



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

PRESENT

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

683. CHAIRMAN'S NOTICES

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

684. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICES

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

685. MINUTES OF THE LAST MEETING

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

686. DISCLOSURE OF INTEREST

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

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

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

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

687. PUBLIC PARTICIPATION

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

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

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

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

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

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

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

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

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

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

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

689. AIR QUALITY ACTION PLAN - IMPROVING TAXI EMISSIONS

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

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

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

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

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

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

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

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

RESOLVED

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

690. THE CROUCH VALLEY FESTIVAL OF FOOD AND DRINK

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

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

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

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

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

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

RESOLVED

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

691. BRADWELL B GOVERNANCE

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

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

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

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

692. LOCAL DEVELOPMENT SCHEME 2020 - 2022

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

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

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

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

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

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

693. COMMUNITY INFRASTRUCTURE LEVY GRANT OFFER

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

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

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

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

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

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

Councillor Mrs Channer returned the Chamber at this point.

694. COUNCIL TAX SUPPORT SCHEME

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

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

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

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

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

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

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

695. SUPPLEMENTARY ESTIMATE - FIXED TERM FINANCIAL RESOURCE

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

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

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

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

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

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

696. CAPITAL PROJECT BIDS 2020 / 21

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RECOMMENDED

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

698. TREASURY MANAGEMENT STRATEGY 2020 / 21

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

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

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

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

This proposal was duly agreed.

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

699. DISCRETIONARY FEES AND CHARGES 2020 / 21

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

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

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

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

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

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

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

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

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

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

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

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

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

For the recommendation:

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

Against the recommendation:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

RESOLVED

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

RECOMMENDED

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

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

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

The meeting closed at 10.28 pm.

B E HARKER
CHAIRMAN

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



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Introduction

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

Maldon District Development Plan

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

Maldon District Local Development Plan

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

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

Document Title	Bradwell B Development Plan Document
Role and Content	To provide an adopted planning policy framework and development strategy in relation to the wider development impacts and opportunities arising from the Bradwell B proposal.
Coverage	Maldon District
Timetable	Consultation: Spring 2021and Autumn 2021 Examination: Spring/Summer 2022 Adoption: Autumn 2022
Chain of Conformity	• Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Evidence base
Resource	• Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base and aid with the examination.

Table 1: Bradwell B Development Plan Document - Summary

Essex Minerals and Waste Local Plans

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

Neighbourhood Plans

14. The Burnham-on-Crouch Neighbourhood Plan was 'made' by the Council on the 7 September 2017. Several other Neighbourhood Plans are in the pipeline. Further information on their progress can be found on the Council's website www.maldon.gov.uk
15. The LDP is supplemented by the following documents:
 - a) Community Infrastructure Levy
 - b) Supplementary Planning Documents
 - c) Masterplans, Development Briefs and Design Codes
 - d) Conservation Area Appraisals
 - e) Statement of Community Involvement
 - f) Authority Monitoring Report
 - g) Evidence base

These are discussed in more detail below.

Community Infrastructure Levy

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

Document Title	Community Infrastructure Levy Charging Schedule
Role and Content	To establish a charging schedule for the application of a community infrastructure levy on new development
Coverage	Maldon District
Timetable	Consultation: Autumn 2020 Examination: Summer 2021 Adoption: Summer/Autumn 2021
Chain of Conformity	• Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Infrastructure Delivery Plan • Viability assessment
Resource	• Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including infrastructure providers; • Use of technology and web-based communication to assist with consultation; and • Consultancy support to develop, review and update the evidence base and aid with the examination.

Table 2: Community Infrastructure Levy Charging Schedule - Summary

Supplementary Planning Documents

22. Supplementary Planning Documents (SPDs) can be produced to build upon and provide more detailed guidance on the policies in the Local Development Plan. SPDs are not subject to independent examination, but are subject to public consultation lasting 6 weeks. On adoption, SPDs will have material weight in decision-making on planning applications.
23. The Council adopted two Supplementary Planning Guidance documents and five SPDs between 2005 – 2007. Over the last 10 or so years national and local policy has changed significantly. In the last year the Affordable Housing Guide and the Vehicle Parking Standards SPD have been formally revoked and replaced by new SPD's. The five outstanding documents were reviewed in 2019 to establish whether their content remains relevant. A formal decision whether to revoke, retain or update these documents was made by Council in September 2019. The following SPDs were revoked in 2019.

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

Table 3: Revoked Supplementary Planning Guidance/Documents

24. Eight SPD's have been adopted.

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

Table 4: Existing Supplementary Planning Documents

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

Title	North Quay Development Brief
Role and Content	To guide the development and regeneration proposals of employment generating mixed-use development within the North Quay area.
Coverage	North Quay, The Causeway and Heybridge Creek
Timetable	- January/February 2020 – Consultation - April 2020 – Approval of Final Brief
Chain of Conformity	- Relevant Planning Acts and Regulations - National Planning Policy Framework and Planning Practice Guidance - Maldon District Council Corporate Plan (2019 - 2023) - Local Development Plan - Maldon and Heybridge Central Area Masterplan SPD - Evidence Base
Resource	- Local Plans team; - Other Council Officers; - Co-operation with relevant stakeholders including landowners, developers, infrastructure providers; and - Use of technology and web-based communication to assist with consultation;
Essex Coast Recreational disturbance Avoidance Mitigation Strategy	
Role and Content	- To set out the approach to securing mitigation necessary to protect the Habitats sites of the Essex Coast from increased recreation pressure associated with new housing in accordance with LDP Policies N1 and N2 - To identify the level of financial contribution to be sought from residential development; - To set out how and when the Council expects financial contributions to be delivered.
Coverage	Basildon, Braintree, Brentwood, Castle Point, Chelmsford, Colchester, Maldon, Rochford, Southend, Tendring, Thurrock and Uttlesford local authority areas
Timetable	- January 2020 – Consultation Draft - Summer 2020 – Approval of Final SPD

Chain of Conformity for both SPDs	• Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Corporate Plan (2019 - 2023) • Local Development Plan • Evidence Base
Resource for both SPDs	• Consultants to develop the SPDs; • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders; and • Use of technology and web-based communication to assist with consultation.
Title	Planning Obligations SPD
Role and Content	To set out Maldon District Council's approach to seeking Section 106 planning obligations.
Coverage	District wide
Timetable	• To be prepared prior to the adoption of CIL
Chain of Conformity	• Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Council Corporate Plan (2019 - 2023) • Local Development Plan • Maldon and Heybridge Central Area Masterplan SPD • Evidence Base
Resource	• Local Plans team; • Other Council Officers; • Co-operation with relevant stakeholders including landowners, developers, infrastructure providers; and • Use of technology and web-based communication to assist with consultation;

Table 5: Proposed Supplementary Planning Documents

Masterplans, Development Briefs and Design Codes

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

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

Table 6: Master Plans and Design Codes

Conservation Area Character Appraisals

27. There are 14 conservation areas in the District. Twelve have a character appraisal or statement, which summarises the area's special character and appearance and makes recommendations for its appropriate preservation and enhancement.
28. Two conservation areas at Stow Maries Aerodrome and the Chelmer and Blackwater Navigation do not have a review and appraisal - other documents are available which inform their sensitive

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

Title	Chelmer and Blackwater Navigation Character Appraisal
Role and Content	To define the 'special architectural or historic interest' of the Conservation Area and identify what it is about the character and appearance of the area that should be preserved or enhanced. It may also identify any features that detract from the character of the area.
Coverage	Chelmer and Blackwater Navigation Conservation Area
Timetable	• May 2020 – Consultation Draft • October 2020 – Approval of Final Appraisal
Chain of Conformity	• Relevant Planning Acts and Regulations • National Planning Policy Framework and Planning Practice Guidance • Maldon District Council Corporate Plan (2019 - 2023) • Local Development Plan • Navigation Landscape Character Assessment • Evidence Base
Resource	• Specialist – Conservation & Heritage • Local Plans team; • Other Council Officers; • Co-operation with neighbouring local planning authorities; • Co-operation with relevant stakeholders including Parish Councils; and • Use of technology and web-based communication to assist with consultation

Table 7: Conservation Area Character Appraisals

Statement of Community Involvement

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

Authority Monitoring Report

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

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

LDP Evidence Base

34. The LDP and other policy documents will be supported by evidence-based documents. These documents do not form part of the Development Plan but provide robust and reliable evidence to inform production of new documents. These documents will also provide the evidence for supporting the Council's position through the planning application process. The current evidence base is available to view and download from the Council's website www.maldon.gov.uk/LDP.
35. In 2020, the Council intends to review the local housing needs evidence. The Strategic Housing Needs Assessment (SHMA) was last updated in 2014, and requires updating. National policy has now changed and SHMAs have been replaced by Local Housing Needs Assessments (LHNA). Production of evidence base documents is resource intensive therefore it is intended that consultants will aid the production of these documents. The LHNA will be produced in 2020. The precise timetable will reflect the availability of consultants and the ability of the Council to fulfil its Duty to Cooperate requirements. The Accessibility of Settlements assessment is likely to be completed in 2020 by officers. Other evidence may be reviewed as resources permit.

Resources

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

Risk Assessment

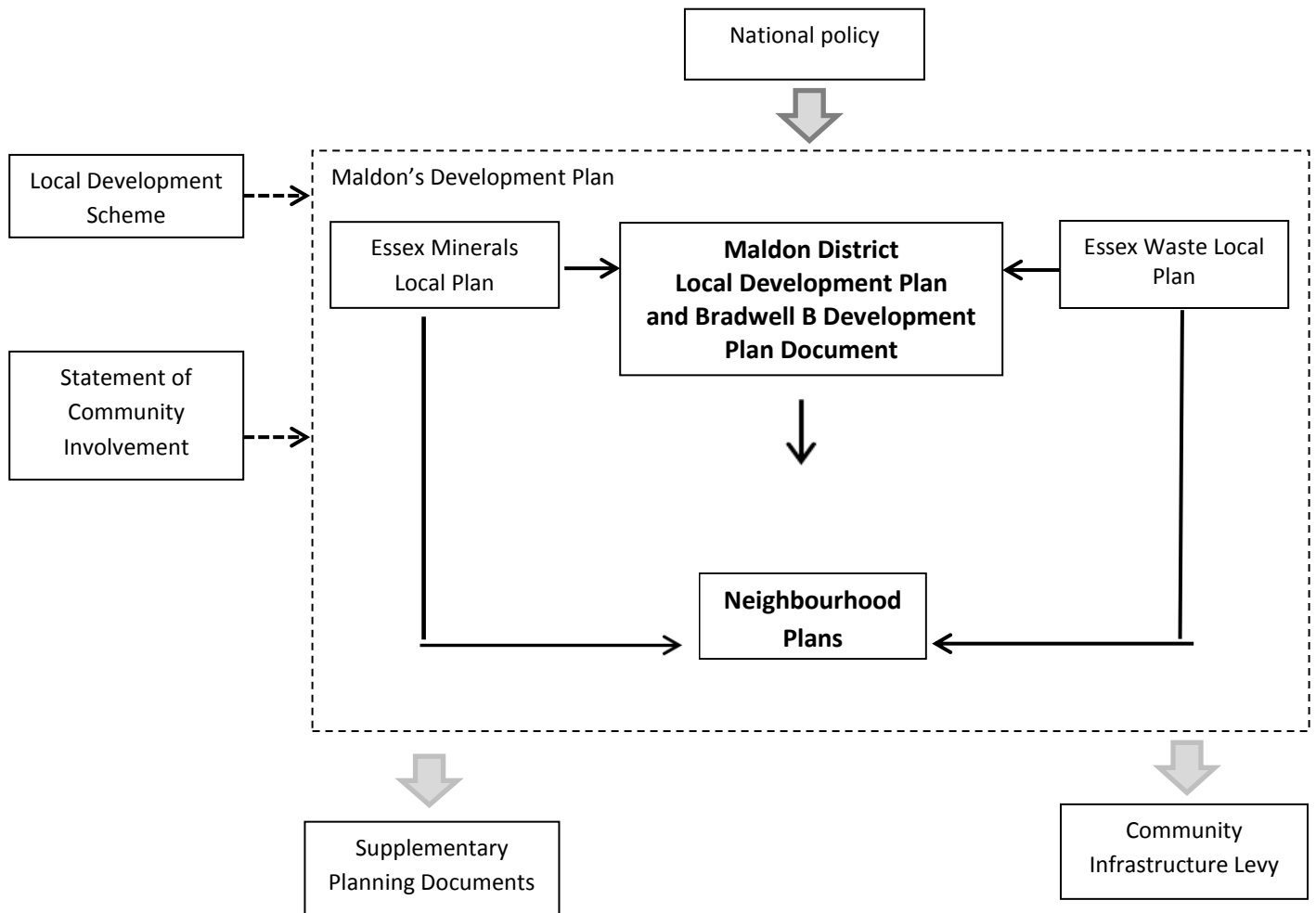
39. In preparing the LDS, the following risks have been identified that may affect or delay the process of delivering the Local Development Plan and the production of other planning policy documents. Contingency measures are suggested accordingly. The list is not exhaustive and does not include unlikely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

Risk	Impact	Contingency	Responsibility
Revisions to national legislation and planning policy guidance – i.e. PPG	Out of date LDP and/or evidence base, lack of guidance available	- Monitoring of national planning policy revisions - Quick turnaround of updates to evidence base - Provision of guidance notes and/or SPDs to provide clarification on specific issues	Strategy, Policy and Communications Manager Senior Specialist Local Plans

Risk	Impact	Contingency	Responsibility
Delays in political agreement	Delays in agreeing plans and documents	- Use of progress briefings to retain political awareness - Use of delegated powers wherever appropriate	Director of Strategy, Policy and Governance Strategy, Policy and Communications Manager
Consultation fatigue (community being consulted too often on planning documents and by other agencies over a range of issues)	Poor response to consultations	Minimise by arranging a coordinated programme and possibly integrating individual engagement activities with other agencies	Strategy, Policy and Communications Manager Senior Specialist Local Plans Senior Specialist – Communications, Marketing & Engagement
Staff changes or staff loss (staff leaving post/time delays in recruitment)	- Loss of institutional capacity - Inconsistency - Knowledge gaps	- On-going training and development to improve expertise and encourage staff retention; - Loss of staff will be countered by recruiting permanent and where necessary temporary staff	Director of Strategy, Policy and Governance Strategy, Policy and Communications Manager
Additional unforeseen evidence base requirements	Poor evidence base which could lead to decisions on applications being challenged	Use of specialist consultants to cover particular gaps in expertise	Strategy, Policy and Communications Manager Senior Specialist Local Plans
Budget Constraints	Insufficient budget to cover costs	- Annual budget review to identify budget needs based on LDS - Council reserve of a contingency amount to fund additional financial needs.	Director of Resources Director of Strategy, Policy and Governance Strategy, Policy and Communications Manager

Table 8: Risks

Appendix 1: Local Development Plan Diagram



Appendix 2: Maldon District Local Development Plan: Policy List

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

Appendix 3: Glossary

Authority Monitoring Report

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

Development Plan Documents (DPDs)

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

Development Management Policies

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

Evidence Base

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

Local Development Plan (LDP)

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

Local Development Scheme

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

National Planning Policy Framework (NPPF)

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

National Planning Practice Guidance (PPG)

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

Policies Map

A visual representation of the policies in the LDP.

Statement of Community Involvement (SCI)

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

Supplementary Planning Documents (SPD)

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

Maldon District Council Equality Analysis

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

Title Council Tax Support scheme for 2020-21	Date November 2019	Officer Preparing Sue Green
1. Background		
1.1 Description of proposal / policy / service (Including aims, outcomes and in the case of an existing service how long it has been delivered in its current format) Council Tax Support aims to help people with low incomes to meet their Council Tax obligations, covering payment of Council Tax and Discounting of Council Tax The aim of Council Tax Support is • To have a fair and equitable scheme • To maintain support for particularly vulnerable people within the constraints imposed by Government policy The service areas or partner agencies involved are • Maldon District Council • Any authority that can levy a charge to contribute to Council tax • Essex authorities who are sharing the scheme • All Essex precepting authorities • Department for Work and Pensions • Department for Communities and Local Government • <i>There are proposals to change the current scheme these changes are: To introduce a de minimis value on any change in income and to introduce periodic reviews of Universal Credit claims</i> .		
1.2 Who are the users of the proposal / policy / service (Refer to data held about the users of the service i.e. numbers of users, demographic breakdown. Having this information is important to understand which sectors of the community might be affected. If that is not available refer to the demographic data held on the intranet.) Broadly, this affects those liable for Council Tax within the District and adults on a low income with low savings There are 3246 Council Tax Support Claimants* of which 1545 are working age.		

Maldon District Council Equality Analysis

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

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

Yes ,a consultation has been conducted.

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

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

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

Maldon District Council Equality Analysis

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

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

Maldon District Council Equality Analysis

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

2.3 To foster good relations between those who share a protected characteristic and those who do not	The scheme remains means tested , the scope for discrimination is limited. All working age customers				
3. Equality Impacts – examine how the proposal / policy / service impacts on the community. Base the analysis on evidence. Attach additional documents if necessary.					
Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
3.1 Age (What will the impact be on different age groups such as younger or older people?)	☐	☒	☐	Older People (60+) are specifically protected under Government Regulations	
3.1 Age (What will the impact be on different age groups such as younger or older people?)	☐	☒	☐	Due to the protection afforded to those of pensionable age, customers of working age are impacted directly by any changes to the scheme. People over 18 of working age will potentially may be required to pay more.	Parents will continue to have Child Benefit disregarded in the CTS calculation which is consistent with the Council's duty to safeguard and promote the welfare of children. Reducing the number of changes to entitlement will provide more financial stability The Council will continue to provide information and advice on income maximisation.

Maldon District Council Equality Analysis

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

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

Maldon District Council Equality Analysis

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

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

Maldon District Council Equality Analysis

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

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
				support – particularly those of working age.	
4. Is there a Cumulative Impact? (If the same group is the subject of many changes or reductions the overall impact is much greater. Consider what else is happening within Maldon District Council that may have an impact and also what we know is happening elsewhere (such as Essex County Council). See Guidance for further advice.) The requirement to introduce a local Council Tax scheme and to make savings has been introduced via Government policy so each year our scheme must be reviewed and a proposal must be pursued following a public consultation. Whilst the authority may choose to allocate funding to ensure full protection for all customers, to date this has not been considered to be financially sustainable. Furthermore, the results from public consultations would appear to agree that customers claiming support should pay towards their Council Tax.					
5. Outcome					
5.1 Consider all the analysis and evidence above and indicate (1) No change needed ☐ (2) Adjust ☒ (3) Adverse impact but continue ☐ (4) Stop, remove the proposal / policy / service ☐					
5.2 Adjustments If option (2) above is selected please detail what adjustments are needed, who is responsible and how that will be reviewed. Also outline how that will be agreed (i.e. Committee, CMT). The adjustments required are administrative and will be dealt with by the revenues and benefits teams					

Maldon District Council Equality Analysis

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

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

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 road legal to cut the verges around the Maldon district
Project Start Date <i>(Month and year)</i>	Oct-20
Project Completion Date <i>(Month and year)</i>	Oct-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	No
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	41,000				41,000
2021/22					
2022/23					
2024/25					
TOTAL	41,000	0	0	0	41,000

CAPITAL PROJECT SHEET

Describe links to Corporate Goals <i>Corporate goals:</i> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services	To enhance the parks teams equipment and delivery service. The current equipment is no longer fit for purpose and is costing money to maintain the ride on is an 03 plate so has 16 years of service the other ride on mower is an 12 plate so has 7 years of service with the rear link arm needing replacing. The ride ons need to be road legal so as to be able to service road side sites around the Maldon district.
Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	None
Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)	
Are there Health & Safety implications? If so, please state	No
Is this part of a statutory obligation? If so, state how	No
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	To improve MDCs parks delivery service for 2020

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

Describe links to Corporate Goals <i>Corporate goals:</i> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services	4) delivering good quality, cost effective & Valued Services. We have used an inhouse chipper for the last year that was purchased second hand. This offered time and costs savings both in labour and waste material transfer with the added benefit of cutting down on the carbon footprint from having to haul green waste to an approved facility when it could be chipped and used on site as mulch
Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	None
Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)	No
Are there Health & Safety implications? If so, please state	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
Is this part of a statutory obligation? If so, state how	No
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	To allow MDC parks team to tender for future works around the district by being able to offer a waste clearance service to clients

CAPITAL PROJECT SHEET

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Rigid Inflatable Boat - enforcement of council byelaws River Blackwater
Project Category • 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>	Procure a Rigid Inflatable Boat (RIB) to replace the present workboat for the primary role of enforcement of Council byelaws throughout the River Blackwater. Following the withdrawal of the previous RIB, no byelaw enforcement has taken place on the River & without the RIB no enforcement will take place during peak season in 2020. The overall cost will be off-set against the sale of the existing workboat (£20,000) and the £14,000 receipt from the insurance for the loss of the PWC's. The intention is to procure a nearly new/second hand boat and road trailer, and not a new vessel.. The requirements of a patrol vessel need to include patrolling in respect of environmental legislation, byelaw enforcement and maintenance work in connection with navigation bouys, as well as carrying limited numbers of staff for site visits in respect of planning applications and large coastal related developments and the removal of river users from the environmentally sensitive areas such as salt marsh and nesting areas for birds, which have a detrimental effect, causing increased erosion and disturbance. Replacing the existing workboat with a rigid inflatable boat would enable the enforcement role to be carried out once again, but does not diminish the River Bailiff's ability to carry out maintenance work on navigation buoys throughout the river should the need arise. The helmsman of the RIB will be the river bailiff, other officers may be onboard at times to support enforcement & environmental tasks but will not be in control of the vessel.
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>(NB. This picture is for illustration purposes only)</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	40,000				
2021/22					
2022/23					
2024/25					
TOTAL	40,000	0	0	0	0

CAPITAL PROJECT SHEET

Describe links to Corporate Goals <i>Corporate goals:</i> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services	1. strengthening communities to be safe, active and healthy 2. Protecting and shaping the District 4. Delivering good quality, cost effective and valued services
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Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	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.
Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)	No
Are there Health & Safety implications? If so, please state	No. The proposed vessel is governed by the same legislation that covers all other vessels used by the Authority.
Is this part of a statutory obligation? If so, state how	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.
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	5. Enforcement of Byelaws 18. River Blackwater Stakeholder contact 36. Operational standards for areas of work

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>	Multi Use Games Area (MUGA) regeneration project. Promenade park, Maldon
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential
Project Lead Officer	David Burnham
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Promenade Park currently houses a multi-use games area. The surface area requires a deep cleaning program along with surface patching and sealant works, this is due to the build-up of surface algae, moss and ingrained dirt. The court surface also has areas which require infill. Some areas of fencing are beyond economic repair and require installation of a new fencing. The program of works will ensure all round provision of the facility for community usage and potential for increasing hirer income. Once the work has been completed the facility will be tendered out to external operator with a view to MDC obtaining a yearly rent for the facility. Currently Promenade Park generates £300 pa, but it is estimated that this would increase to £2,000 pa with the improved facility (offering a 'pay back' period of c. 10 years for this project) Without this essential works this games area will close to the public in 2020, with temporary fencing required around the perimeter to stop access. With the improvement works, combined with a basic ongoing maintenance program, the new surfaces would expect to have a minimum life-span of 15 years.
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 (Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))



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

CAPITAL PROJECT SHEET

Describe links to Corporate Goals <i>Corporate goals:</i> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services	Strengthening communities to be safe, active and healthy, Creating opportunities for economic growth and prosperity
Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	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.

Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)	None required
Are there Health & Safety implications? If so, please state	Current surface condition contributes to an increase in risk and likelihood of more slips, trips and falls.
Is this part of a statutory obligation? If so, state how	No
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	this project delivers against the following Corporate Priorities: Increased income through commercialisation Our open spaces maintained for the enjoyment of all Working with communities and partners to support our health and wellbeing priorities

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

Describe links to Corporate Goals <i>Corporate goals:</i> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services	Strengthening communities to be safe, active and healthy, Creating opportunities for economic growth and prosperity
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Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	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.
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Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)	None required
Are there Health & Safety implications? If so, please state	No
Is this part of a statutory obligation? If so, state how	No
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	this project delivers against the following Corporate Priorities: Increased income through commercialisation Our open spaces maintained for the enjoyment of all Working with communities and partners to support our health and wellbeing priorities

CAPITAL PROJECT SHEET

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Blackwater Leisure Centre
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Blackwater Leisure Centre was built in the 1990's, with some additions in the early 2000's, to provide leisure activities for the people of Maldon. Part of the design requirements for such facilities is to provide a 'healthy' atmosphere for those using the facilities and to achieve this large Air Handling Units (AHU's) were installed to control the temperature and humidity within the building. The AHU serving the 'dry' side of the leisure centre (changing rooms, corridors, foyer etc) has been maintained over the years but has now reached the end of its life and is now not working and so needs to be replaced.
Project Start Date <i>(Month and year)</i>	Apr-20
Project Completion Date <i>(Month and year)</i>	Oct-20
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the specification, the tender process and to manage the works once let. Contractor costs to carry out the works.

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	24,500				
2021/22					
2022/23					
TOTAL	24,500	0	0	0	0

CAPITAL PROJECT SHEET

Describe links to Corporate Goals <i>Corporate goals:</i> 1) Strengthening communities to be safe, active and healthy 2) Protecting and shaping the District 3) Creating opportunities for economic growth and prosperity 4) Delivering good quality, cost effective and valued services	Maintaining a safe and healthy atmosphere at this leisure facility for both the users of the facility and for the leaseholders staff who manage and run the centre. This will help to ensure that the service that the users receive is of a good quality.
Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	None
Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)	None
Are there Health & Safety implications? If so, please state	Although the Health & Safety implications for the users is minimal as they can come and go from the building at will, the staff who work there are not in that position. Under the Health & Safety at Work etc Act, there is a duty on their employers, and by association the owners of this leased building, to ensure that the atmosphere in which they work is conducive with the works they are undertaking.
Is this part of a statutory obligation? If so, state how	No
Is the project contractually committed to in any way? If so, please describe	No
Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No

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Capital Strategy 2020/21

Introduction

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

Capital Expenditure and Financing

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

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

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

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

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

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

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

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

Replacement of debt finance in £ 000's

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

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

Estimates of Capital Financing Requirement

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

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

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

Treasury Management

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

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

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

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

Prudential Indicators: Authorised limit and operational boundary for external debt

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

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

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

Treasury management investments (Average)

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

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

Investments for Service Purposes

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

Commercial Activities

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

Liabilities

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

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

Revenue Budget Implications

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

Prudential Indicator: Proportion of financing costs to net revenue stream

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

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

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

Knowledge and Skills

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

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

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

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Investment Strategy 2020/21

Introduction

The Council invests its money for two main reasons:-

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

Treasury Management Investments

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

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

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

Capacity, Skills and Culture

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

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

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

Investment Indicators

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

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

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

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

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

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

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

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

Minimum Revenue Provision Statement 2020/21

Annual Minimum Revenue Provision Statement 2020/21

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

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

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

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

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

Replacement of debt finance in £ 000's

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

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Treasury Management Strategy Statement 2020/21

Introduction

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

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

Investments held are considered in the Investment Strategy.

External Context

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Local Context

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

Table 1: Balance sheet summary and forecast

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

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

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

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

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

Table 2: Liability benchmark

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

Borrowing Strategy

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

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

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

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

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

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

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

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

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

Investment Strategy

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

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

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

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

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

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

Table 3: Approved investment counterparties and limits

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

This table must be read in conjunction with the notes below

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 4: Investment limits

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

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

Treasury Management Indicators

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

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

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

Credit risk indicator	Target
Portfolio average credit score	6

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

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

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

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

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

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

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

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

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

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

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

Related Matters

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

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

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

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

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

Financial Implications

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

Other Options Considered

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

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

Appendix A - Arlingclose Economic & Interest Rate Forecast January 2020

Underlying assumptions:

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

Forecast:

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

APPENDIX 7

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

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

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

Appendix B - Existing Investment & Debt Portfolio Position

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

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

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

APPENDIX 8

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

APPENDIX 8

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

APPENDIX 8

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

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

APPENDIX 8

SERVICE DELIVERY

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

APPENDIX 8

SERVICE DELIVERY

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
Event Land Hire Charge - Council Park or Open Space (New Charges - per day)					-
Event licence / Permit fee (minimum fee payable on acceptance of event)	Yes	25.00	5.00	30.00	
Charity - Small event (1-1,000 attendees)	Yes	25.00	5.00	30.00	-
Charity - Medium event (1,001- 2,500 attendees)	Yes	46.67	9.33	56.00	-
Charity - Large event (2,501 + attendees)	Yes	90.00	18.00	108.00	-
Community - Small event (1-1,000 attendees)	Yes	54.17	10.83	65.00	-
Community - Medium event (1,001- 2,500 attendees)	Yes	100.00	20.00	120.00	-
Community - Large event (2,501 + attendees)	Yes		Price on application		-
Commercial - Small event (1-1,000 attendees)	Yes	266.67	53.33	320.00	-
Commercial - Medium event (1,001- 2,500 attendees)	Yes	500.00	100.00	600.00	-
Commercial - Large event (2,501 + attendees)	Yes		Price on application		-
Other Council owned Land Hire for Concessions - (price is per operator, per day, per concession)					-
Peak Time (School Holidays/Bank Holidays/ Event Days)					-
Daily charge	No	54.00	-	54.00	53.00
Medium (Team of 2 - 5 Operators) <i>price per operator</i>	No			Deleted	153.00
Large (Team of 5+ Operators) <i>price per operator</i>	No			Deleted	229.00
Off Peak Time					-
Daily charge	No	37.00	-	37.00	36.00
Medium (Team of 2 - 5 Operators) <i>price per operator</i>	No			Deleted	85.00
Large (Team of 5+ Operators) <i>price per operator</i>	No			Deleted	153.00
Charitable Concession	No		Deleted		Free
Pop Up Trading					-
Peak Time (School Holidays/Bank Holidays/ Event Days)					-
Market Stall (Frame with Canopy)	No	55.00	-	55.00	54.00
Wheelie Cart	No	49.00	-	49.00	48.00
Wheelie Cart including Fridge	No	54.00	-	54.00	53.00
Electricity	Yes	10.83	2.17	13.00	13.00
Off Peak Time					-
Market Stall (Frame with Canopy)	No	44.00	-	44.00	43.00
Wheelie Cart	No	39.00	-	39.00	38.00
Wheelie Cart including Fridge	No	44.00	-	44.00	43.00
Electricity	Yes	10.83	2.17	13.00	13.00
					-
ROUNDBOUT SPONSORSHIP					-
1 Year agreement - Maldon Town site	Yes		Price on application		4,000.00
1 Year agreement - Other district site	Yes		Price on application		3,500.00
3 Year agreement - Maldon Town site	Yes		Price on application		10,000.00
3 Year agreement - Other district site	Yes		Price on application		8,500.00
Landscaping scheme (minimum 5 years)	Yes		Price on application		500.00
					-
1 Year Boundary sign Agreement	Yes		Price on application		2,500.00
					-
Football (per game)					-
Adult	Yes	44.17	8.83	53.00	52.00
Junior	Yes	33.33	6.67	40.00	39.00
Changing rooms (only)	Yes	11.67	2.33	14.00	14.00

APPENDIX 8

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

APPENDIX 8

	VAT	Charge	VAT	2020/21	2019/20
		£	£	£	£
PLANNING SERVICES					
BUILDING CONTROL					
New dwellings		See attached - table A See attached - table B See attached - table C			
Work to a single dwelling					
All other non-domestic work					
DEVELOPMENT CONTROL					
Designs and Patents Act 1989					
Plan copies - per sheet: A4	Yes	0.08	0.02	0.10	0.10
A3	Yes	0.17	0.03	0.20	0.20
A2	Yes	0.67	0.13	0.80	0.80
die line	Yes	1.67	0.33	2.00	2.00
Ordnance Survey Maps					
Handling fee	Yes	1.67	0.33	2.00	2.00
Site plans (max 6 copies) - per extract	Yes	30.83	6.17	37.00	36.00
Other Development Control					
High Hedge Complaints	Yes	510.00	102.00	612.00	600.00
Street Naming and Numbering					
Adding / removing a name	no	0.00	-	0.00	0.00
Renaming / renumbering a property	no	41.00	-	41.00	40.00
Naming / numbering 1-5 properties (per property) inc flats*	no	41.00	-	41.00	40.00
Naming / numbering 6-25 properties (per property) inc flats*	no	31.00	-	31.00	30.00
Naming / numbering 26-75 properties (per property) inc flats*	no	26.00	-	26.00	25.00
Naming / numbering 76+ properties (per property) inc flats*	no	20.00	-	20.00	20.00
Naming a street (per street)**	no	102.00	-	102.00	100.00
Change to development after notification	no	51.00	-	51.00	50.00
Street renaming at residents request	no	153.00	-	153.00	150.00
Written confirmation of postal address details	no	0.00	-	0.00	0.00
* numbers include dwellings within developments with new streets					
** number of new street names only					
LAND CHARGES					
<i>Premises exempt as per legislation: church halls, village halls & non-commercial venues</i>					
CON29 (part 1): standard fee	Yes	123.33	24.67	148.00	145.00
additional fee for non-residential searches	Yes	22.50	4.50	27.00	26.00
LLC1	No	22.00	-	22.00	22.00
additional fee for non-residential searches	Yes	33.33	6.67	40.00	39.00
CON29O (part 2) enquiry - per question: Q4-5 only (if purchased with full search)	Yes	15.00	3.00	18.00	18.00
Q6-21	Yes	15.00	3.00	18.00	18.00
Q22 only	Yes	22.50	4.50	27.00	26.00
Additional enquiry	Yes	31.00	6.20	39.00	38.00
Additional parcel of land LLC1	No	5.00	-	5.00	5.00
Additional parcel of land CON29	Yes	15.00	3.00	18.00	18.00
Copy of duplicate search	Yes	10.00	2.00	12.00	12.00
Search confirmation (up to 3mths old)	Yes	10.00	2.00	12.00	12.00
Personal Searches					
CON29R standard enquiry (when viewed in person)			Free		Free
Local land charges register (in person): print out	No		Free		Free
view	No		Free		Free
Local land charges LLC1 certificated	No	22.00	-	22.00	22.00

Planning Services Pre-Application Fees and Charges 2020/21

	Further Details	Cost (£)	VAT (£)	Total (£)
Householder development (Duty Planner)	Only available for non-Complex Householder advice. This would include extensions to single dwellings, porches, garages, outbuildings and walls and fences. (No written advice).	Free		Free
Householder development (Written advice)	Includes proposals to alter and extend individual houses and flats for residential purposes where the development relates to a building which is not listed as being of architectural or historic interest. In cases where the house or flat is listed then the charge will fall within Minor Development.	90.00	18.00	108.00
Householder development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals to alter and extend individual houses and flats for residential purposes where the development relates to a building which is not listed as being of architectural or historic interest. In cases where the house or flat is listed then the charge will fall within Minor Development.	171.67	34.33	206.00
Smallscale commercial development (Written advice)	Includes proposals for: Change of use up to 200m2 Extensions to commercial properties under 50m2 1-3 Advertisements Amendments to Previously Approved Schemes	90.00	18.00	108.00
Smallscale commercial development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: Change of use up to 200m2 Extensions to commercial properties under 50m2 1-3 Advertisements Amendments to Previously Approved Schemes	171.67	34.33	206.00
Minor development (Written advice)	Includes proposals for: 1-4 residential units or gross external floorspace of up to 499m2 Change of use between 200 and 499m2 Extensions to commercial properties over 50m2 Over three advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	226.67	45.33	272.00
Minor development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 1-4 residential units or gross external floorspace of up to 499m2 Change of use between 200 and 499m2 Extensions to commercial properties over 50m2 Over three advertisements Public Art Telecommunications Equipment Air Conditioning / Ventilation Equipment Amendments to Previously Approved Schemes	509.17	101.83	611.00
Medium development (Written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	339.17	67.83	407.00
Medium development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 5-9 residential units or gross external floorspace of 500-999m2	565.83	113.17	679.00
Major development (Written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	565.83 (Plus additional £21 +VAT per dwelling to a maximum of 74 dwellings)	113.17	679.00

Major development (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: 10-20 residential units Non-residential development with a gross external floorspace over 1,000m2	1,131.67	226.33	1,358.00
(Plus additional £21 +VAT per dwelling to a maximum of 74 dwellings)				
Strategic Proposals (Planning Performance Agreements) (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: Any application of 75 dwellings or more dwellings; or any outline residential development proposals whose site is 2 hectares or more. Any residential proposal promoted as an allocated site within the LDP. Any 100% Affordable Housing proposals of six dwellings or 0.3ha or more in outline form. Any non-residential development proposal, whose floor area is 1,500 square metres or more or whose site area is 2 hectares or more. Any non-residential proposals relating to development proposals allocated within the LDP. Any retail development 1,000 square meters or more or which of 250 square metres or more and is proposed to be beyond existing town centres as defined in the local plan or emerging LDP. Any mixed use development proposals whose site area is 2 hectares or more, or is of 75 dwellings or 1,000 square metres commercial floor area or more. Wind Turbines Any wind energy proposals whose output capacity is 1Mw or more or which proposes three or more turbines of 30m or more. Any Solar energy proposals whose output capacity is 1Mw or more or which proposes 4,000 or more solar panels. Energy from Waste Scheme which is 1KW capacity or more.	Individually determined at full cost recovery		
Minor Alterations to Listed Building (Written advice)	Only available for very minor and non-Complex advice. This would include replacement windows. This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	67.50	13.50	81.00
Alterations/Extension to Listed Building (Written advice)	Includes proposals for: Alterations to a listed building Extensions and additions to a listed building Demolition of an unlisted building within a conservation area This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	226.67	45.33	272.00
Alterations/Extension to Listed Building (Meeting* with Planning Officer of no more than one hour and written advice)	Includes proposals for: Alterations to a listed building Extensions and additions to a listed building Demolition of an unlisted building within a conservation area This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	551.67	110.33	662.00
Development in a Conservation Area (Written Advice)	This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	171.67	34.33	206.00
Development in a Conservation Area (Meeting* with Planning Officer of no more than one hour and written advice)	This only relates to development that does not fall within any category above. In those instances where it does the higher fee will be required.	497.50	99.50	597.00
Minor Tree advice (Tree within a conservation area only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees	67.50	13.50	81.00

Minor Tree advice (TPOs only) (Written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	90.00	18.00	108.00
Minor Tree advice (TPOs only) (Meeting* with appropriate Officer of no more than one hour and written advice)	Includes proposals for: Works to 1-4 individually listed trees Replacement of 1-4 individually listed trees	226.67	45.33	272.00
Major Tree advice (TPOs only) (Meeting* with appropriate Officer of no more than one hour and written advice)	Includes proposals for: Works to 5 or more individually listed trees Replacement of 5 or more individually listed trees Works to trees within an area protected under a Tree Preservation Order Works to trees within a woodland protected under a Tree Preservation Order	453.33	90.67	544.00
Inspection of compliance with Enforcement Notice	Written confirmation that an enforcement notice has been complied with.	226.67	45.33	272.00
Compliance with Condition requests	Includes, but not exclusively: Written confirmation that a condition(s) has been complied with Written confirmation that a condition(s) has been discharged	171.67	34.33	206.00
Compliance with S.106 Agreement requests	Written confirmation that all/some S.106 obligations have been agreed per obligation	113.33	22.67	136.00
Planning History requests	Includes, but not exclusively: Written confirmation of any restrictions imposed on a site on a site. Confirmation of authorised use of a site Confirmation of an absence of an agricultural occupancy condition	171.67	34.33	206.00

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

TABLE A - NEW DWELLINGS
2020/21

Dwelling-houses and Flats not exceeding 300m2

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

VAT rate **20.0%**

Code	Bungalows or Houses less than 4 storeys		Plan Charge	Inspection Charge *	Building Notice Charge*	Regularisation Charge*
H01	1 Plot	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
H02	2 Plots	Net	293.00	782.00	1,182.00	1,505.00
		VAT	58.60	156.40	236.40	-
		Total	351.60	938.40	1,418.40	1,505.00
H03	3 Plots	Net	342.00	1,075.00	1,558.00	1,983.00
		VAT	68.40	215.00	311.60	-
		Total	410.40	1,290.00	1,869.60	1,983.00
H04	4 Plots	Net	391.00	1,368.00	1,934.00	2,462.00
		VAT	78.20	273.60	386.80	-
		Total	469.20	1,641.60	2,320.80	2,462.00
H05	5 Plots	Net	440.00	1,661.00	2,311.00	2,941.00
		VAT	88.00	332.20	462.20	-
		Total	528.00	1,993.20	2,773.20	2,941.00
	Flats					
F01	1	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
F02	2	Net	293.00	635.00	1,021.00	1,299.00
		VAT	58.60	127.00	204.20	-
		Total	351.60	762.00	1,225.20	1,299.00
F03	3	Net	342.00	782.00	1,236.00	1,573.00
		VAT	68.40	156.40	247.20	-
		Total	410.40	938.40	1,483.20	1,573.00
F04	4	Net	391.00	928.00	1,451.00	1,847.00
		VAT	78.20	185.60	290.20	-
		Total	469.20	1,113.60	1,741.20	1,847.00
F05	5	Net	440.00	1,075.00	1,666.00	2,120.00
		VAT	88.00	215.00	333.20	-
		Total	528.00	1,290.00	1,999.20	2,120.00
	Conversion to					
V01	Single Dwelling-House	Net	195.00	586.00	860.00	1,094.00
		VAT	39.00	117.20	172.00	-
		Total	234.00	703.20	1,032.00	1,094.00
V02	Single Flat	Net	195.00	489.00	752.00	957.00
		VAT	39.00	97.80	150.40	-
		Total	234.00	586.80	902.40	957.00
	Notifiable electrical work		(where applicable, in addition to the above, per dwelling)			
D14	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Net	This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation application a full appraisal and testing will be carried out.		205.00	261.00
		VAT			41.00	-
		Total			246.00	261.00

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

PLANNING SERVICES

TABLE B - WORK TO A SINGLE DWELLING
2020/21

Limited to work not more than 3 storeys above ground level

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

VAT rate		20.0%									
Code	Extension & New Build		Full Plans		Full Plans - Multiple work reductions only **		Building Notice Charge *	Multiple work reductions only Building Notice Charge * at 50% reduced rate **	Regularisation Charge *		
			Plan Charge	Inspection Charge *	Plan Charge at 50% reduced rate**	Inspection Charge * at 50% reduced rate **					
D01a	Separate single storey extension with floor area not exceeding 10m²	Net VAT	98.00 19.60	98.00 19.60	49.00 9.80	49.00 9.80	215.00 43.00	108.00 21.60	274.00 -		
New charge		Total	117.60	117.60	58.80	58.80	258.00	129.60	274.00		
D01	Separate single storey extension with floor area exceeding 10m² but not exceeding 40m²	Net VAT	195.00 39.00	391.00 78.20	98.00 19.60	196.00 39.20	645.00 129.00	323.00 64.60	821.00 -		
		Total	234.00	469.20	117.60	235.20	774.00	387.60	821.00		
D02	Separate single storey extension with floor area exceeding 40m² but not exceeding 100m²	Net VAT	195.00 39.00	489.00 97.80	98.00 19.60	245.00 49.00	752.00 150.40	376.00 75.20	957.00 -		
		Total	234.00	586.80	117.60	294.00	902.40	451.20	957.00		
D03	Separate extension with some part 2 or 3 storeys in height and a total floor area not exceeding 40m²	Net VAT	195.00 39.00	440.00 88.00	98.00 19.60	220.00 44.00	699.00 139.80	350.00 70.00	889.00 -		
		Total	234.00	528.00	117.60	264.00	838.80	420.00	889.00		
D04	Separate extension with some part 2 or 3 storeys in height and a total floor area exceeding 40m² but not ex 100m²	Net VAT	195.00 39.00	586.00 117.20	98.00 19.60	293.00 58.60	860.00 172.00	430.00 86.00	1,094.00 -		
		Total	234.00	703.20	117.60	351.60	1,032.00	516.00	1,094.00		
D05	A building or extension comprising SOLELY of a garage, carport or store - total floor area not exceeding 100m²	Net VAT	195.00 39.00	195.00 39.00	98.00 19.60	98.00 19.60	430.00 86.00	215.00 43.00	547.00 -		
		Total	234.00	234.00	117.60	117.60	516.00	258.00	547.00		
D06	Detached non-habitable domestic building with total floor area not exceeding 50m²	Net VAT	195.00 39.00	293.00 58.60	98.00 19.60	147.00 29.40	537.00 107.40	269.00 53.80	684.00 -		
		Total	234.00	351.60	117.60	176.40	644.40	322.80	684.00		
Conversions											
D07	First floor & second floor loft conversions	Net VAT	195.00 39.00	391.00 78.20	98.00 19.60	196.00 39.20	645.00 129.00	323.00 64.60	821.00 -		
		Total	234.00	469.20	117.60	235.20	774.00	387.60	821.00		
D08	Other work (e.g. garage conversions)	Net VAT	195.00 39.00	195.00 39.00	98.00 19.60	98.00 19.60	430.00 86.00	215.00 43.00	547.00 -		
		Total	234.00	234.00	117.60	117.60	516.00	258.00	547.00		
Alterations (including underpinning)											
D09	Renovation of a thermal element	Net VAT	98.00 19.60	98.00 19.60	49.00 9.80	49.00 9.80	215.00 43.00	108.00 21.60	274.00 -		
		Total	117.60	117.60	58.80	58.80	258.00	129.60	274.00		
D10	Replacement of windows, roof lights, roof windows or external glazed doors	Net VAT	98.00 19.60	98.00 19.60	49.00 9.80	49.00 9.80	215.00 43.00	108.00 21.60	274.00 -		
		Total	117.60	117.60	58.80	58.80	258.00	129.60	274.00		
D11x	Cost of work not exceeding £1,000 (Incl	Net VAT	73.00 14.60	122.00 24.40	37.00 7.40	61.00 12.20	215.00 43.00	108.00 21.60	274.00 -		
New charge		Total	87.60	146.40	44.40	73.20	258.00	129.60	274.00		
D11a	Cost of work exceeding £1,001 but not exceeding £2,000 (Incl Renewable Energy systems)	Net VAT	98.00 19.60	147.00 29.40	49.00 9.80	74.00 14.80	269.00 53.80	135.00 27.00	342.00 -		
		Total	117.60	176.40	58.80	88.80	322.80	162.00	342.00		
D11	Cost of work exceeding £2,001 & not exceeding £5,000 (Incl Renewable Energy systems)	Net VAT	147.00 29.40	195.00 39.00	74.00 14.80	98.00 19.60	376.00 75.20	188.00 37.60	479.00 -		
		Total	176.40	234.00	88.80	117.60	451.20	225.60	479.00		
D12	Cost of work exceeding £5,001 & not exceeding £25,000	Net VAT	195.00 39.00	244.00 48.80	98.00 19.60	122.00 24.40	484.00 96.80	242.00 48.40	616.00 -		
		Total	234.00	292.80	117.60	146.40	580.80	290.40	616.00		
D13	Cost of work exceeding £25,001 & not exceeding £100,000	Net VAT	244.00 48.80	489.00 97.80	122.00 24.40	245.00 49.00	806.00 161.20	403.00 80.60	1,026.00 -		
		Total	292.80	586.80	146.40	294.00	967.20	483.60	1,026.00		
Notifiable Electrical work (in addition to the above, where applicable)											
D14	(Where a satisfactory certificate will not be issued by a Part P registered electrician)	Net VAT	This charge relates to a first fix pre-plaster inspection and final testing on completion. For Regularisation application a full appraisal and testing will be carried out.				205.00 41.00	n/a n/a	261.00 -		
		Total					246.00	n/a	261.00		

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

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

PLANNING SERVICES

**TABLE C - ALL OTHER NON-DOMESTIC WORK
2020/21**

Limited to work not more than 3 storeys above ground level

VAT rate	20.0%						
Code	Extensions and New Build		Plan Charge	Plan Charge at 50% reduced rate** (for multiple works only)	Inspection Charge	Inspection Charge * at 50% reduced rate ** (for multiple works only)	Regularisation Charge
N01	Single storey with floor area not exceeding 40m2	Net	195.00	98.00	391.00	196.00	762.00
		VAT	39.00	19.60	78.20	39.20	-
		Total	234.00	117.60	469.20	235.20	762.00
N02	Single storey with floor area not exceeding 40m2 but not exceeding 100m2	Net	195.00	98.00	586.00	293.00	1,016.00
		VAT	39.00	19.60	117.20	58.60	-
		Total	234.00	117.60	703.20	351.60	1,016.00
N03	With some part 2 or 3 storey in height and a total floor area not exceeding 40m2	Net	195.00	98.00	489.00	245.00	889.00
		VAT	39.00	19.60	97.80	49.00	-
		Total	234.00	117.60	586.80	294.00	889.00
N04	With some part 2 or 3 storey in height and a total floor area exceeding 40m2 but not exceeding 100m2	Net	195.00	98.00	635.00	318.00	1,080.00
		VAT	39.00	19.60	127.00	63.60	-
		Total	234.00	117.60	762.00	381.60	1,080.00
	Alterations						
N05	Cost of work not exceeding £5,000	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Replacement of windows, roof lights, roof windows or external glazed doors (not exceeding 20 units)	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Renewable Energy systems (not covered by an appropriate competent persons scheme)	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
	Installation of new shop front	Net	147.00	74.00	147.00	74.00	381.00
		VAT	29.40	14.80	29.40	14.80	-
		Total	176.40	88.80	176.40	88.80	381.00
N06	Cost of work exceeding £5,000 & not exceeding £25,000	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Replacement of windows, roof lights, roof windows or external glazed doors (exceeding 20 units)	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Renovation of thermal elements	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
	Installation of a Raised Storage Platform within an existing building	Net	195.00	98.00	195.00	98.00	508.00
		VAT	39.00	19.60	39.00	19.60	-
		Total	234.00	117.60	234.00	117.60	508.00
N07	Cost of works exceeding £25,000 & not exceeding £100,000	Net	293.00	147.00	342.00	171.00	826.00
		VAT	58.60	29.40	68.40	34.20	-
		Total	351.60	176.40	410.40	205.20	826.00
	Fit out of building up to 100m2	Net	293.00	147.00	391.00	196.00	889.00
		VAT	58.60	29.40	78.20	39.20	-
		Total	351.60	176.40	469.20	235.20	889.00

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

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

Interim Section 151 Officer's statement on robustness of budgets and adequacy of reserves

Introduction

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

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

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

(b) The adequacy of the proposed financial reserves.

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

This includes reporting and taking into account:

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

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

This document concentrates on the 2020/21 General Fund Revenue Budget Estimates, the proposed Capital Programme, Capital Strategy and Investment Strategy, but in addition it also considers key medium term issues faced by the Council.

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

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

In relation to the 2020/21 General Fund Revenue budget I have examined the budget proposals and I believe that, whilst the spending and service delivery proposals are challenging, they are nevertheless achievable given the political and management will to implement them, good management, and the sound monitoring of performance and budgets. I am satisfied that sufficient management processes exist within the Council to deliver this budget and to identify and deal with any problems which may arise unexpectedly during the year.

1. My assurance is conditional upon:

- The agreement of a Medium Term Financial Strategy for 2020/21 to 2023/24.
 - A recognition in the medium term planning approach that the level of reserves and corporate risk assessment need to be regularly reviewed in the light of changing circumstances and that it may not be possible to match the two at any single point in time. The Council needs to show a commitment to maintain reserves at a level which provides adequate cover for most identified risks during the planning period. This approach is pragmatic, and shows a clear commitment to prudent financial planning.
 - Councillors, Directors, Service Managers and budget holders managing their services with challenge on spending decisions and giving due regard to and exercising the financial controls and checks set out within the Council's Financial Regulations and Contract Standing Orders and delegations and spending within budget.
 - That the Council has arrangements and resources in place to consider value for money in preparation for future years' budgets.
2. In relation to the adequacy of reserves, the overall position is that the authority has healthy balances across the General Fund and Capital, but recognises that over the medium term these are reducing. The policy on reserves and use of balances is set out annually and agreed in the medium term financial strategy.
3. In relation to the General Fund Capital Programme 2020/21 (including commitments from previous years and new starts), balances remain healthy, but the position is changing as capital receipts decline.

Assurance

Given all these factors, I, as the Council's Section 151 Officer, consider the estimates for 2020/21 to be sufficiently robust but challenging for approval by the Council. I am also able to advise the Council that the planned level usable General Fund Reserves and the working balance is adequate.

Kamal Mehta
Interim Section 151 Officer