	9.2	0		9.2	10	Completed		Jul-19	Vehicle on the road and being used daily			Adrian Rayner	Senior Community Protection officer	Yes
Information & Communication Technology														
I.T Future model	444			444	175	In progress	Apr-19	Mar-20	On-going capital purchase alongside the transformation project	On-going capital purchase alongside the transformation project	14/11/2019 (Grant Hulley)	Emma Foy	Director of Resources	Yes
PC and Printer Replacement Programme 18/19		35		35	0	Completed	Apr-19	Dec-19	On going purchases during the year.	Printers: Complete - there are two old MFD's to be kept (they are out of maintenance and will be kept) there are two HP printers on site, being kept for Revs and Bens and housing for staff easy use. (there are no additional costs for the above) 5 new MFD's have been installed on site and all completed for setup. PC: All Devices are released bar communal devices IE: Council chambers, Training room, members room and general office, there are three devices awaiting release for this. All staff now have their new devices and are setup.	11/11/2019 (Grant Hulley)	Emma Foy	Director of Resources	
Provision of Superfast broadband		45		45	0	Not started			This is a contribution to be paid to ECC during the year.	Recommendation to Council (on 21/11/19) that outstanding £45k be paid to ECC in this financial year	11/11/2019 (Paul Dodson)	Emma Foy	Director of Resources	
E-Mail replacement - Upgrade of Exchange and Enterprise Vault	17.5	0		17.5	0	Completed		Jul-19	Office 365 has been rolled out to all officers.	Complete – office 365 has been rolled out across the site and is in full use.	11/11/2019 (Grant Hulley)	Emma Foy	Director of Resources	
Maldon Promenade														
All weather Car Parking improvements	19	0		19	19	In progress		Aug-19	Final procurement of Bodpave plastics received, invoice still to pay			Matt Wilson	Countryside and Coast Manager	Yes
New accessible play site 18/19	43	48		91	0	In progress	Apr-19	Mar-20	Out to consultation with proposals			Matt Wilson	Countryside and Coast Manager	Yes
CCTV Upgrade Prom	9	0		9	0	Procurement process	Aug-19	Nov-19	Chelmsford City Council project delayed which has impacted on Maldon as this was a joint procurement exercise. Now intend to separate Maldon High Street system and procure via three quotes. This work has just commenced	Chelmsford City Council has included this in its main procurement contract for Chelmsford. The specification and invitation to tender are complete and are with their legal team for completion. They expect to advertise in December for January commencement and anticipate completion of works by Q4. £69k budget will be paid to CCC by MDC as agreed by R Holmes.	14/11/19 (Spencer Clark)	Adrian Rayner	Senior Community Protection officer	Yes
New Splash Park Elements 18/19	10	10		20	0	Not started		Mar-20	Quotes received totalling 26k, options being looked at regarding additional funding. A budget is in place for 10k in the 2020/21 financial year which could be moved. A separate report to members will be tabled.	2 of 3 elements identified need to tie in with R&R resurfacing (£85k) and spring recommissioning	11/11/19	Matt Wilson	Countryside and Coast Manager	Yes
Tip Road 18/19	80	0		80	56	Procurement process	Apr-19	Sep-19	Physical works completed. Awaiting invoices for completion.			Matt Wilson	Countryside and Coast Manager	Yes
Parks & Open Spaces					0								LEISURE	
CCTV - B-O-C, BHF,WMCC	30	0		30	0	Procurement process	Oct-19	Nov-19	Chelmsford City Council project delayed which has impacted on Maldon as this was a joint procurement exercise. Now intend to separate Maldon High Street system and procure via three quotes. This work has just commenced	Chelmsford City Council has included this in its main procurement contract for Chelmsford. The specification and invitation to tender are complete and are with their legal team for completion. They expect to advertise in December for January commencement and anticipate completion of works by Q4. £69k budget will be paid to CCC by MDC as agreed by R Holmes.	14/11/19 (Spencer Clark)	Adrian Rayner	Senior Community Protection officer	Yes
Riverside Park information boards and signage	11	0		11	0	In progress	Jul-19	Dec-19	Revised artwork received, signing off early August. Approximate delivery date beginning of September	Approximate delivery date deferred until beginning of December - delayed due to future council	11/11/19	Matt Wilson	Tourism and Events Manager	Yes
Car Parks		0												
Car Park Machines Prom & Maldon Town Centre 18/19	111	0		111	68	In progress	May-19	Dec-19	The machines have been installed on the Prom. Planned installation at Maldon Town Centre car parks planned for the next 2 weeks	We have started installing the machines in White Horse CP, Friary Fields and Butt Lane. Sagoss have had some issues with the machines when the customer is using coinage, so they are correcting this with some alterations, once this has been completed and tested we will have them installed - expected completion date December 2019	11/11/19	Adrian Rayner	Senior Park Ranger	yes
CCTV High Street & Car Park System Upgrade	30	0		30	0	Procurement process	Aug-19	Nov-19	Chelmsford City Council project delayed which has impacted on Maldon as this was a joint procurement exercise. Now intend to separate Maldon High Street system and procure via three quotes. This work has just commenced	Chelmsford City Council has included this in its main procurement contract for Chelmsford. The specification and invitation to tender are complete and are with their legal team for completion. They expect to advertise in December for January commencement and anticipate completion of works by Q4. £69k budget will be paid to CCC by MDC as agreed by R Holmes.	14/11/19 (Spencer Clark)	Adrian Rayner	Senior Park Ranger	Yes
Cemeteries													CEMETERIES	
Heybridge Cemetery Chapel roof	24			24	15	Complete	Oct-18	Aug-19	works complete waiting for invoices			Matt Wilson	Countryside and Coast Manager	

Capital Programme 2019/20	2018/19 (£000)	2019/20 (£000)	Supp. Estimates & Virements	Total Budget (£000)	Expenditure to 30 September 2019 (£000)	Project Status	Due start date	Due completion date	Narrative - July Update	Narrative - September Update	Narrative Last Updated (DD/MM/YY)	Responsible Officer	Responsible Officer - Job Title	Likely to be Spent in 2019/20
Maldon Cemetery Foundation work		25		25	0	In progress	Apr-19	Mar-20	Following a structural engineers report no major foundation work will be required, some cosmetic work will be required to deal with cracks on the building but no major works required. This budget will be underspent.	Works still to be commissioned	11/11/19	Matt Wilson	Countryside and Coast Manager	Yes
Housing												HOUSING		
Disabled Facility Grants		420		420	235	In progress	Apr-19	Mar-20	Grant work on-going and in line with profile	Through the restructure we have lost resources in this area of work/change in staff however we are currently on track and looking at bringing additional resources to assist with and maintain this position	11/14/19	John Swords	~Senior Specialist Housing	Yes
	838	702	0	1,540	663									



REPORT of INTERIM SECTION 151 OFFICER

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

2019 / 20 HALF YEARLY TREASURY MANAGEMENT UPDATE

1. PURPOSE OF THE REPORT

- 1.1 To report on the Council's investment activity for the first half of 2019 / 20 in accordance with the Chartered Institute of Public Finance and Accountancy Treasury Management Code (CIPFA's TM Code) and the Council's Treasury Management Policy and Treasury Management Practices (TMPs).

2. RECOMMENDATION

That Members review and comment on the Treasury Management report for compliance purposes.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires that authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).
- 3.1.2 The Council's Treasury Management Strategy for 2019 / 20 was presented to the Finance and Corporate Services Committee on 29 January 2019 and subsequently approved by the Council on 14 February 2019 (Minute No. 788 refers).
- 3.1.3 In 2019 / 20, the Council have had an average of £20.5 m invested and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.
- 3.1.4 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by the Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 14 February 2019.

3.2 External Context

- 3.2.1 The Council currently engages Arlingclose to provide treasury management consultancy and advice services. Attached at **APPENDIX 1** is information prepared by Arlingclose providing an overview of the external economic environment.

3.3 Local context

- 3.3.1 The Council is currently debt free and its capital expenditure plans do not currently indicate the need to borrow over the forecast period based on existing expenditure levels. However, as investment becomes necessary for Commercial Projects, additional funds will be required, and borrowing may then be needed. Investments are forecast to fall as capital receipts are used to finance capital expenditure and reserves are used to finance the revenue budget and Future Model.

3.4 Investment Activity (April 2019 – September 2019)

- 3.4.1 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum 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 returns.
- 3.4.2 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Over the period from April to September 2019, the level of investments held by the Council has seen an increase of £6,300,000 with a total of investments held on 30 September 2019 of £19,500,000. These are comprised of:

	Balance on 01/04/2019 £000s	Movement £000s	Balance on 30/09/2019 £000s
Short term Investments			
Banks and Building societies	2,000	1,000	3,000
Money Market Funds	4,200	2,300	6,500
Certificates of Deposit	2,000	3,000	5,000
Long Term Investments	5,000	-	5,000
TOTAL	13,200	6,300	19,500

- 3.4.3 The Councils' £5m of externally managed pooled and property funds have generated a total return of £109k in 2019/20 to date. 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 are regularly reviewed. Strategic fund investments are made in the knowledge that capital values

will move both up and down on months, quarters and even years; but with the confidence that over a three to five year period total returns will exceed cash interest rates. In light of their performance over the medium/long-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.

- 3.4.4 **Readiness for Brexit:** At the time of writing this report the scheduled leave date for the United Kingdom (UK) to leave the European Union (EU) is now 31 January 2020 and there remains little political clarity as to whether the current deal agreed with the EU will be approved by Parliament by this date. Therefore, there is the possibility that the exit date is pushed back yet again. As 31 January approaches the Council will ensure there are enough accounts open at UK-domiciled banks and Money Market Funds to hold sufficient liquidity required in the near term and that its account with the Debt Management Account Deposit Facility (DMADF) remains available for use in an emergency.

3.5 **Performance – Budgeted Income and Outturn**

- 3.5.1 Below are the average rates of returns obtained on the Authority's investments:

- Short Term investments - 0.84%;
- Investments in the Investec Diversified Income fund - 4.53%;
- Investment in the Property Fund - 4.31%.

- 3.5.2 The above returns average to 1.7%, this is the assumed interest rate included within the 2019 / 20 Medium Term Financial Strategy.

- 3.5.3 The Authority's budgeted investment income for the year is estimated at £224,000 Projected income for the year is currently £240,000. This increase is due to the higher level of balances invested than anticipated.

3.6 **Compliance with Prudential Indicators and Treasury Management Strategy**

- 3.6.1 The Prudential Indicators for 2019 / 20, which were set on 29 January 2019 as part of the Treasury Management Strategy Statement, have been complied with to date. These are shown at **APPENDIX 2**.

- 3.6.2 The Interim Section 151 Officer reports that all treasury management activities undertaken during the quarter complied fully with the CIPFA Code of Practice and the Authority's approved Treasury Management Strategy.

3.7 **Outlook for the remainder of 2019 / 20 (provided by Arlingclose.)**

- 3.7.1 The global economy is entering a period of slower growth in response to political issues, primarily the trade policy stance of the United States (US). The UK economy has displayed a marked slowdown in growth due to both Brexit uncertainty and the downturn in global activity. In response, global and UK interest rate expectations have eased dramatically.

- 3.7.2 There appears no near-term resolution to the trade dispute between China and the US. With the 2020 presidential election a year away, the President of the United States is, it seems, unlikely to change his stance.

- 3.7.3 Economic uncertainty will continue as the date of the exit from the EU has now been extended to 31 January 2020. A general election is to be held in December 2019.
- 3.7.4 Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.
- 3.7.5 Our treasury advisor Arlingclose expects Bank Rate to remain at 0.75% for the foreseeable future but there remain substantial risks to this forecast, dependent on Brexit outcomes and the evolution of the global economy. Arlingclose also expects gilt yields to remain at low levels for the foreseeable future and judge the risks to be weighted to the downside and that volatility will continue to offer longer-term borrowing opportunities.

4. CONCLUSION

- 4.1 In compliance with the requirements of the CIPFA Code of Practice this report provides Members with a summary of the treasury management activity during the first half of 2019 / 20. As indicated in this report none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

5. IMPACT ON STRATEGIC THEMES

- 5.1 The report links to the Maldon District Council's Strategic Theme of best value procurement.

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – This report is mainly about managing credit risk. A prudent approach continues to be taken in relation to investment activity with priority being given to security and liquidity over yield.
- (iv) **Impact on Resources (financial)** – Income is projected to exceed the Council's budgeted figure (£224,000) by £16,000 in 2019.
- (v) **Impact on Resources (human)** - None directly.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Kamal Mehta, Interim Section 151 Officer.

2019/20 HALF YEARLY TREASURY MANAGEMENT UPDATE

External Context (Prepared by Arlingclose)

Economic background: UK Consumer Price Inflation (CPIH) fell to 1.7% year/year in August 2019 from 2.0% in July, weaker than the consensus forecast of 1.9% and below the Bank of England's target. The most recent labour market data for the three months to July 2019 showed the unemployment rate edged back down to 3.8% while the employment rate remained at 76.1%, the joint highest since records began in 1971. Nominal annual wage growth measured by the 3-month average excluding bonuses was 3.8% and 4.0% including bonuses. Adjusting for inflation, real wages were up 1.9% excluding bonuses and 2.1% including.

The Quarterly National Accounts for Q2 GDP confirmed the UK economy contracted by 0.2% following the 0.5% gain in Q1 which was distorted by stockpiling ahead of Brexit. Only the services sector registered an increase in growth, a very modest 0.1%, with both production and construction falling and the former registering its largest drop since Q4 2012. Business investment fell by 0.4% (revised from -0.5% in the first estimate) as Brexit uncertainties impacted on business planning and decision-making.

Politics, both home and abroad, continued to be a big driver of financial markets over the last quarter. Boris Johnson won the Conservative Party leadership contest and has committed to leaving the EU on 31st October regardless of whether a deal is reached with the EU. Mr Johnson prorogued Parliament which led some MPs to put forward a bill requiring him to seek a Brexit extension if no deal is in place by 19th October. The move was successful and, having been approved by the House of Lords, was passed into law. The Supreme Court subsequently ruled Mr Johnson's suspension of Parliament unlawful.

Tensions continued between the US and China with no trade agreement in sight and both countries imposing further tariffs on each other's goods. The US Federal Reserve cut its target Federal Funds rates by 0.25% in September to a range of 1.75% - 2%, a pre-emptive move to maintain economic growth amid escalating concerns over the trade war and a weaker economic environment leading to more pronounced global slowdown. The euro area Purchasing Manager Indices (PMIs) pointed to a deepening slowdown in the Eurozone. These elevated concerns have caused key government yield curves to invert, something seen by many commentators as a predictor of a global recession. Market expectations are for further interest rate cuts from the Fed and in September the European Central Bank reduced its deposit rate to -0.5% and announced the recommencement of quantitative easing from 1st November.

The Bank of England maintained Bank Rate at 0.75% and in its August Inflation Report noted the deterioration in global activity and sentiment and confirmed that monetary policy decisions related to Brexit could be in either direction depending on whether or not a deal is ultimately reached by 31st October.

Financial markets: After rallying early in 2019, financial markets have been adopting a more risk-off approach in the following period as equities saw greater volatility and bonds rallied (prices up, yields down) in a flight to quality and anticipation of more monetary stimulus from central banks. The Dow Jones, FTSE 100 and FTSE 250 are broadly back at the same levels seen in March/April.

Gilt yields remained volatile over the period on the back of ongoing economic and political uncertainty. From a yield of 0.63% at the end of June, the 5-year benchmark gilt yield fell to 0.32% by the end of September.

There were falls in the 10-year and 20-year gilts over the same period, with the former dropping from 0.83% to 0.55% and the latter falling from 1.35% to 0.88%. 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.65%, 0.75% and 1.00% respectively over the period.

Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth remains a global risk. The US yield curve remains inverted with 10-year Treasury yields lower than US 3-month bills. History has shown that a recession hasn't been far behind a yield curve inversion. Following the sale of 10-year Bunds at -0.24% in June, yields on German government securities continue to remain negative in the secondary market with 2 and 5-year securities currently both trading around -0.77%.

Credit background: Credit Default Swap (CDS) spreads rose and then fell again during the quarter, continuing to remain low in historical terms. After rising to almost 120bps in May, the spread on non-ringfenced bank NatWest Markets plc fell back to around 80bps by the end of September, while for the ringfenced entity, National Westminster Bank plc, the spread remained around 40bps. The other main UK banks, as yet not separated into ringfenced and non-ringfenced from a CDS perspective, traded between 34 and 76bps at the end of the period.

There were minimal credit rating changes during the period. Moody's upgraded The Co-operative Bank's long-term rating to B3 and Fitch upgraded Clydesdale Bank and Virgin Money to A-.

2019/20 HALF YEARLY TREASURY MANAGEMENT UPDATE

Compliance with Prudential Indicators

(a) **Estimates of Capital Expenditure**

The Council's planned capital expenditure and financing may be summarised as follows.

Capital Expenditure and Financing	2018 / 19 Actual £000	2019 / 20 Estimate £000	2020 / 21 Estimate £000	2021 / 22 Estimate £000
Total Expenditure	1,001	487	487	477
Capital Receipts	402	67	67	57
Government Grants	597	420	420	420
Contributions	2	0	0	0
Total Financing	1,001	487	487	477
Supported borrowing	0	0	0	0
Unsupported borrowing	0	0	0	0
Total Funding	0	0	0	0
Total Financing and Funding	1,001	487	487	477

The table above shows that the capital expenditure plans of the council can be funded entirely from sources other than external borrowing.

(b) **Operational Boundary for External Debt and Authorised Limit for External Debt**

The council is currently debt free and currently has had no need to borrow.

(c) **Incremental Impact of Capital Investment Decisions**

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

Incremental Impact of Capital Investment Decisions	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £
Increase in Band D Council Tax	0	0	0

The impact on Band D Council Tax highlighted above is NIL as the capital Programme is fully financed by Capital Receipts and Government Grants.

(d) **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 rating] or [credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

	Target	Actual
Portfolio average credit score	6.0	3.33

Liquidity

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

	Target,	Actual
Total cash available within 3 months	£3m	£6.5m



REPORT of DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

IT BUSINESS CONTINUITY REQUIREMENTS

1. PURPOSE OF THE REPORT

- 1.1 As part of the implementation of the Maldon District Council Future Model a review of the Information and Communications Technology (ICT) structure and functionality was undertaken. Six key areas of the onsite ICT infrastructure have been identified as requiring urgent works to ensure continuity of service and improved disaster recovery.
- 1.2 Replacement of the SAN Disk Array in conjunction with five other essential projects are required urgently to continue system functionality and service delivery from January 2020. This will cover the key areas of Maldon District Councils ICT Structure needs which will then last for the next eight to ten years. The predicted cost based on market estimates will be £130,000.
- 1.3 Each project has been itemised and broken down to give a complete view of the work required and tender exercises have been completed for all the proposals.
- 1.4 If this work isn't carried out the Council will lose access to its Revenues and Benefits, Civica and Uniform software as well as overall systems as saved data levels reach the limit of the current systems capacity. Due to the systems impacted this work is noted as business critical to the functioning of Maldon District Council.
- 1.5 The Committee are requested to approve this additional spend in the current financial year from the Capital Programme.

2. RECOMMENDATION

That the addition of the new SAN Array Disks as well as the implementation of the software for Revenues and Benefits, Civica and Uniform be approved as a capital scheme to the 2019 / 20 Capital Programme totalling an estimated £130,000.

3. SUMMARY OF KEY ISSUES

3.1 SAN Array

- 3.1.1 The Council is undergoing a Transformation Programme, and as part of the activity, there has been some investment and improvement to IT. Some of the remaining

legacy systems that were out of scope of the Transformation Programme are now approaching the end of their working life in their current versions and require renewal.

3.1.2 In addition, the Council is also at full server capacity for data storage and now, as a contingency, is having to delete data in the form of vital snapshots to fit in all current Council information and long-term backups. This is not secure as the equipment the Council has is at risk of failure and would cause significant service disruption, as experienced on the week commencing 9 September 2019.

3.1.3 Purchase of the new SAN Array would provide enough data storage capacity for a further ten years (based on current data usage and a quoted storage capacity of 129TB). The current equipment has been in situ for up to nine years.

3.2 Windows 2016 / 2019 Server addition

3.2.1 Within the datacentre Maldon District Council (MDC) use a Microsoft Datacentre licence for all servers, this allows specialists to build an unlimited number of servers which can be fully licenced now MDC have the 2016 server licence, however, 2019 is now available.

3.2.2 To keep all servers up to date with current systems and services we require the new licence agreement which will in turn allow MDC to run 2019 server licences on all current and future systems.

3.2.3 Microsoft release a new server version once every three years and all companies support up to one version behind this meaning, we have a six-yearly window for scheduling.

3.3 Revenues and Benefits Version change (Software and Server)

3.3.1 Capita will be withdrawing support for server 2008 as of January 2020. Due to this we now need to migrate the 2008 server housing Revenues and Benefits to server 2012 (the most up to date supported version Capita allow and included in the 2019 server licence). This in turn allows Capita to run the Revenues and Benefits software by January 2020.

3.3.2 Capita have a ten-day involvement in this change which is linked to the charges for this project. They would perform the Revenues and Benefits upload once the server is in place and build by MDC staff. This is due to Capita's retained access to the Revenues and Benefits database.

3.4 Civica version change (Software and Server)

3.4.1 As of January, server 2008 will no longer be supported, to continue the support agreement with Civica, MDC would have to be moved to the latest version on a server with server 2016 minimum.

3.4.2 To achieve this Civica must move the software and data to a new updated server, this work is carried out by Civica and is quoted for below.

3.5 Uniform version change (Software and Server)

- 3.5.1 As with Civica the Physical Server on site is currently server 2008. Due to this being decommissioned we need to virtualise Uniform. To do this once the new SAN is in place and the new Datacentre licence is available MDC staff can setup a new virtual server for Uniform. Using this server Uniform engineers will then install the Uniform database to the latest version whilst transferring the server to the virtual environment, this will give MDC better disaster compliancy as well as a faster Uniform server for staff to work on. This is again a needed project to continue using Uniform after Jan 2020.

3.6 ESX Host Addition

- 3.6.1 Following the software works listed above, due to the additional stress on the current Datacentre Hosts we need to consider adding an additional ESXi host for the system. This will allow for the additional servers which are currently physical to be migrated to the virtual system giving better speed and control.

4. CONCLUSION

- 4.1 Without the above equipment and software replacement, the Council faces a real and very high risk of catastrophic data loss alongside the interruption to service delivery for staff and the public.
- 4.2 This equipment needs to be replaced at the earliest opportunity, using the most cost-effective procurement.

5. IMPACT ON STRATEGIC THEMES

- 5.1 This may have an impact on the Medium Term Financial Strategy (MTFS) as unplanned but business critical spending.

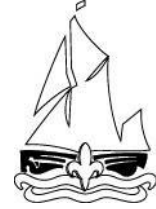
6. IMPLICATIONS

- (i) **Impact on Customers** – This proposal safeguards the service delivered to customers.
- (ii) **Impact on Equalities** – This proposal has no impact on equalities.
- (iii) **Impact on Risk** – This proposal significantly reduces risk to the organisation of not being able to perform its statutory duties.
- (iv) **Impact on Resources (financial)** – This proposal has an impact on the corporate reserve.
- (v) **Impact on Resources (human)** – This proposal has no impact on human resources.

- (vi) **Impact on the Environment** – This proposal has no impact on the environment.

Background Papers: None.

Enquiries to: Paul Dodson, Director of Strategy, Performance and Governance.



REPORT of INTERIM SECTION 151 OFFICER

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

2020 / 21 FEES AND CHARGES POLICY

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to review the fees and charges policies that have been put forward by officers: prior to the approval of the 2020 / 21 budget and updated Medium Term Financial Strategy in January 2020.
- 1.2 The detailed schedule of Fees and Charges will be reviewed based on the policy decisions and the Committee will recommend the actual 2020 / 21 fees and charges to Council in the January cycle of meetings. The 2020 / 21 income budgets will be based on the recommended policy.

2. RECOMMENDATIONS

To the Council:

That the Council considers and reviews the suggested fees and charges policies outlined in **APPENDIX A** for 2020 / 21 and adopts a set of policies for Officers to follow.

3. SUMMARY OF KEY ISSUES

3.1 Fees and Charges

- 3.2 Fees and charges set by the Council are one area where the Council may have the ability to generate increased resources, however each area is subject to different constraints. In looking at these policies, the following factors need to be considered:
 - Corporate and service objectives / priorities;
 - Seeking to make services self-financing, where there is scope to do so;
 - The level of charges levied by commercial competitors and other local authorities;
 - The introduction of new charges, where appropriate;
 - Whether concessions in fees and charges for specific users of the service(s) would apply or where they already apply then should they continue to apply.

3.3 **Current Position**

- 3.3.1 The position with each policy is set out in **APPENDIX A** including any concessions being given and any financial information, comments or issues regarding the policy.

3.4 **Areas for consideration – suggested policy changes or new policy(s)**

- 3.4.1 Green Waste subscriptions – The proposal is for the removal of the £5 discount for all Direct Debit and web payments. This was originally offered to increase these forms of payments as part of the channel shift to more efficient forms of payments both for the customer and the Council. However, this has now become the established form of making and receiving payments.
- 3.4.2 River Wharfage – The proposal is for the removal of 50% discount. A 5% discount of annual berthing fee will be offered if paid in first month of the financial year, but there will be no other discounts applicable; the ‘daily fee’ for mooring only applies to vessels using the visitor’s pontoon and not Hythe Quay berths in general. Daily charges for the visitor’s pontoon up to 28 days within a 12-month period only. Other berthing areas by Officer negotiation, based upon benchmarking.
- 3.4.3 Section 106 (S.106) Monitoring fee - Government guidance has recently changed in relation to S.106 contributions and the use of a monitoring fee. In order to levy a fee, it is important that the charge for monitoring S.106 agreements reflects the actual cost (or as close as can be reasonably calculated) to justify the fee as a legitimate cost as opposed to a ‘universal charge’, irrespective of the monitoring and administrative burden. It is considered appropriate to ensure a monitoring fee is charged to ensure that the burden of a S.106 agreement is cost natural to the Local Authority.
- 3.4.4 Recreational Avoidance and Mitigation Strategy (RAMS) – The Council is currently consulting on a Supplementary Planning Document (SPD) focused on the mitigation that is necessary to protect the wildlife of the Essex coast from the increased visitor pressure associated with new residential development in combination with other plans and projects, and how this mitigation will be funded. Mitigation measures, which are required for any residential development within the areas of the Local Planning Authorities (LPAs) that falls within a Zone of Influence, are identified in this SPD.
- 3.4.5 Free Parking Concession - The proposal is for the removal of free parking concession on Bank Holidays within all town centre car parks.
- 3.4.6 Hythe Quay Parking - The proposal is to introduce a new policy to charge for parking on the Hythe Quay.

4. **CONCLUSION**

- 4.1 It is essential for the Committee to consider and review and adopt a set of Fees and Charges policies and the proposals set out in section 3.3 above in order to allow sufficient time for this to be built into the 2020/21 budget setting process.

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 proposals in section 3.3 above is linked to the Council's Strategic Themes.

6. IMPLICATIONS

- (i) **Impact on Customers** – The fees and charges are for discretionary services and therefore impact on service users.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The implementation of the budget setting process is designed to minimise the risk of not having a robust Medium-Term Financial Strategy.
- (iv) **Impact on resources (financial)** – Fees and Charges set by the Council are a key financial resource. The Council needs to consider additional income generation as part of the set of actions to balance its annual and future revenue budget.
- (v) **Impact on Resources (human)** – As well as financial factors, availability of staff has been considered for each of the policies in terms of implementation, monitoring and enforcement.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

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

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Directorate	Policy Area	Current Policy	Existing Concessions	Policy 20/21
Service Delivery	River Moorings	Charge for moorings (not aligned with any other clubs)	None	Retain Existing Policy
Service Delivery	River Wharfage	Set fees to compete with alternative berthing facilities on the east coast	Quarterly charges discount daily fee by 50%. Discounts available to charitable trusts.	Retain existing Policy
Service Delivery	Off Street Car Parking (Maldon Town)	Maximise Income, no free school drop off permits	Disabled Badge holders - Free parking. Season Ticket discounts for Public Sector Partners and Bulk Purchases	Retain existing Policy
Service Delivery	Off Street Car Parking (Outside Maldon Town)	Free entry	Not Applicable	Retain existing Policy
Service Delivery	Car Parking/Events	Suspend car parking and introduce a set fee for specific events. Charges will be dependent on the event size and entrance fee. To be determined by the Director of Service Delivery.	None	Retain existing Policy
Service Delivery				
Service Delivery	Maldon Promenade - Car Parking	Aim for overall 60% cost recovery for Promenade Park - with Car Parking being the key contributor	Maldon District Residents Season Tickets at reduced price. Disabled Badge Holders	Retain existing Policy
Service Delivery	Maldon Promenade - Splash Park	Charge for the use of the splash park to offset costs of operating the facility	None	Retain existing Policy

Directorate	Policy Area	Current Policy	Existing Concessions	Policy 20/21
Service Delivery	Use of Council Land for events	All Council Land. Use of a minimum events day rate charge on council owned land determined by the scale of event size to maximise income for all events.	Charity Organisations with under 100 people in attendance receive a concession ensuring full cost recovery.	Retain existing Policy
Service Delivery	Council owned Land (Inc. Prom)	Charges to be for all council owned land as well as Prom Park to maximise income	Prices to be agreed by the Director of Service Delivery in Conjunction with the Chairman of Strategy and Resources Committee.	Retain existing Policy
Service Delivery	Maldon Promenade - Beach Huts	Charge for hire of Beach Huts. Charges based on market rates.	None	Retain existing policy
Service Delivery	Cemeteries	Charges at levels comparable to facilities provided by other local authorities	Local Residents receive discounted rates. Under 18's Free	Retain existing policy
Service Delivery	Green Waste Bin Service	Charge for Service	Direct Debit and Web Payments receive a £5 per annum discount. Charges in line with other authorities. Charge for Bin for new subscribers	Retain existing policy
Service Delivery	Chargeable Household Waste Collection	Charges made for residential homes, with limited collections from villages halls equivalent to domestic property. Charges based on cost recovery for additional collections	Free Clinical waste collection	Retain existing policy.
Service Delivery	Chargeable Bulky Household Waste Collection	Charge subject to annual adjustment to reflect contract costs. Fee is collected by Maldon District Council (MDC) and an agreed sum paid to the contractor for each collection	None	Retain existing policy
Service Delivery	Chargeable Street Cleaning	Charges set by negotiation with Officers	Charitable events and some specific commercial events are free	Retain existing policy
Service Delivery	Maldon Promenade - Pop Up Trading	Charge for the hire of trading stalls to commercial partners on a daily basis	None	Retain existing policy

Directorate	Policy Area	Current Policy	Existing Concessions	Policy 20/21
Service Delivery	Parks & Open Spaces - Advertising	Charge for advertising on Council owned assets. Charges based on market rates	None	Retain existing policy
Service Delivery	Court Costs - Council Tax and Business Rates	Charges set to maximum level agreed by Essex Magistrates Courts	None	Retain existing policy
Service Delivery	CCTV footage requested by individuals, insurance companies or any organisations other than the Police (subject to data protection)	Chargeable services	None	Retain existing policy
Service Delivery	Refuse and recycling containers for new build properties	Developers to fund the cost of provision of containers for new properties if the development is more than five properties.	None	Retain existing policy
Service Delivery	Parking Permits for Schools	Chargeable Services	Charges made to Schools for parking in MDC owned car parks	Retain existing policy
Service Delivery	Road Closures	To reclaim costs plus statutory administration charge.	None	Retain existing policy
Service Delivery	Promenade Park Concessions	To Charge for concessions on the Prom. Prices set on negotiation with the Director of Service Delivery.	None	Retain existing policy
Service Delivery	Grounds Maintenance Contracts	Charges for contracts based on competitive market rates ensuring full cost recovery.	None	Retain existing policy
Service Delivery	Commercial team – Commercial Services - Box Office	Box office services commission rate set by officers – Standard 10% commission for all events. Concession Director of Service Delivery in conjunction with the Chairman of Strategy and Resources Committee be granted discretion to vary this rate to support the corporate goals of the Council.	None	Retain existing policy
Service Delivery	Commercial team – Commercial Services - Marketing	Commercial team to charge a competitive hourly rate for its marketing and promotional services ensuring full cost recovery	None	Retain existing policy

Directorate	Policy Area	Current Policy	Existing Concessions	Policy 20/21
Service Delivery	Commercial team – Commercial Services - Sponsorship	Commercial Team to seek funding and sponsorship from partners and other organisations for which the Team provides a service, such as transport providers - Charges set by negotiation with the Director of Service Delivery and in-line with agreed criteria.	None	Retain existing policy
Strategy, Performance and Governance (SPG)	Land Charges	Self Financing Service subject to regulations	None	Retain existing policy
SPG	Public Hire Vehicle & Hackney Carriage Licensing	Self financing service	None	Retain existing policy
SPG	Building Control - Chargeable Services	Self financing service (by regulation) Break even over a five year period	None	Retain existing policy
SPG	Development Control and Conservation - Pre Application Advice	Charge for advice	Not Applicable	Retain existing policy
SPG	Development Control - Planning Performance Agreements (PPA)	Charge based on generic officer cost rates to complete the tasks in the PPA.	Not Applicable	Retain existing policy
SPG	Planning Fees (Development control fees)	No Policy - no powers at present	Not Applicable	Retain existing policy
SPG	Licensing Act 2003	Set fees in line with the costs incurred in providing the service	None	Retain existing policy
SPG	Gambling Act 2005	Set fees in line with the costs incurred in providing the service	None	Retain existing policy
SPG	Scrap Metal Dealers Act 2013	Recover reasonable costs of administration in accordance with statutory guidance	None	Retain existing policy
SPG	Pest Control	Set charges to be competitive with other service providers	None	Retain existing policy
SPG	Animal Licensing	Set fees in line with the costs incurred in providing the service	None	Retain existing policy
SPG	Mobile Homes Act 2013	Set fees in line with the costs incurred in providing the service	Exempt those sites that have 8 or less units (Band 1)	Retain existing policy
SPG	Pre Application for Tree Preservation Order advise	Charge for advice previous a free service. Charge to be based full recovery of Officer time	Not Applicable	Retain existing policy
SPG	Street Naming and numbering	Charges to developers and property owners based on cost recovery	Not Applicable	Retain existing policy

Directorate	Policy Area	Current Policy	Existing Concessions	Policy 20/21
SPG	Revisit to rescore food hygiene ratings	Set fees in line with the costs incurred in providing the service. New legislation is expected but it is not clear if fees will be set nationally or locally	Not Applicable	Retain existing policy
Resources	Credit Card Admin Fees	None	TIC operations (Discretionary)	REMOVE
Resources	External Printing	To be charged per copy.	Not Applicable	Retain existing policy
Resources	Administration of Parish Elections & Neighbourhood Referendums	Levy an administration charge based on recovery of Officer time	Not Applicable	Retain existing policy

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REPORT of INTERIM SECTION 151 OFFICER

**to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019**

2020 / 21 REVENUE BUDGET GROWTH AND SAVINGS

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to consider the Revenue Growth and Savings proposals bids that have been put forward by officers, prior to the approval of the 2020 / 21 budget and updated Medium Term Financial Strategy in January 2020.

2. RECOMMENDATIONS

To the Council:

- (i) that the contents of the report be noted;
- (ii) that Members consider the proposals set out in **APPENDIX A** for growth items;
- (iii) that Members consider the proposals set out in **APPENDIX B** for savings and Income generation;
- (iv) that Members consider the proposals set out in **APPENDIX C** for projects to be funded from the Repairs and Renewals reserve.

3. SUMMARY OF KEY ISSUES

- 3.1 For 2020 / 21, the Council is building a zero-based budget, based on existing service demand and legislation requirements, this will identify potential savings and build them into the core budget. In line with previous Council approval, there should be no additional budget growth unless statutory / service.
- 3.2 Budget growth proposals relevant to this committee are set out in detail within **APPENDIX A**
- 3.3 Savings and Income Generation proposals relevant to this committee are set out in detail within **APPENDIX B**.
- 3.4 Repairs and Renewals projects relevant to this committee are set out in **APPENDIX C**.

4. CONCLUSION

- 4.1 It is essential for Members to consider the proposals set out in this paper in order to allow sufficient time for this to be built into the 2020 / 21 budget setting process.

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 revenue proposals is also linked to the strategic themes.

6. IMPLICATIONS

- (i) **Impact on Customers** – Consultations will be undertaken to listen to the views of customers and the community with the aim of responding to their needs where possible.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The implementation of the budget setting process is designed to minimise the risk of not having a robust Medium Term Financial Strategy.
- (iv) **Impact on resources (financial)** – As outlined in this report.
- (v) **Impact on Resources (human)** – As well as financial factors, availability of staff has been considered for each of the projects and this has been included.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

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

Budget Growth 2020/21

Service Team	Title of the proposal	Full Description of the proposal	2020/21 £	2021/22 £	2022/23 £	Ongoing/One Off	Staffing implications Full Time Equivalent (FTE) (-)	Corporate outcome	Linked to Capital project / revenue savings?	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Service Delivery	Community Protection New Summer Ranger	New part time community Ranger to cover additional hours requested by parishes. Bid linked to additional income from Parish Councils. Growth bid will be cost neutral.	15,000			ongoing	1.00	Community	No	Additional hours for Community engagement by parishes requires additional resources to be added to the team.
Strategy, Performance and Governance (SPG)	Programmes, performance and governance	New post to support overview and scrutiny committee role and plan project of delivery- 10 hours per week	13,000			ongoing	0.27	performance and efficiency	No	post to support overview and scrutiny committee role and plan project of delivery- 10 hours per week
SPG	New Apprentice role within PPG	New apprentice role within the Programme performance and governance area	9,000			ongoing	1.00	performance and efficiency	No	Post will allow an apprentice to work alongside and learn from the process improvement fixed term posts, likely retaining this knowledge more long term in the organisation
Resources	ICT - HSM Module - Access pay	Cached credentials for quick access to Audis Files.	1,100			ongoing	0	performance and efficiency	No	This allows for office processing time saving, instead of a daily task costing the council this becomes automatic.
Resources	ICT - Dell Server maintenance renewal	Renewal of the server maintenance for our dell power edge servers	1,100			ongoing	0	performance and efficiency	No	This is the renewal of our Dell Server maintenance and support, all servers are required to be covered in a maintenance agreement following the Disaster Recovery Planning and Audit run in October, this is a new requirement going forward.
Resources	ICT - Office 365 Licensing	Licencing for office 365 platform	19,000			ongoing	0	performance and efficiency	No	This is a critical licence requirement following the transformation project for all licences for all office software. Without these licences we cant function as a council
Resources	ICT Training	Course training for ICT Specialist staff for new systems on site.	20,000			ongoing	0	performance and efficiency	No	Training is required on the new systems implemented at the council including the new firewalls
Service Delivery	Suez - Uplift of minimum Wage	As specified in the contract this payment is required to satisfy the change in law and introduction of the Living Wage as defined and introduced by the National Minimum Wage (Amendment) Regulations 2016	53,000	33,000	34,000	Ongoing until 2024 when the government is committed to raising the NMW to £10.50 per hour	0	Place	No	"Change in Law" means a material change in Applicable Laws on or after the Effective Date which results in a requirement for some form of amendment to the Bill of Quantities or the provision of Services of this Contract including without limitation the introduction of the Living Wage. Figures estimated
Service Delivery	Street Cleansing contract Uplift	Increase contract cost following the extension of the Street Cleansing Contract for a further 4 years. Contractor will require new vehicle for additional contract work.	17,500			Ongoing	0	Place	No	Subject to RPIX 21/22 onwards

Service Team	Title of the proposal	Full Description of the proposal	2020/21 £	2021/22 £	2022/23 £	Ongoing/One Off	Staffing implications Full Time Equivalent (FTE) (-)	Corporate outcome	Linked to Capital project / revenue savings?	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Service Delivery	Clinical Waste	The number of residents using this service has risen from 37 using the kerbside collection to 330 since April 2019.	3,000			Ongoing	0	Place	No	Residents signposted to Council following NHS decision not to accept Sharps Boxes at their Doctors Surgeries. 3.1The Controlled Waste (England and Wales) Regulations 2012 (CWR2012) state under Schedule 1, S3 No.12 that, 'Clinical waste and offensive waste produced at domestic property, a residential home, a caravan or a vehicle or vessel used wholly for the purposes of living accommodation is to be treated as household waste.
Resources	Council Offices	Council office maintenance	3000			Ongoing	0	Performance & Efficiency	No	On going maintenance to building. Gutters are now full and not collection water like they should. New flagpole required
Service Delivery	Special events	The Nation will mark the 75th Anniversary of the end of the Second World War in May 2020. The Spring Bank holiday has been moved to Friday to create a weekend of celebration thanks to all who served at home and abroad. The Council will join this national celebration and host an event in Maldon. The final content is being worked upon but activities are planned over the three days including local history, a party in the park, outside cinema, living history/period historic vehicles etc. Local church organisations will be encouraged to participate on the final day (Sunday). This funding will under write costs of exhibits and infrastructure but officers will activity seek sponsorship opportunities.	4000			One-off	0	Performance & Efficiency	No	The Nation will mark the 75th Anniversary of the end of the Second World War in May 2020. The Spring Bank holiday has been moved to Friday to create a weekend of celebration thanks to all who served at home and abroad.
Prom Park	Model Boating Lake	No income from Model Boating lake	1,700			Recurring	0	Place	No	No income received in 19/20 so budget needs to be removed to reflect this.
Animal Warden	Collection of Stray Dogs	Drop in collection of Stray Dogs	1,200			Recurring	0	Place	No	No income received in 19/20 so budget needs to be removed to reflect this.
Env Waste	Business Rates	Cost of Business Rates for the Southminster Toilets	1,500			Recurring	0	Place	No	Southminster toilets open and rates due from MDC

163,100

Efficiency Savings/Income Generation 2020/21

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Ref	Directorate	Service Team	Title of the proposal	Full Description of the proposal	2020/21 £	Linked to Capital project or Revenue Growth?	Service Implications Will the acceptance of the proposal lead to a reduction in the effectiveness of front line services or statutory duties? If so, please describe the impacts. Please also state what mitigation plans can be put in place to lessen the impact to the service.	Acceptability by Members RAG rating: Green = Deliverable and likely to be accepted by members Amber - "maybe" and there is no severe impact on frontline services Red - Difficult to achieve and likely to have severe impact on frontline services	Acceptability by Members RAG rating: Green = Deliverable and likely to be accepted by members Amber - "maybe" and there is no severe impact on frontline services Red - Difficult to achieve and likely to have severe impact on frontline services
	Service Delivery	Community Protection	Summer Ranger	New part time community Ranger to cover additional hours requested by parishes. Bid linked to additional income	(15,000)	YES	No however there is a risk that the income may not cover the full cost of the Summer Ranger. Cost of redundancy in the event of termination or reduction of the service by the Parishes may be borne by the Council.	Note the risk of financial loss to the Council in the event Parishes discontinue or reduce the service.	Additional hours for Community engagement by parishes requires additional resources to be added to the team.
	Service Delivery	Riverside Park	Concessions	Additional income from Concessions	(2,500)	No	No		Increase income received in 19/20 so budget needs to be increased to reflect additional income
	Service Delivery	Cemeteries	Burial Fees	2% Increase in cemetery charges	(2,000)	No	No		Additional income from the increase of 2% of fees
	Service Delivery	Cemeteries	Memorialisation	Increase in number of memorials	(700)	No	No		Additional income from requests of memorialisation
	Service Delivery	Special Events	Smoke & Fire additional income Year 2	New deal for the smoke and fire festival	(6,000)	No	No		New deal for the smoke and fire festival
	Service Delivery	Special Events	Maldon Car Show	Additional income, car park income and exhibitors mean increase in the expected income budgets	(3,500)	No	No		Additional income, car park income and exhibitors mean increase in the expected income budgets
	Service Delivery	Special Events	Fantasia	New event on the Prom in 2020/21	(10,000)	No	No		New event on the Prom in 2020/21
				TOTAL	(39,700)				
Separate income proposals generated from transformation									
	Service Delivery	Prom Park	Concessions	Additional income from Concessions	(45,000)	No	No		Increase income received in 19/20 so budget needs to be increased to reflect additional income
	Service Delivery	Car Parking	Parking charges	Increase in parking charges at all council sites	(90,000)	No	No Risk of Council not agreeing to the increase.	Risk of Council not agreeing to the increase.	Increase in parking charges at all council sites
	Service Delivery	Waste Services	Garden Waste service	Additional income raised from the change in policy	(48,000)	No	No		Additional income raised from the change in policy
	Resources	Council Offices	Office rental	Narrow Corridor' to be set as Enterprise Centre	(12,000)	No	No		Narrow Corridor' to be set as Enterprise Centre
			TOTAL		(195,000)				
			GRAND TOTAL		(234,700)				

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Repairs & Renewals Bids for 2020/21

Ref	Project Category	Project Title & Description	Original
			2020/21
			£
	E	Burnham Cemetery reception refurbishment	6,000
	E	Resurface entrance road and relining of Car Park at MDC Offices	13,000
	E	Car Park fencing repair / replacement at MDC Offices	3,000
	SF	Prom Park Beach hut flooring and access path	1,100
	E	Repairs and Lining to doctors lane car park Burnham on Crouch	3,000
		Total	26,100

Essential E
 Service Failure SF
 Service Improvement SI

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REPORT of INTERIM SECTION 151 OFFICER

to
STRATEGY AND RESOURCES COMMITTEE
5 DECEMBER 2019

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 put forward by officers prior to the approval of the 2020 / 21 budget and updated Medium Term Financial Strategy in January 2020.

2. RECOMMENDATION

That the Committee considers the proposals set out in this report, comments are invited on the project bids set out in **APPENDIX 1** and to identify which projects should be included for consideration in the 2020 / 21 capital programme by Council in February 2020.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council's capital programme will need to reflect 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 below and detailed projects sheet can be found as **APPENDIX 1**. The projects have been categorised by Officers into four 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.

Project Category	Capital Project Bid Details	£'000
Vehicles		
SI	Scarab Road Sweeper	35,000
SF	Ford Tipper Truck	15,000
SF	2 Ride on John Deere mowers	41,000

Project Category	Capital Project Bid Details	£'000
E	Wood Chipper	17,600
E	Rolling replacement Van	20,000
Rivers		
SF	Rigid Inflatable Boat	60,000
Playsites		
E	Play site Resurfacing - WMCC & Hester place	28,000
SF	Multi Use Games Area (MUGA) Maldon	20,000
SF	MUGA Burnham-on-Crouch	26,000
Cemeteries		
E	Toilet Provision Maldon and Heybridge Cemetery	25,000
SI	Cemetery headstone plinths	20,000
Promenade Park		
E	Waste Transfer Station Containers	12,000
SI	Dog / Rubbish Bins prom park	21,000
Council Offices		
SI	Council office roof repairs	15,000
		355,600
Essential		102,600
Service Failure		177,000
Service Improvement		76,000

- 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 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 Committee is invited to comment on the capital schemes prior to their inclusion in the 2020 / 21 Capital Programme for Council approval in February 2020 / 21. Any revenue consequences of the capital projects so chosen 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 is also linked to the Strategic Themes.

6. IMPLICATIONS

- (i) **Impact on Customers** – The aims of the projects and impact on customers is outlined in **APPENDIX 1**.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – Risks have been considered as part of each project brief; this includes 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)** – Both capital and revenue implications are outlined within **APPENDIX 1**. 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 this has been 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 1**.

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

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CAPITAL PROJECT SHEET

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New purchase of a Scrab road sweeper for the Parks and countryside team.
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Improvement
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 Scarab road sweeper. To provide inhouse and external works in place of using an external contractor.
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>	We would need to arrange a service contract with a company to maintain the vehicle
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	35,000		1,000		
2021/22					
2022/23					
2024/25					
TOTAL	35,000	0	1,000	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>MDc currently outsource the road sweeping. With the purchase of a Scarab road sweeper we could maintain the parks and open spaces on a more frequent basis with better control over works being carried out. The vehicle can also be used to clear litter especially after events on the Promenade park and Riverside park reducing labour costs. The vehicle can also be used to power wash off roadways hardstandings and clean out both litter and dog bins. We would also be able to offer external clients the service of having their car parks and roadways cleaned. The current contractor cannot carry out any more service visits to MDc sites as they are at capacity. We would look to purchase the vehicle so as to be able to maintain the parks, Car parks and offer a service to external clients around the district. The vehicle has the capacity to collect winter debris from paths and roadways alleviating the potential risks of slips and falls from leaf and conker debris on pathways. We would also save costs on labour clearing the litter around the parks and open spaces as the vehicle can collect waste material. This would especially be beneficial after events and shows on the promenade park.</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>Is this part of a statutory obligation? If so, state how</p>	
<p>Is the project contractually committed to in any way? If so, please describe</p>	

<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>To improve MDCs parks delivery service for 2020 and offer a service to external clients around the district</p>
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CAPITAL PROJECT SHEET

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Renewal of parks and countryside vehicle
Project Category • 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 one tipper truck to replace vehicles that are not fit for purpose.
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Apr-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
	£	£	£	£	
2020/21	15,000				
2021/22					
2022/23					
2024/25					
TOTAL	15,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>To enhance the parks teams equipment and delivery service. The current equipment is no longer fit for purpose the new vehilce will allow us to increase the capacity for work loads as the current Ford Ranger vehicle does not have the capacity to carry large volumes of tools or waste. This will allow the parks team to be able to service 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>Is this part of a statutory obligation? If so, state how</p>	
<p>Is the project contractually committed to in any way? If so, please describe</p>	
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>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 and countryside Mowers
Project Category • 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
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</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>To enhance the parks teams equipment and delivery service. The current equipment is no longer fit for purpose and not cost effective due to wear and tear. The ride ons need to be road legal so as to be able to service 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>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 • 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) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>4) delivering good quality, cost effective & Valued Services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p 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

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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>	Rolling replacement of Vehicle Reg FY63 XHJ Vauxhall Combo Van (White)
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential
Project Lead Officer	Pat Mackshea
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	This vehicle is approaching 7 years old and for a commercial vehicle its effective / economical working life is decreasing, rather than leaving it too long like we have with other vehicles on the fleet I believe it should be replaced whilst it still has some residual worth, the dog cages in the back are not fit for purpose anymore as they are not compliant or adequate for larger breed dogs, replacing this vehicle with a slightly larger type van will give the council a bit more durability when it comes to additional duties such as waste contract work and election duties etc.
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Jul-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	On going maintenance costs per year which will increase with life span
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	20,000				
2021/22			500		
2022/23			500		
2024/25			500		
TOTAL	20,000	0	1,000	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Goals 2& 4 applicable</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>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>Non required</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>The current vehicle isnt fit for purpose and if involved in an accident ie the rear doors damaged then the interior where dogs are transported wouldn't be compliant with the animal welfare act.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>The vehicle is an integral part of the council delivering many statutory services inc the stray dog service which requires a specialised vehicle (adequate ventilation and washable interior load space) purchasing a mid size van will make the dept more efficient as it could be utilised in many different ways.</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>N/A</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>Vehicle will assist the council in gaining more revenue as it will be more multi purpose again efficiency savings will link back to the business / corporate objectives.</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>	Rigid Inflatable
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure
Project Lead Officer	Nigel Harmer
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Procure a Rigid Inflatable Boat (RIB) to replace the present workboat for the primary role of enforcement of Council byelaws throughout the River Blackwater. Part of the overall cost of the project can 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. Following the withdrawal of the previous RIB and the loss of the Personal Water Craft, no byelaw enforcement has taken place on the River Blackwater. This has lead to many complaints form the public and a reduction in public safety afloat.
Project Start Date <i>(Month and year)</i>	Jan-20
Project Completion Date <i>(Month and year)</i>	May-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Running costs, berthing and maintenance can be found in current annual budget allocation
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	60,000				
2021/22					
2022/23					
2024/25					
TOTAL	60,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>1. strengthening communities to be safe, active and healthy 2. Protecting and shaping the District</p> <p>4. Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>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 style="text-align: center;">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 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>5. Enforcement of Byelaws 18. River Blackwater Stakeholder contact 36. Operational standards for areas of work</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>	Playsite Surface Recover - Sunbury Way & Hester Place
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential
Project Lead Officer	Nigel Harmer
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	To resurface two playsites to ensure conformity to the latest RoSPA standards. The existing play surface at these two heavily used sites has been in place for many years. Whilst they had previously conformed to RoSPA standards when installed, they are now heavily worn and require regular attention to ensure they are safe for children to use. It is likely these playsites will have to be closed if the surfaces deteriorate further. The proposed replacement surface meets the highest playsite standards and will give many years of trouble free use.
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Sep-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Occasional maintenance implications
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	27,550				
2021/22					
2022/23					
2024/25					
TOTAL	27,550	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>1. Strengthening communities to be safe, active and healthy.</p> <p>2. Protecting and shaping the District.</p> <p>4. Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p style="text-align: center;">No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p style="text-align: center;">No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Yes. Potential risk to playsite users if the existing surface continues to deteriorate.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>Yes. RoSPA regulations state; Maldon District Council has an obligation to ensure the highest standards of playsite safety are maintained.</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>Yes. Playsite Repair and Refurbishment.</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>	Multi Use Games Area (MUGA) regeneration project. Promenade park, Maldon				
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure				
Project Lead Officer	David Burnham				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	The Promenade Park currently hosts a multi use games area which has become depreciated. The surface area is now beyond economic repair and requires and overhaul and installation of a new surface. The installation of a new hard court all weather surface will ensure all round provision of the facility for community usage and hirer income.				
Project Start Date <i>(Month and year)</i>	May-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>	The works would be outsourced as specialist contractors would be required for the removal and new installation works				
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	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> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<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 style="text-align: center;">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 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>

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>	Multi Use Games Area (MUGA) regeneration project. Riverside Park, Burnham-on-Crouch
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure
Project Lead Officer	David Burnham
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Riverside Park currently hosts a multi use games area which has become depreciated and safe use. The surface area and fencing is now beyond economic repair and requires and overhaul and installation of a new surface / fencing. The installation of a new hard court all weather surface will ensure all round provision of the facility for community usage and hirer income. Once the work has been completed teh facility can be tendered out to external operates with a view to MDC obtaining a yearly rent for the facility.
Project Start Date <i>(Month and year)</i>	Sep-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>	The works would be outsourced as specialist contractors would be required for the removal and installation works
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	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> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<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>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. The facility would also offer the potential prospect of a guaranteed annual income via outsourcing to an external facility operator.</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>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>No</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>	Toilet Provision at Maldon and Heybridge Cemeteries
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential
Project Lead Officer	Nigel Harmer
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	To provide modular toilet buildings at Maldon and Heybridge cemeteries to meet the needs of staff and public. Given the isolated location of both cemeteries, and the requirement where to locate these modular buildings, they will need to be self contained in that they will have water and electricity, but connection to the mains sewage system is prohibitively expensive and difficult due to their location within the cemetery. Therefore they will need to have their own holding tank and be emptied by a contractor as required. Each unit will meet Disability Discrimination Act requirements.

Project Start Date <i>(Month and year)</i>	Mar-20
Project Completion Date <i>(Month and year)</i>	Jul-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Contracted cleaning services

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>	
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	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	25,000		2,000		
2021/22			2,000		
2022/23			2,000		
2024/25			2,000		
TOTAL	25,000	0	8,000	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>1. Strengthening communities to be safe, active and healthy 2. Protecting and shaping the District</p> <p>4. Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p style="text-align: center;">No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p style="text-align: center;">Planning consent will be required for 'Temporary Permanent Use'</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>YES. There is currently no toilet provision in either cemetery which is contrary to the Public Health Act. The public currently relieve themselves behind buildings and shrubbery.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>Yes. Maldon District Council has an obligation under Health and Safety Welfare legislation to provide a minimum level of services for employees. This includes toilet provision.</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>

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>	Concrete piers for Headstone installation/grave management, Maldon Cemetery
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Improvement
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Installation of sub-surface Concrete piers within Maldon Cemetery to allow for better management of the remaining burial space in terms of headstone installations, grave spacing and Grounds Maintenance of the site. Concrete piers of this type are standard installations for new cemeteries and Officers feel they are essential for correct management of remaining grave space. There are ongoing issues with headstone subsidence, incorrect placement/spacing and past-management problems with alignment of rows/columns of grave space that are now create significant Grounds Maintenance practical issues and additional service costs through staff time & resources. Maldon Cem would be a trial for future provision in other existing Cems and any new site/extension. projects.
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Dec-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time, Contractor,

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	17,000				
2021/22					
2022/23					
2024/25					
TOTAL	17,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>2. Protecting and shaping the District.</p> <p>4. Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No. However there is a potential 'change of practice' implication for layout of graves going forward - the pier design means that graves/headstones <u>could</u> be laid out back-to-back in future, changing the current layout/appearance of the graves which is uni-directional.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>No</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>Yes. Provision of burial space and correct management for sit & records. Process is Good Practice guidance from National body (ICCM)</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>No</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>	Waste transfer station - Promenade Park Depot - Site improvements in order to remain legally safe and compliant.
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential
Project Lead Officer	Pat Mackshea
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Replacement of existing shipping containers on site which are end of life + as well as the purchase of an additional container unit for the safe and legal storage of hazardous waste materials before transfer/ disposal as prescribed by the Environment agency.
Project Start Date <i>(Month and year)</i>	Jun-20
Project Completion Date <i>(Month and year)</i>	2020 latest
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	None
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	12,000				
2021/22			Nil		
2022/23			Nil		
2024/25			Nil		
TOTAL	12,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p style="text-align: center;">Goals 1&4 applicable</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;">Non required</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Yes the current containers on site are at the end of their safe working life the doors are damaged/rotten hinges/ the roofs are also decayed - the doors are not locable anymore and the EA have recognised this and have asked for changes to be made on site including an additional container for the safe and legal storage of large waste electrical items. MDC Health and Safety officer Gill Gibson has also identified these issues on site.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>Yes the Waste transfer station is subjected to its permitted regulations set by the Environment agency if we fail to keep the site up to regulatory standards then our permit will be removed, the site is an integral part of both the street cleaning service and the domestic refuse and recycling service</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>Yes we have some obligations under the above service contracts to provide a waste transfer station for their use as well as obligations under the health and safety at work act 1974.</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</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>	Replacement Bins for Prom Parks
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Improvement
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Replacement of entire suite of litterbins (25) and dog bins (10) within Promenade Park. For the last two years the bin provision on site has been deteriorating with much of the 'fixed' bins being unfit for purpose and temporary wheely bins being used throughout summers of 2018 & 2019. Project will replace all on-site litter bins with purpose designed wheely bin housing for ease of emptying & (particularly in busy period) replacements insert-bins for off-site/away from public emptying ; not fixed to ground anchors but weighted, so can be relocated to target high footfall/litter areas for specific needs; uniform appearance and improved aspect for Prom as a whole. Dog bins similar appearance need, on-site provision is largely metal housings which have corroded; replacement units are non-metal therefore longer lifespan. All units also easier to maintain and clean!
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Jul-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Maintenance/Parks team staff time for removal of defective/existing units and installation of new.

<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
	£	£	£	£	
2019/20		0	0	0	0
2020/21	21,000				
2021/22					
2022/23					
TOTAL	21,000	0	0	0	0

RESERVES PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>4) Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Improved Public H&S with better litter provision; improved staff H&S from an ease of emptying perspective</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>Not specifically, however several plans/projects centred on Promenade Park</p>

CAPITAL PROJECT SHEET

Please note that this reserve request 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>	Council Office Roof Repairs
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	To carry out the replacement of various roof and ridge tiles where they have previously become dislodged and slipped and also the checking for any further loose tiles. This will prevent a potential issue with water ingress and also any damage or injury from tiles that haven't as yet fallen from the roof.
Project Start Date <i>(Month and year)</i>	May-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 and to manage the works. Contractor costs to carry out the works following quotation.
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	15,000				
2021/22					
2022/23					
TOTAL	15,000	0	0	0	0

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Maintaining a safe working place for all MDC and for visitors.</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>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>None</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Potential risk to passers-by if any tiles were to fall.</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>No</p>

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