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

11 November 2020

Dear Councillor

You are summoned to attend the meeting of the;

STRATEGY AND RESOURCES COMMITTEE

on **THURSDAY 19 NOVEMBER 2020** at **6.00 pm**.

Please note that this will be a **remote meeting** – Members to access the meeting via Microsoft Teams. Members of the press and public may listen to the live stream via the [Council's YouTube channel](#).

A copy of the agenda is attached.

Yours faithfully



Director of Strategy, Performance and Governance

COMMITTEE MEMBERSHIP	CHAIRMAN	Councillor R H Siddall
	VICE-CHAIRMAN	Councillor C Swain
	COUNCILLORS	Mrs P A Channer, CC M F L Durham, CC M R Edwards M W Helm K M H Lagan N J Skeens W Stamp Mrs M E Thompson Miss S White

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are available via the Council's website www.maldon.gov.uk.

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AGENDA
STRATEGY AND RESOURCES COMMITTEE
THURSDAY 19 NOVEMBER 2020

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

2. **Apologies for Absence**

3. **Minutes of Last Meeting** (Pages 5 - 10)

To confirm the Minutes of the Strategy and Resources Committee held on 17 September 2020 (copy enclosed).

4. **Disclosure of Interest**

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

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

5. **Public Participation**

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

Should you wish to submit a question please complete the online form at:
www.maldon.gov.uk/publicparticipation.

6. **Budgetary Control (April - September 2020)** (Pages 11 - 24)

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

7. **Medium-Term Financial Strategy 2021 / 22 to 2023 / 24** (Pages 25 - 132)

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

8. **Year-End Treasury Outturn Report 2019 / 20** (Pages 133 - 142)

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

9. **2021 / 22 Fees and Charges Policy** (Pages 143 - 150)

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

10. **Capital Project Bids 2021 / 22** (Pages 151 - 192)

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

11. **Finance Member Working Group** (Pages 193 - 194)

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

12. **Maldon Citizens Advice - Request for Review of Funding** (Pages 195 - 204)

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

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

14. **Exclusion of the Public and Press**

To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1 and 2 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

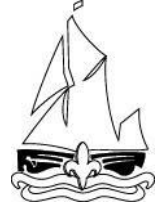
15. **Debt Write Off** (Pages 205 - 208)

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

NOTICES

Sound Recording of Meeting

Please note that the Council will be recording and publishing on the Council's website any part of this meeting held in open session. At the start of the meeting an announcement will be made about the recording.



**MINUTES of
STRATEGY AND RESOURCES COMMITTEE
17 SEPTEMBER 2020**

PRESENT

Councillors	Mrs P A Channer CC, M F L Durham CC, M R Edwards, K M H Lagan, C Mayes, N G F Shaughnessy, N J Skeens, Mrs J C Stilts, C Swain and Mrs M E Thompson
Substitute Members	Councillor E L Bamford
In attendance	Councillors C Morris and W Stamp

1. APPOINTMENT OF CHAIRMAN

In the absence of a Chairman and Vice-Chairman, the Director of Resources sought nominations from the Committee for a Chairman for the meeting. Councillor K M H Lagan proposed Councillor C Swain and this was duly seconded. Councillor Mrs P A Channer proposed Councillor M F L Durham and this was duly seconded.

As the nomination for Councillor Swain to be Chairman for this meeting was received first, the Director of Resources put this to the Committee and upon a vote being taken this was agreed.

RESOLVED that Councillor C Swain be appointed as Chairman of the Strategy and Resources Committee for this meeting.

IN THE CHAIR : COUNCILLOR C SWAIN

2. CHAIRMAN'S NOTICES

The Chairman welcomed everyone to the first remote meeting of this Committee, held under new regulations which came into effect on 4 April 2020 in response to the COVID-19 pandemic. At the request of the Chairman, the Committee Services Officer then reminded Members of some housekeeping issues, the etiquette for the meeting and asked all Officers present to introduce themselves. This was followed by a roll call of all Members present.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Mrs J L Fleming, R H Siddall and Miss S White. In accordance with notice duly given Councillor E L Bamford was attending as a substitute for Councillor Mrs Fleming.

4. DISCLOSURE OF INTEREST

Councillor M F L Durham declared a non-pecuniary interest as a Member of Essex County Council, advising that he was deputy cabinet member for Economic Development which included planning, and this was relevant to the second item of business on the agenda.

Councillor Mrs P A Channer declared a non-pecuniary interest as a Member of Essex County Council.

5. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the Strategy and Resources Committee held on 20 February 2020 be agreed (by assent).

6. PUBLIC PARTICIPATION

There was none.

7. IT POLICIES

The Committee considered the report of the Director of Resources updating the following Council policies due to the addition of new hardware and software following the recent transformation project. Members were advised that the revised policies would provide clear requirements for system usage within the Council both for Members and Officers:

- ICT Acceptable Use (attached as Appendix 1 to the report);
- Email and Communications (attached as Appendix 2);
- Information Security (attached as Appendix 3).

It was noted that if approved these amended policies would meet the requirements of a recent internal network security audit recommendation

A lengthy debate ensued, during which a number of questions were raised by Members and information provided by Officers, including:

- Members were advised how data, which included emails and texts, sent on behalf of the Council belonged to that organisation. Therefore, following specific authorisation and in response to a particular need (which had to be identified), IT were able to implement a monitoring check on a specific email account, for example. In response to further questions the Officer provided further information on the process involved and recent monitoring carried out.
- It was noted that other documents such as Human Resources policies along with the Code of Conduct for Members were also relevant and some matters mentioned by Members would fall within the remit of these documents rather than IT policies.

- It was clarified that personal devices belonged to the user and the Council would not have access to these, however the Council would control any data accessed on that device through a Maldon District Council (MDC) portal.
- In response to a suggested amendment that Members should be informed if their emails were being looked at, the Director of Resources advised that he was happy to include that within the policy as long as there was no legal practice against it.
- The Council as a data controller had to comply with the Data Protection Act 2018 which ensured that the Council kept data safe and only held it for as long as needed.
- Some information was held for seven years on the IT systems, although some planning information was kept for up to 50 years.

During the debate the Officer provided some best practice guidance on the use of out of office email notifications when a person was away from their computer for a period of time. In response to questions the Officer agreed to ensure that the wording within the policy was reviewed.

In response to a question, the Director of Resources advised that he would seek clarification from the Data Protection Officer regarding confidential emails sent by a resident to a Councillor being monitored by the Council.

Councillor K M H Lagan proposed that the policies not be adopted, amended by Officers and brought back to the Committee for approval. This proposal was duly seconded. Councillor Lagan advised that amendments should include a section in each policy for Members as there were differences between Members and Officers and if Members emails were being monitored the Member in question should be informed up front. Members were reminded at this point that the Director of Resources would seek a legal view on some of the matters raised and advise the Committee accordingly.

Following further discussion, Councillor Lagan clarified his proposal, that Officers review the policies and amendments raised by this Committee, once amended they send the amended policies round to Members for comment before them being brought back to the next Strategy and Resources Committee. This was duly seconded and agreed by assent.

RESOLVED that Officers review the following policies taking in to consideration the comments and amendments raised by Members and the revised policies be brought back to the next meeting of this Committee:

- ICT Acceptable Use;
- Email and Communications;
- Information Security.

8. CONSULTATION ON CHANGES TO THE CURRENT PLANNING SYSTEM

The Committee considered the report of the Director of Strategy, Performance and Governance seeking Members' agreement of the draft response to the Government's consultation on changes to the current planning system (attached at Appendix 1 to the report). It was noted that the consultation (due to close on 1 October 2020) proposed significant changes to the planning system, which would impact on the annual housing target for the Maldon District and the ability to deliver affordable housing on sites under 50 dwellings in size.

The report summarised the changes proposed by the consultation which fell under the following headings:

- The standard method for assessing housing numbers in strategic plans;
- Delivering First Homes;
- Supporting small and medium-sized developers;
- Extension of the Permission in Principle consent regime.

It was noted that the proposed changes would impact on minimum local housing need requirement and the delivery of affordable housing.

A lengthy debate ensued, and Members raised a number of questions regarding the consultation and the Council's proposed response. Officers responded to questions and the following information was provided:

- Changes to the National Planning Policy Framework did not require legislation as it was a Government document and regularly updated.
- Essex County Council were submitting a joint response to the consultation with the Essex Planning Officers' Association and it was confirmed that Maldon was working together with them to ensure a consistent response.
- It was noted that Maldon was one of only a small number of Authorities who had adopted a Local Development Plan and it was felt that more emphasis should be given in the answers provided in relation to this.
- Members were advised that Officers had discussed the questions in detail and a general consensus response identified, however it was noted that there was some level of assumption applied as the full detail was not available in some cases.
- Concern was raised regarding the change to the method for calculating local housing need and in response Officers provided further detail regarding the proposed change and the impact this would have on the District.
- Officers were concerned regarding the impact of the proposal to compare house prices with salaries and therefore more homes had to be built to push the price down. This would have an impact on authority like Maldon where house prices were higher than salaries.
- The impact of the proposal on affordable homes for the vulnerable and elderly was raised.

Following further discussion regarding the responses proposed, Councillor Mrs P A Channer proposed that in addition to the consultation response the Leader of the

Council and relevant Directors send a letter highlighting the particular concerns of the Council and copy this to the local MPs. This was duly seconded. In response the Director of Strategy, Performance and Governance agreed with the suggested letter and commented that Officers recognised the seriousness of the implications of the proposals for the Council. He suggested that the letter be sent prior to 1 October to ensure it was considered alongside the consultation responses. The Chairman then put the proposal to the Committee and this was duly agreed, by assent.

In response to the forthcoming white paper from the Government, Members were advised that due to timescales this would be brought to the Council meeting on 1 October.

Councillor Mrs Channer proposed that Officer review and strengthen the responses to the consultation in consultation with the Leader of the Council. This was duly seconded and agreed, by assent.

RESOLVED

- (i) That prior to 1 October 2020, the Leader of the Council and relevant Directors send a letter highlighting the concerns raised by Members in relation the proposed Changes to the Current Planning System and copy this to the local MPs;
- (ii) that the proposed response to the Changes to the Current Planning System Consultation be amended and agreed in consultation with the Leader of the Council.

The meeting closed at 3.06 pm.

C SWAIN
CHAIRMAN

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REPORT of DIRECTOR OF RESOURCES

to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2020

BUDGETARY CONTROL (APRIL – SEPTEMBER 2020)

1. PURPOSE OF THE REPORT

- 1.1 To provide the Committee with information in relation to financial performance over the period 1 April 2020 to 30 September 2020.

2. RECOMMENDATION

That Members note the contents of this report.

3. SUMMARY OF KEY ISSUES

- 3.1 This report sets out the financial position and performance of some of the key areas of the Council's services / activities for the first six months of the financial year.
- 3.2 The basis of identifying the variance is against the profiled budgets based on budget manager's knowledge of expenditure and income patterns over the financial year.

4. REVENUE BUDGETS

- 4.1 The following table is an overview of current service forecast budget variances for the whole Council. It shows that employee costs make up just over half of Maldon District Council's (MDC's) gross expenditure and that there is a total current forecast overspend of £2.7m. Additional non-ringfenced government grants have been received to offset some of the service impact of COVID-19 and these are shown in Table 5.

Table 1 – Gross Service Income and Expenditure

Spend Type	Budget £000	% of Gross Exp	Forecast Variance £000
Employee Costs	7,940	53	50
Non-Employee Costs	7,112	47	826
Gross Expenditure	15,052	100	876
Income	7,400		1,672
Net Service Expenditure	7,652		2,548

Note – Excludes Housing Benefit payments and Bradwell B which are cost neutral.

- 4.2 The next table shows the top eight expenditure areas for MDC, along with their respective percentages of total expenditure and forecast variances.

Table 2 – Top Expenditure Areas

Expenditure	Budget £000	% of Exp	Forecast £000	Forecast Variance £000	Actuals to end Sep £000
1. Refuse and Recycling	3,090	43%	3,260	170	1,144
2. IT Software and Hardware	616	9%	675	59	330
3. Street Cleansing	492	7%	492	0	211
4. Business Rates	286	4%	286	0	283
5. Homelessness Accommodation	184	3%	184	0	43
6. Housing Benefit Overpayments	160	2%	120	-40	58
7. Leisure Centre Management Fee	143	2%	637	494	230
8. Insurance	136	2%	136	0	68
Total	5,107	72%	5,781	683	2,367

4.3 Variance Analysis

- 4.3.1 The forecast overspend of £170,000 for refuse and recycling due to domestic waste increasing significantly due to more people working from home, and increased gardening activities during furlough since the advent of the pandemic. As this budget is 43% of MDC's total expenditure budget, a detailed break-down of refuse, recycling and street cleansing is shown in **APPENDIX 2**.
- 4.3.2 The forecast IT overspend of £59,000 is due to the upgrades on the Revenues and Benefits Academy system required to process the business grants and other government support packages. A detailed break-down of ICT expenditure is shown in **APPENDIX 4**.
- 4.3.3 Street Cleansing has continued as normal this year and is expected to finish on budget.
- 4.3.4 The Council needs to pay Business Rates on its own premises. These have already been charged for the financial year and reflect their budget.
- 4.3.5 Homelessness Accommodation shows no variance as grant income will either be fully spent or carried to future years.
- 4.3.6 Housing Benefit Overpayment cases are reducing due to ongoing migration to Universal Credit, therefore a net underspend of £40,000 on overpayments is expected.
- 4.3.7 Compensation payments have been incurred by MDC due to the leisure service provider not being able to meet its income targets during and after the Covid-19 lockdown. Negotiations with the provider have mitigated this, however an overspend of £494,000 is still forecast.
- 4.3.8 We have an annual contract with Zurich valued at £136,000 for Insurance which the budget and forecast reflect, so there is no expected variance.

- 4.3.9 In addition, a further £133,000 was included in the budget as a central saving to be achieved. Due to the pandemic, identification of how £133,000 of saving will be delivered has not been possible in the year and is included as a budget variance.
- 4.4 The table below shows the top income areas for MDC, along with their respective percentages of total income and forecast variances.

Table 3 – Top Income Areas

Income	Budget £000	% of Income	Forecast £000	Forecast Variance £000	Actuals to end Sept. £000
1. Refuse and Recycling	2,021	27%	2,171	(150)	861
2. Car Parking (including Promenade Park)	1,280	17%	608	672	472
3. Development Control Fees	823	11%	841	(18)	306
4. Blackwater Leisure Centre	629	9%	0	629	0
5. Essex County Council (ECC) Council Tax Sharing Grant	207	3%	138	69	103
6. Homelessness Grant	178	2%	112	66	114
7. Building Control Fees	144	2%	130	14	75
8. Cemeteries	140	2%	121	19	46
9. Housing Admin Benefit Grant	130	2%	118	12	54
10. Properties / Leases	129	2%	129	0	76
11. Land Charges	124	2%	106	18	39
12. Springfield Industrial Estate	115	2%	115	0	69
13. Splash Park Income	110	1%	0	110	0
Total	6,030	82%	4,589	1,441	2,215

4.4.1 Variance Analysis

- 4.4.1.1 Refuse and recycling income has increased significantly due to additional recycling credits payment and new garden waste customers. However, the income share from recycle paid by Suez has reduced due to market prices. As this budget is 27% of MDC's total income budget, a detailed break-down of refuse, recycling and street cleansing is shown in **APPENDIX 3**.
- 4.4.1.2 Income from car parking in the town centres and Promenade Park was reduced greatly due to the pandemic lockdown. Even after the high street and some of the Promenade Park attractions have reopened, car parking hasn't returned to normal levels. Hence an income underachievement of £672,000 has been forecasted.
- 4.4.1.3 The Development Control forecast overachievement of £18,000 is based on indications of what will be processed after the delay during lockdown.
- 4.4.1.4 The Blackwater Leisure Centre contract includes income to MDC of £629,000, as budgeted. As the service provider has not earned the income they will not be able to pay the Council this financial year.

- 4.4.1.5 ECC Council Tax Sharing Grant - due to the impact of Coronavirus a loss of 50% of additional income from precept adjustment is anticipated, although losses are being mitigated by government support of £150 per Local Council Tax Support (LCTS) case. Hence the forecast underachievement of £69,000.
- 4.4.1.6 It is uncertain whether further homelessness grant will be received with year.
- 4.4.1.7 The Building Control forecast underachievement of £14,000 is based on indications of what will be processed after the delay during lockdown.
- 4.4.1.8 There was a discount on burial fees during lock-down so Cemetery income is forecast to underachieve this year by £19,000.
- 4.4.1.9 Housing Benefit Administration Grant was reduced this year by the Department for Work and Pensions (DWP) causing a £12,000 budget underachievement.
- 4.4.1.10 MDC is invoicing for property leases as usual this year and indications are that these are being paid. Hence no variance from the budget.
- 4.4.1.11 There were a low number of land charges incurred during lockdown and this is not expected to fully recover by the end of this financial year, leaving a forecast underachievement of £18,000.
- 4.4.1.12 The Council is invoicing for ground rent for the Springfield Industrial Estate as usual this year and indications are that these are being paid. Hence no variance from the budget.
- 4.4.1.13 The splash park in Promenade Park was not opened this year due to Coronavirus.
- 4.4.1.14 Loss of income from various events (£81,000), including those at Promenade Park, and beach hut hire (£36,000) makes up most of the remaining income variance.

4.5 **APPENDIX 1 – Salary Monitor as at 30/09/20**

- 4.5.1 The final national pay award gave staff a 2.75% pay-rise, although only an estimated 2% pay-rise was budgeted for. This has been mitigated by services holding some vacancies and therefore a small underspend is forecast.
- 4.5.2 The forecast on **APPENDIX 1** shows an expected salary overspend of £50k due to the additional efforts needed to manage the coronavirus crisis.
- 4.5.3 The next table sets out the Council's total anticipated overspend, less mitigating Covid-19 grants from Central Government.

Table 5 – Total Budget Variance

	Variance £000
Net Service Expenditure	2,710
Council Tax and Business Rates	200
Investment Returns	72

	Variance £000
Pension Adjustment	(380)
COVID Grant	(899)
Income Compensation Scheme	(1,000)
Total Budget Variance	703

- 4.5.4 Income from local taxation is estimated to reduce by £200,000 following a decrease in council tax collection by 1.5% and 3.5% for business rates compared to last year.
- 4.5.5 Interest rates have decreased significantly since the pandemic and the Council's external treasury advisors have updated their forecast with a £72,000 reduction in returns.
- 4.5.6 Following the budget review as part of the COVID-19 response, it was identified that an increase in the statutory adjustment was required in relation to the pension interest costs and expected net return on assets. This recognises the adjustment required between accounting basis and funding basis under regulations.
- 4.5.7 The Government has paid the Council a grant totalling £899,000 to provide financial support for the costs incurred because of the pandemic. In addition to this, government have launched an income compensation scheme to reimburse Council's for the loss of fees and charges.
- 4.5.8 Reimbursement is offered at a rate of 75% on 95% of losses below budget on eligible income. Compensation is yet to be confirmed but it is estimated c£1m of compensation will be received by the Council. Losses of investment income aren't eligible therefore none of the £72,000 investment returns losses will be reimbursed.

4.6 Table 6 – Predicted General Fund Balance

	£000
Opening General Fund Balance	5,481
Budgeted Use of Reserve	(872)
Variance	(703)
Closing General Fund Balance	3,906

- 4.6.1 This table shows that the general fund balance would remain above the minimum recommended level of £2.6m. A minimum level of reserve is set to ensure the Council has the financial resilience to respond to emergencies and unforeseen events such as the current pandemic. However, if it did fall below the minimum level it would need to be replenished in future years.

4.7 APPENDIX 5 – Capital Projects Monitor as at 30/09/20

- 4.7.1 This appendix lists the capital projects in progress this year. Despite low spend so far, many projects are still in the procurement process, so expenditure will rapidly increase during the second half of this financial year. All capital projects are expected to be completed by 31 March 2021.

5. CONCLUSION

- 5.1 The advent of the Coronavirus Pandemic has had a direct impact on the Council's ability to operate within its budget. It has resulted in huge income shortfalls and large overspends. Government grants have mitigated but not fully compensated MDC for this, leaving a large budget shortfall to come out of the General Fund.
- 5.2 Ongoing responsible Budget Control is required not to exacerbate this position. It is worth noting the level of Government grant is dependent on the Council's ability to measure its losses in the various government returns. E.g. whether a budget relates to income or expenditure attracts differing reliefs. This has required and still requires careful analysis, conscientious pursuit of income and spending discipline as Covid grants do not cover 100% of Covid losses.
- 5.3 It is also important to note that some expenditure and income items are accounted for at the end of the year, whilst not all income due to the Council for chargeable work or services performed by the Council or payments by the Council for work or services it has purchased / received as at 30 September 2020 will be included in the figures above due to process lags. The information within this report is that which is recorded in the Council's financial management system up to 30 September 2020.

6. IMPACT ON CORPORATE GOALS

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

7. IMPLICATIONS

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

Background Papers: None.

Enquiries to:

Lance Porteous, Lead Finance Specialist, (email: lance.porteous@maldon.gov.uk).

APPENDIX 1

Salary Monitor as at 30/09/20

	<u>FTE</u>	<u>Budget</u> £'000's	<u>Actual YTD</u> £'000's	<u>Forecast</u> £'000's	<u>Variance</u> £'000's
Corporate Leadership Team					
Directors	3.00	411	164	396	(15)
Service Delivery					
Specialists					
Development Management	9.04	480	196	376	(104)
Environmental Health	6.80	387	170	358	(29)
Housing	6.00	214	92	226	12
Place	3.00	215	109	218	3
Revenues & Benefits	3.00	138	79	154	17
Building Control	2.00	91	56	109	18
Commercial	3.00	199	99	200	1
	32.84	1,723	802	1,640	(83)
Caseworkers	99.02	2,786	1,282	2,740	(46)
Agency Workers	-	0	99	228	228
Other Employee Costs	-	104	0	74	(30)
Total	131.86	4,613	2,183	4,682	69
Strategy, Programmes & Governance					
Specialists					
Performance, Programmes & Governance	5.00	222	121	243	21
Strategy, Planning & Communication	15.47	647	272	671	24
	20.47	869	393	914	45
Caseworkers	3.77	99	45	95	(4)
Agency Workers	-	0	46	0	0
Other Employee Costs	-	21	1	21	0
Total	24.24	989	485	1,030	41
Resources					
Specialists					
Management	2.00	159	77	158	(1)
IT	7.00	313	132	301	(12)
Finance	5.00	187	115	237	50
HR	1.59	71	37	79	8
Procurement	2.00	121	38	80	(41)
Legal	1.34	87	49	93	6
Elections	2.50	93	37	77	(16)
	21.43	1,031	485	1,025	(6)
Caseworkers	17.95	552	232	502	(50)
Agency Workers	-	100	111	127	27
Other Employee Costs	-	22	6	6	(16)
Total	39.38	1,705	834	1,660	(45)
Members Allowances	-	222	101	222	0
Total MDC Salaries	198.48	7,940	3,767	7,990	50

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Refuse and Recycling Expenditure

Refuse and Recycling Expenditure	Budget £000	Forecast £000	Forecast Variance £000	Actuals to end Sep £000	Description of Expenditure
Household Residual Waste	794	808	14	267	Contract to collect domestic non-recyclable refuse
Household Dry Recyclables	784	748	(36)	247	Contract to collect domestic recyclable refuse
Treatment of Recyclables Ex Glass	415	555	140	155	Contract for cleansing recyclable refuse, excluding glass
Household Garden Waste	299	392	93	117	Contract to collect domestic garden waste
Gate Fees Garden Waste	264	176	(88)	102	Fees to dispose of domestic garden waste
Household Food Waste	231	244	13	70	Contract to collect domestic food waste
Plastic Recycling Sacks	85	85	0	76	Cost of purchasing and printing plastic recycling bags
Container Storage & Delivery	59	63	4	21	The cost of storing and delivering refuse containers
Treatment of Recyclables Glass	46	58	12	21	Contract for cleansing recycled glass
Equipment (New & replace containers)	38	58	20	44	The cost of buying refuse containers
Bulky Waste - Contract Cost	30	28	(2)	11	Contract to collect bulky refuse upon request
Other	45	45	0	13	Small waste management costs such as clinical waste collection and subscriptions.
Total	3,090	3,260	170	1,144	Domestic waste has increased significantly due to more people working from home and doing gardening during furlough since the advent of the pandemic.

Refuse and Recycling Income

Refuse and Recycling Income	Budget £000	Forecast £000	Forecast Variance £000	Actuals to end Sep £000	Description of Income
Recycling Credits – Standard	792	942	(150)	163	Additional recycling and garden waste collected generated additional recycling credit income
Garden Waste Subscriptions	536	583	(47)	576	Fees received for collecting garden waste. Additional fees from new subscribers following introduction of fourth garden waste vehicle
ECC Contribution to Food Waste	381	403	(22)	0	IAA payment for food waste collection service received from Essex County Council
Sale of Recyclables Ex Glass	221	162	59	90	Income share payment from Suez as per contract for recyclate excluding glass
Bulky Waste Income	30	32	(2)	17	Payments for bulky waste collection service
Sale of Recyclables Glass	27	22	5	14	Income share payment from Suez as per contract for glass
Recycling Credits - Avoided Disposal	22	13	9	0	ECC payment for avoided disposal payments for additional recyclate above target tonnage in Inter Authority Agreement (IAA) agreement.
Other	12	14	(2)	1	Fees from Developers for containers for new properties, sale of textiles and ECC contribution to clinical waste disposal
Total	2,021	2,171	(150)	861	Income has increased significantly due to additional recycling credits payment and new garden waste customers. However, the income share from recycle paid by Suez has reduced due to market prices.

ICT Expenditure

ICT Expenditure	Budget £000	Forecast £000	Forecast Variance £000	Actuals to end Sep £000	Description of Expenditure
Software Maintenance	233	233	0	195	Software maintenance renewals, including Firmstep (front office to back office connector), Veeam (Backup solution), Daisy (new phone system), Pinnacle (accounts software) Teamviewer (remote support) Insight (Office 365) Idox (uniform supplier) ArcGIS (Mapping software)
Software Licences	100	100	0	7	Software licence renewals, including Office365
Academy (Revs & Bens System)	94	174	80	60	Licence and maintenance renewal
Idox Uniform Maintenance	50	44	(6)	44	Maintenance renewal
Internet & WAN	32	31	(1)	0	Supplier is Freedom
Civica Workflow 360 Maintenance	34	34	0	1	Digital360 and Myservice renewal
Specialist IT Training	20	20	0	0	ACCA (Aruba network training) Palo Alto (Firewall training) ITIL v4 (IT management training) CSIM (cyber security training)
ESRI mapping	15	15	0	0	ArcGIS Maintenance Renewal
Hardware Maintenance	14	14	0	9	Server generator repairs and fuel
Other	24	10	(14)	14	Printing, stationery, consultancy, website maintenance
Total	616	675	59	330	Forecast overspend is due to the upgrades on the Revenues & Benefits Academy system required to process the business grants and other government support packages

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Capital Projects Monitor as at 30/09/20

Capital Programme 2020/21	Total Budget (£000)	Expenditure to 30th September 2020 (£000)	Project Status	Due start date	Due completion date
Vehicle and Plant Replacement					
Ride on John Derre Mowers	41	0	Procurement process	May-20	Jun-20
Wood Chipper	18	15	Procurement process	May-20	Jun-20
PWC - New project	17	0	Not started		Mar-21
New Rangers Vehicle 20/21	20	0	Not started		Mar-21
Information & Communication Technology					
PC and Printer Replacement Programme 18 / 19	35	0	In progress	Apr-20	Mar-21
County Superfast Broadband Contribution	45	0	Not started		Mar-21
I.T Upgrades	65	0	Not started		Mar-21
Maldon Promenade					
Multi Use Games Area (MUGA) - Prom	20	14	Completed	May-20	Jul-20
New accessible play site 18 / 19	48	0	In progress	May-20	Mar-21
Closed Circuit Televisions (CCTV) Upgrade Prom	9	0	In progress	May-20	May-20
New Splash Park Elements 18 / 19	30	0	Not started		Mar-21
Waste Transfer containers	12	0	Not started		Mar-21
Parks and Open Spaces					
CCTV - Burnham-on-Crouch (BOC), BHF, West Maldon Community Centre (WMCC)	30	0	In progress	Apr-20	May-20
Playsite resurfacing WMCC and Hester place	28	0	In progress	Aug-20	Jul-20
MUGA - BOC	26	0	In progress	Sep-20	Mar-21
Leisure Centres (LC)					
Blackwater LC Air handling unit	24	0	Procurement process	May-20	Mar-21
Car Parks					
CCTV High Street and Car Park System Upgrade	30	0	In progress	Apr-20	May-20
Cemeteries					
New toilet provision	25	0	Procurement process	May-20	Aug-20
Maldon Cemetery Foundation work	10	10	Procurement process	May-20	Aug-20
Cemetery Digger and Trailer	15	15	Acquired	May-20	May-20
Housing					
Disabled Facility Grants	<u>539</u>	<u>5</u>	In progress	Apr-20	Mar-21
	1,087	59			

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REPORT of DIRECTOR OF RESOURCES

**to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2020**

MEDIUM-TERM FINANCIAL STRATEGY 2021 / 22 TO 2023 / 24

1. PURPOSE OF THE REPORT

- 1.1 To present the revised Medium-Term Financial Strategy for 2021 / 22 to 2023 / 24 to the Council.

2. RECOMMENDATION

That the updated Medium-Term Financial Strategy for 2021 / 22 to 2023 / 24 (as at 19 November 2020) at **APPENDIX 1** be noted.

3. SUMMARY OF KEY ISSUES

- 3.1 The Medium-Term Financial Strategy (MTFS) sets out how the Council will manage its revenue finances up to the 2023 / 24 financial year. The MTFS supports the delivery of the Council's objectives and priorities as set out in the Council's Corporate Plan.
- 3.2 This MTFS builds on the MTFS for 2020 / 21 to 2023 / 24 that was approved by the Council on 13 February 2020, which was subsequently updated for the impact of the COVID-19 pandemic and presented to Council on 16 July 2020. The current MTFS now covers the financial years 2021 / 22 to 2023 / 24 and is at **APPENDIX 1**.
- 3.3 There remains a great level of uncertainty around the global economy, particularly with an ongoing pandemic, and the impact this will have on the Council's finances, especially Council Tax and Business Rates. Therefore, the MTFS will need to be regularly updated and kept under review.

4. MEDIUM TERM FINANCIAL STRATEGY 2021 / 22 TO 2023 / 24

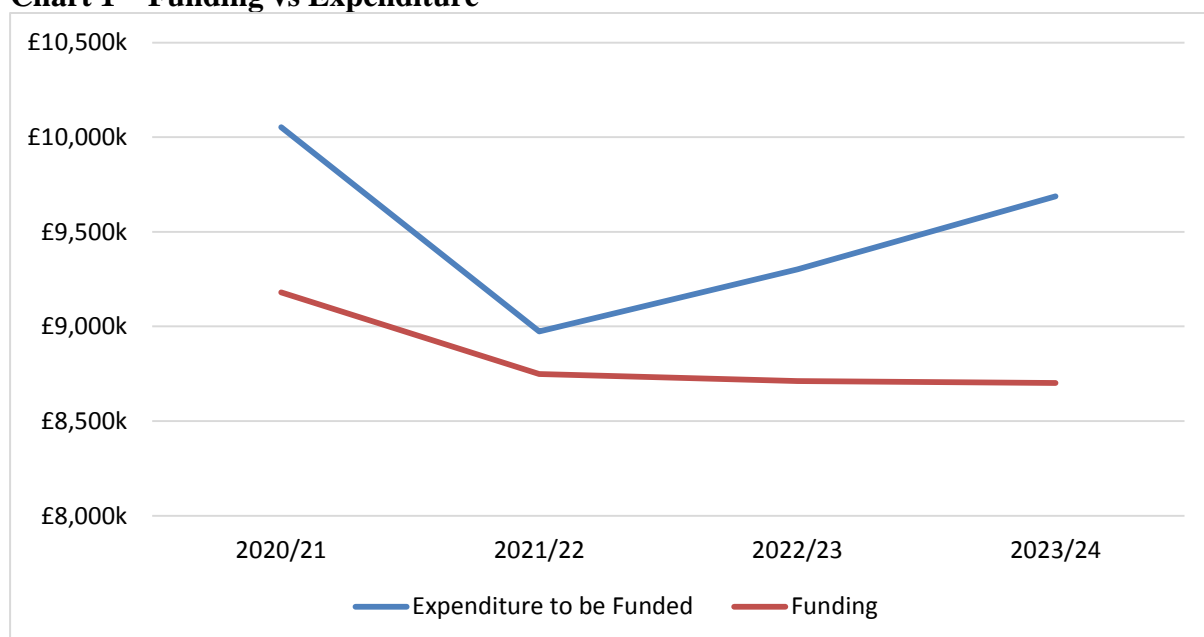
- 4.1 A review of budgets has been undertaken to identify changes required from the 2020/21 budget. The updated MTFS is attached at **APPENDIX 1** and a summary of the budget changes are provided in the following table.

Table 1 – MTFs Summary

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Prior Year Exp to be Funded	7,050	10,052	8,974	9,301
Inflation	361	368	377	386
Cost Pressures	566	137		
Growth		245		
Fees & Charges	74		-50	
Investment Income	-59	92		
Contribution to Reserves in 20 / 21	620	-620		
Pension Fund Deficit and Adjustment	1,440	-1,300		
Expenditure to be Funded	10,052	8,974	9,301	9,687
Funding	9,180	8,748	8,711	8,701
Gap / Funded from General Fund	872	226	590	986

Excludes expenditure funded from reserves

- 4.2 The summary shows that over the next 3 years funding remains flat but due to inflation increasing costs the budget gap would increase should no changes be made.

Chart 1 – Funding vs Expenditure

5. GROWTHS

- 5.1 During the budget review several budget growth items were identified as being required to meet service demand and carry out Council policy. Details of these are available at **APPENDIX 2** and are summarised in the table overleaf:

Table 2 – Growth Summary

	21/22 £000	22/23 £000	23/24 £000	Total £000
Funded from Reserves (one-offs)				
Local Development Scheme 2020-2022	410	175	0	585
Local Development Plan Review	333	333	334	1,000
Digitisation Project	80	0	0	80
Land Charges Registry Project	50	0	0	50
Reserves Funded Total	873	508	334	1,715
Funded from Annual Budgets				
Service Delivery Staffing	235	152	152	380
Process Improvement Staff	93	93	93	249
Public Engagement Software	25	25	25	75
S106 Software (linked to Local Development Scheme)	0	0	9	9
Annual Budget Total	353	270	279	902
Grand Total	1,226	778	613	2,617

- 5.1.1 Members should note: where reserves are used to fund these, the transformation (£0.4m) and new homes bonus (£1.3m) reserves will need to be utilised.

6. IMPACT OF COVID-19

- 6.1 The pandemic has created challenges for financial forecasting, due to the uncertainty involved. The impact will continue in future years and assumptions have been made regarding what this might be.

Table 4 – Assumed Impact of COVID-19 in Future Years

Area	2021/22 £000	2022/23 £000	2023/24 £000	Assumptions
Leisure Centre Management Fee	486	414	222	No management fee in 2021 / 22, £72k the next year and £264k the year after.
Town Centre Car Parking	225	225	225	A sustained reduction of 25% in demand due to changing habits.
Promenade Park Events and Activities	140	0	0	Matches 2020 / 21 in 2021 / 22 then events programme returns to pre-COVID levels.
Income from Other Events	93	0	0	Matches 2020 / 21 in 2021 / 22 then events programme returns to pre-COVID levels.
Council Tax Sharing Agreement	69	69	35	Council tax collections remains at 2020 / 21 forecast levels and starts to recover in 2023 / 24.
Total	1,013	708	482	

- 6.2 It is also unclear what, if any, additional support maybe provided by government in these future years to offset the pressures. Continuation of the Income Compensation Scheme in next year could provide a grant of £672,000. However, no announcement has been made about future years funding.

7. GENERAL FUND

- 7.1 When the assumed COVID-19 pressures in section 7 are combined with the pension adjustment in section 8 and the forecast in section 4 there is a significant impact on the general fund balance. However, there is a high level of uncertainty around these figures and ongoing government support, which hasn't been factored in. e.g. the current national lockdown.

Table 5 – Projected General Fund Balance

	21/22 £000	22/23 £000	23/24 £000
Opening General Fund Balance	3,906	2,667	1,369
Budget Gap (Table 1)	(226)	(590)	(986)
Assumed COVID-19 Pressures (Table 4)	(1,013)	(708)	(482)
Closing General Fund Balance	2,667	1,369	(99)
Balance without COVID-19 Pressures	3,680	3,090	2,104

- 7.2 The projections in the above table show that next year the balance would remain above the recommended minimum of £2.6m but would be below zero by 2023/24. However, these figures are heavily impacted by Covid-19 pressures and the General Fund Balance would still be £2.1m in 2023/24 without that impact, although they would still be below the recommended £2.6m.

8. CONCLUSION

- 8.1 Medium-Term financial planning is an important component of the Council's strategic planning framework. No more so than in the current uncertain economic climate due to the global pandemic, the still unknown implications of Brexit and ongoing unprecedented financial pressures and constraints in the public sector. Key financial decisions need to be set in the context of a plan that looks beyond the next financial year. Forward planning offers the opportunity to link service and financial planning, as decisions taken on an annual basis are limited in what they can achieve.

9. IMPACT ON CORPORATE GOALS

- 9.1 The Medium-Term Financial Strategy (MTFS) provides the foundation against which the Council will strive to deliver the best possible value for money in the provision of efficient and cost-effective services across the District. Through the effective development and delivery of the Council's financial and other resource strategies it

seeks to build upon past achievements as well as provide clear direction to the attainment of the Council's longer-term goals.

10. IMPLICATIONS

- (i) **Impact on Customers** – None arising directly from this report.
- (ii) **Impact on Equalities** – None arising directly from this report.
- (iii) **Impact on Risk** – The risks to the Council in respect of the available forecast resource envelope over the medium term are discussed at **APPENDIX 1**.
- (iv) **Impact on Resources (financial)** – The financial implications are set out in this report.
- (v) **Impact on Resources (human)** – None arising directly from this report.
- (vi) **Impact on the Environment** – None arising directly from this report.

Background Papers:

MTFS to the Council 13 February 2020;
MTFS Update to the Council 16 July 2020.

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**MALDON DISTRICT COUNCIL
MEDIUM TERM FINANCIAL STRATEGY**

2021/22 TO 2023/24

(NOVEMBER 2020)



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1 INTRODUCTION

- 1.1 Medium term financial planning is an important component of the Council's strategic planning framework. Key financial decisions need to be set in the context of a plan that looks beyond the current financial year. Forward planning offers the opportunity to link service and financial planning, as decisions taken on an annual basis are limited in what they can achieve.
- 1.2 The Medium-Term Financial Strategy (MTFS) provides the foundation against which the Council will strive to deliver the best possible value for money in the provision of efficient and cost-effective services across the District. Through the effective development and delivery of the Council's financial and other resource strategies it seeks to build upon past achievements as well as provide clear direction to the attainment of the Council's longer-term goals.
- 1.3 The medium-term financial planning process is an established part of the budget setting and financial review processes. It sets out a forecast of the cost of continuing provision of existing levels of service and the resources that are likely to be available to the Council over the period. It identifies any shortfalls and sets out how this will be managed. This document is reviewed at least annually; regular review and update is essential to ensure the MTFS takes full account of any changes in the Council's aspirations, strategic and service delivery priorities, changes in government legislation, financial regulation and funding streams and the general socio/economic environment that the Council operates in.
- 1.4 This MTFS reviews how the Council will manage its revenue finances up to 2023/24 and covers a five-year capital programme. The MTFS supports the delivery of the Council's 32 outcomes as set out in the Council's Corporate Plan 2019-23 and delivered and measured through the three strategic themes of Place; Community; Prosperity.
- 1.5 Underpinning the Corporate Plan are the individual service plans and several other key strategies and plans as set out below. In each case, these set out the detail of how the Council will achieve its objectives and the relevant milestones that will measure progress under the thematic strategies of Place; Community; Prosperity.
 - Information Technology Strategy
 - Workforce Development Strategy
 - Procurement Strategy
 - Risk Management Strategy
 - Treasury Management Strategy
 - Investment Strategy
 - Capital Strategy

The base position for this MTFS is the current 2020/21 budget. The development of the 2020/21 budget took place within the context of a longer term strategic and resource planning process. It took account of the latest settlement data and the uncertain economic climate. However, it did not take into account the impact of the Coronavirus Pandemic, as it was completed before the outbreak and subsequent social distancing measures imposed by the Government in March 2020.

- 1.6 Those reports concluded that the Council's future financial outlook was forecast to be more challenging over the next few years, because of continuing financial constraints in the public sector and the continued high expectation of public service delivery from the public. Council agreed on 9 August 2018 the Future Model Transformation Programme to achieve the required savings of £1.89m by 2022/23 when compared to the 2018/19 net budget. These already challenging financial targets have become significantly more challenging with the arrival of the pandemic.

2 OBJECTIVES

- 2.1 The objectives of this updated Medium-Term Financial Strategy are:
- To ensure outcomes and priorities identified in the Corporate Plan inform the MTFS including importance, timing and financial implications, and reconsider them in the light of emergency measures required due to the pandemic
 - To provide updated projections of spending, including spending pressures and income; and set expectations on council tax increases, over the next three years
 - To provide projections for our investment in assets, (our capital expenditure) and its impact on general day to day revenue spending
 - To test sensitivity of, and apply risk analysis, to projections.
 - To provide a framework for consultation with the public and partners about our service priorities and resources allocated to them.

3 VISION FOR MALDON

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

“Sustainable Council – Prosperous Future.”

4 LOCAL CONTEXT

- 4.1 The Maldon District covers some 138 square miles and has a resident population of some 61,600 (2011 Census). With one of the lowest population densities in Essex, the District offers a wide range of residential properties, from period country cottages to brand new executive homes.

- 5 Maldon is an attractive and predominantly rural district. It retains an unspoilt nature and its own special character, forged largely by the principal waterways of the Blackwater and Crouch estuaries. Much of the District's 60 miles of coastline of tidal salt marshes and mudflats is recognised as of international and national environmental significance and protected as such.

MALDON DISTRICT COUNCIL CORPORATE PLAN

- 5.1 The Corporate Plan 2019-23 identifies all local and many national priorities.
- 5.2 The Corporate Plan will be delivered through three thematic strategies – Place, Community and Prosperity. The three thematic strategies are underpinned by a focus on ‘Performance and Value’ with the aim of providing:
- excellent services and value for money; and
 - becoming a financially independent and sustainable Council in the future.
- 5.3 The aims of the thematic strategies are:
- Place:**
- A protected and improved environment for residents and visitors;
 - Sustainable growth and new infrastructure in the District
- Community:**
- Healthy, safe and vibrant communities
- Prosperity:**
- Local businesses are supported and new ones are attracted into the District
- 5.4 The three thematic strategies have the detailed outcomes and impacts that the Council is seeking to achieve over the period of the Corporate Plan.
- 5.5 The Workforce Strategy sets out the key priorities for improving the way in which the Council manages its workforce to achieve the corporate targets. Our greatest asset is our employees and we must have committed skilled and empowered employees to provide the best possible service standards to the residents of the District. The Council’s new organisational structure, which went fully live from November 2019 as a result of the Future Model Transformation Programme, will deliver this aim.
- 5.6 The MTFS therefore provides the resource strategy required to deliver the priorities and outcomes set out in the Corporate Plan through the three thematic strategies.

6 ECONOMIC OUTLOOK

- 6.1 Due to the impact of Coronavirus, HM Treasury's economic outlook as released in the Forecasts for the UK Economy Report, October 2020, is understandably more pessimistic than the Chancellor's economic outlook as announced in Spring Statement in March 2019, and is shown in the table below. The 2020 growth of -10.1% reflects the plummeting of economic growth by 20.4% during lockdown and then half of this being recovered during the remainder of the year. This is now expected to be followed by a continued yet incomplete recovery during 2021. HM Treasury have not forecasted beyond 2021.

Year	Economic Growth (GDP)	
	Chancellor (March 2019)	HM Treasury (October 2020)
2018	1.4%	1.4%
2019	1.2%	1.2%
2020	1.4%	-10.1%
2021	1.6%	6.4%
2022	1.6%	N/A
2023	1.6%	N/A

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

Year	CPI (% change)	
	Chancellor (March 2019)	HM Treasury (October 2020)
2018	2.5%	2.5%
2019	2.1%	2.1%
2020	1.9%	0.6%
2021	2.0%	1.9%
2022	2.0%	N/A
2023	2.0%	N/A

- 6.3 In the medium term, the CPI inflation is forecast to be at or below the Bank of England's target of 2%. It is important to note that the Council's major contracts are linked to CPI as an inflationary increase with others linked to RPI. It is likely that the contractual inflation will see an increase in the council's costs in the medium term based on the forecasts.

¹ Chancellor's Spring Statement – March 2019

- 6.4 The Bank of England base rate was increased for the first time since 2009 in November 2017 to 0.50% from 0.25% and a further 0.25% to 0.75% in August 2018. The low levels have had a major impact on the Council's investment income. The Council is diversifying its investment portfolio to benefit from higher returns but at all times giving due regard to the security and liquidity of its funds over yields/returns. Since the MTFs reported in February 2020, the Bank of England has decreased its base rate. First down to 0.5% and then to 0.1%, due to corona virus. The interest base rate is expected to remain at this level for the foreseeable future.

7 GENERAL FUND REVENUE BUDGET

Financial Context

- 7.1 The development of the 2020/21 to 2023/24 Medium Term Financial Strategy took place at a time which continued to be one of the most challenging periods for Local Government. This MTFs for the period 2021/22 to 2023/24 has since become even more challenging with the onset of Coronavirus.
- 7.2 Ten years of austerity measures have led to unprecedented reductions in local authority funding. The public sector and the local government sector are under increasing and relentless pressures in respect of funding for adult social care and children's services and a significant shift of resources is taking place from non-social care authorities such as Maldon to social care authorities. Funding pressures for mental health services has also been in the news recently. Additionally, the government is progressing preparations for changing the local government finance system. All this before the financial impact of the pandemic.

Local government is transitioning away from a world where councils were dependent on central government grants and towards greater self-sufficiency.

The 2020/21 Local Government Financial Settlement was published in February 2020. The result was that Maldon District Council will not receive any Revenue Support Grant but its Business Rates Pool (consisting of the Essex Councils) will retain 50% of Business Rates collected. The 2021/22 settlement is not expected until February 2021.

Risks and Opportunities

7.3 This section highlights the risks and opportunities facing the Council in the medium term.

- Demographic
- External Income
- Inflation
- Service Demand
- Business Rates Retention
- Other Developments
- Fairer Funding Review

Demographic

- 7.4 Demographic factors affect the Council's planning in several ways:
- Changes in the number of households affect the tax base for Council Tax purposes, and hence the total amount which will be raised from this source
 - The characteristics of both population and households can help identify specific implications for the type and nature of many services provided by the Council
 - All the above factors affect the level of demand for, and use of, services provided by the Council
- 7.5 The total population in Maldon, according to the 2014 based ONS Sub-national population projections, is projected to grow by 12%, 7,000 more people by 2039.

External Income

- 7.6 The Council relies on several external income sources. During the past few years, the economic downturn had an adverse impact on some income streams.

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

The garden waste collection service is now a significant source of income to the Council which goes to support the costs of providing the overall waste collection function, the costs of which are increasing with the growth of housing in the District.

Historically a key income stream for the council has been the income generated from investment of cash balances. The low interest rate has seen a large reduction in this income in recent years. Every 0.5% of movement in interest rates is equivalent to approximately £140k in income; however, the actual interest earned is also dependant on the level of free cash flow balances during the year.

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

The recent social distancing measures imposed by Central Government and reduction of base interest rates by the Bank of England have had a significant adverse effect on these external income sources.

Inflation

- 7.7 The financial impact of a 2% movement in pay inflation represents around a £0.166m change in the general fund employee budget. A 2% uplift was built into the pay inflation. This was increased to 2.75% from 1 April 2020 based on the increase in cost of living, but pay inflation is estimated to return to 2% for 2021/22 onwards.
- 7.8 For the 2021/22 budget setting process, the contract prices have been uplifted by appropriate indices as stated in the conditions of the contracts. The financial impact of a 1% movement in contractual inflation is £0.093m. No inflationary increase has been applied to the general services budget, except known specific items such as utilities.
- 7.9 For future years, the projection assumes an overall averaged inflation rate of around 1% for 2021/22 and 2% in each year thereafter.

Service demand

- 7.10 Under the current economic climate the pressure on the Council to deliver services within a constrained financial base remains high compared to historic levels. There is also an imposed demand by Central Government on local authorities to take a major part in revitalising the local economy whilst, at the same time, bearing a significant part of the government's overall austerity measures, via reduced funding.
- 7.11 While there has been a recent massive fall in UK growth, economic forecasts show a recovery, although the pandemic is slowing this recovery significantly. However, the increase in the demand on our services, coupled with the loss of external income, will restrict the Council's ability to make radical improvements to our discretionary services.

2020/21 Final Local Government Finance Settlement

7.13 The final 2020/21 LGFS was announced on 6 February 2020. The table below shows Maldon's final settlement for 2020/21. The settlement for future years is expected to be towards the end of 2020.

Provisional Settlement 2017/18 to 2020/21	2017/18 Final LGFS £m	2018/19 Final LGFS £m	2019/20 Final LGFS £m	2020/21 Final LGFS £m
Settlement Funding Assessment	1.601	1.474	1.508	1.532
of which:				
Revenue Support Grant (RSG)	0.170	-	-	-
Baseline Funding Level (Business Rates)	1.431	1.474	1.508	1.532
Tariff/Top-up Adjustment	-	-	-	-
Annual Change (%)	-18.5%	-7.9%	2.3%	1.6%
Cumulative Change (%)	-18.5%	-25.0%	-23.2%	-22.00%
New Homes Bonus – MHCLG	0.800	0.696	0.832	0.898
Compensation for under indexing the Business Rates multiplier	0.021	0.034	0.049	0.061
Rural Services Delivery Grant	0.025	0.031	0.031	0.031
Transition Grant	0.040	-	-	-
Council Tax Requirement excluding parish precepts (incl. base growth and levels increasing by CPI)	4.440	4.635	4.809	4.982
Potential additional Council Tax from £5 referendum principle for all Districts	0.032	0.034	0.035	0.062
Total Core Spending Power	6.959	6.904	7.264	7.566
Change since 2017/18 (£ million)				0.607
Change since 2017/18 (% change)				8.7%

7.14 Over the period of the previous Spending Review the government used a new methodology to determine authorities' Revenue Support Grant (RSG) allocations. Rather than applying the same percentage cut to all authorities, the new approach considers individual authorities' council tax raising ability and the type of services they provide. The change in methodology has led to a fundamental shift of resources from authorities such as Maldon.

New Homes Bonus Scheme

7.15 The New Homes Bonus Scheme (NHBS) was introduced in 2011/12 to encourage local authorities to facilitate housing growth. For every additional property built or brought back into use, the government match funds the additional council tax, with an additional amount for affordable homes, for the following six years. The grant is not ring-fenced and is split 80% to the lower tier and 20% to the upper tier. Previous changes to the NHBS were the introduction of a baseline housing growth of 0.4% before NHBS would be payable and a reduction in duration of legacy payments from the six years to five years and to four years. The government has stated that it wants to change the NHBS or introduce a new system of rewarding authorities for housing growth; based on performance. Therefore, the 2020/21 LGFS is the last year for the NHBS and there will not be any legacy payments in the future for 2020/21. The Council will therefore continue to receive legacy payments for previous years of £0.418m in 2021/22 and £0.198m in 2022/23. In 2018/19 the Council decided to end its reliance to support the General Fund expenditure from the NHBS. Therefore, since then only the legacy payments received for years prior to 2018/19 have been utilised to support the General Fund budget. A NHB reserve has been established which by the end of the financial year 2022/23 will total £1.9m to be utilised by Council decision.

Pension

7.17 Maldon District Council employees are eligible to be members of the Local Government Pension Scheme (LGPS), for which the Government sets the terms and conditions nationally. This is a statutory condition of employment available to all local government employees. Essex County Council is the administering authority of the LGPS in Essex. In accordance with statutory requirements the Essex Pension Fund, of which this Council is a member, was actuarially valued as at 31 March 2020 as part of the triennial valuation cycle.

7.18 The draft 2019 Valuation shows that there has been a decrease in the Council's deficit position by 35% to £5.318m. This means that the funding level of the Council's element of the Fund will have increased from 81.7% in 2016 to 90.2% in 2019. Funding levels are taken as the ratio of assets to liabilities. In general, for the 2019 valuation, funding levels have increased due to:

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

The recovery period for the deficit was reduced from 15 years, set at the 2016 Valuation, to 12 years or less in the 2019 Valuation, depending on the individual circumstances of the Council. The effects of the pandemic on the Pension Fund are yet to be determined.

- 7.19 The 2019 Valuation shows an increase in the employer's ongoing contribution from 15.9% of pensionable pay to 19.9% of pensionable pay (£221k). Whilst the recovery of deficits covers up to a date, an ongoing contribution rate is also needed to obtain the level of contributions required to meet the cost of new pension benefits and this is usually based on the same assumptions as are used for the deficit.
- 7.20 Automatic Enrolment has been established by the Government as a requirement for employers to provide a pension scheme for employees. The Local Government Pension Scheme (LGPS) is a qualifying scheme for the purposes of Automatic Enrolment within the terms set out by the Pension Regulator.
- 7.21 The Pensions Act 2008 includes a duty on employers to automatically enrol their eligible jobholders into a workplace pension scheme that meets certain requirements and provide a minimum employer contribution. From early 2014, the Council must have:
- Enrolled any new employees into the qualifying approved scheme;
 - Enrolled any employees who are not a member of the scheme but reach the age of 22; and
 - Enrolled any employee who is passing the rate of salary to £9,440 per annum for the first time
- 7.22 It should be noted the employee can still choose to opt out of the scheme, but the Council must not mention any option of how to opt out of the scheme during enrolment as it could be seen as an inducement not to join the scheme and could expose the council to a fine from the Pensions Regulator.

Universal Credits

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

- The digital roll out of Universal Credits for Maldon, using the newer software started in December 2018 for new claims only.
- The precise details of the full transfer date of all claims are yet unclear and the timescales have slipped on several occasions. Claimants affected by Covid-19 will have meant the rate of migration to UC will have increased recently.
- The Council would retain responsibility for Local Council Tax Support, as well as pensioner claims, and some working age claims, even after a full transfer of claims to UC. As such, the Council would retain 70-80% of existing workload even after UC has been fully introduced.

7.24 The transition to UC has had significant implications for local Council and its systems. There will be reduction in the Housing Benefit Administration Grant going forward, but this may not be proportional to the reduction in the workload or staffing. The financial impact of Universal Credits continues to be monitored on an ongoing basis.

Land Charges (transfer of responsibility to Land Registry)

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

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

7.25 The timing of the transfer is still not confirmed, with relevant legislation being required, there is not yet a go live date.

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

2021/22 General Fund Budget

- 7.27 As part of the financial planning process, Members examine information provided by officers relating to the level of existing resources. All budget options are considered in the context of current service performance and priorities. Also, all the growth, savings and capital bids have gone through a challenge process.

8 RISK MANAGEMENT

- 8.1 Risk Management is a key feature of the Council's financial planning process.
- 8.2 The Council is very aware of the need for effective risk management and considers that the assessment and minimisation of all types of risk to be vital. It has an adopted Risk Management Strategy in place, and the financial risks to the Council are assessed in the context of the Council's overall approach to risk management.
- 8.3 To mitigate risk the Council regularly monitors its budgets. The performance management system is used by the Council to identify, monitor and reports on risks. Regular reporting of the Corporate Risks, financial and non-financial performance occurs on at least a quarterly basis to the Corporate Leadership Team and the Performance, Governance and Audit Committee, and is programmed in the annual timetable.
- 8.4 The table below summarises the financial implications if assumptions made in the MTFS change in the future. This gives some indications to the kind of risks which need to be allowed for in considering the level of reserves in future years.

Estimated Financial Impact

Sensitivity Scenario	2021/22	2022/23	2023/24
	£m	£m	£m
Inflation - Pay award 1% higher than assumed	0.083	0.085	0.085
Other Inflation - 1% higher than assumed	0.078	0.080	0.082
Average investment interest rate - 0.5% lower than assumed	-0.141	-0.096	-0.096
Council Tax Collection - 1% lower than assumed	-0.052	-0.054	-0.055
NNDR Collection - 1% lower than assumed	-0.026	-0.026	-0.027
Net Operating Expenditure - 1% overspent	0.099	0.095	0.114

9 COUNCIL TAX

Council Tax

9.1 It is important to note that the Council has limited income generated from council tax. As shown in paragraph 8.4, for every 1% increase in the average Band D council tax; an additional £0.052m of income is raised. The MTFS allows an increase in the Basic Amount of Council Tax of 1.99% for 2021/22 and also for the rest of the MTFS period in accordance with Council Tax Referendum Principles.

Tax base for Council tax setting

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

Year	2020/21	2021/22	2022/23	2023/24
	Calculated	Projected	Projected	Projected
Band D Equivalents	25,090.8	25,290.8	25,490.8	25,690.8

9.3 Using past trends together with information on already approved and likely future planning applications, projected housing growth has been used to forecast the council taxbase for the period of the MTFS. The taxbase forecast has been arrived at by considering the completion dates of the strategic housing developments in the District.

9.4 A copy of the medium-term financial forecast on the general fund is attached at Appendix A.

10 VALUE FOR MONEY AND EFFICIENCY

10.1 Value for Money (VFM) is an assessment of whether we obtain the maximum benefit from the goods and services we both acquire and provide, within the resources available to achieve it. This assessment includes considerations about suitability, quality, whole life costs and the relationship between economy, efficiency and effectiveness.

10.2 Value for money remains an integral part of the external audit opinion. The general feedback was that the council had consolidated previous improvements and demonstrates good value for money across services.

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

Finding efficiencies year on year to deliver a balanced budget and invest in services is a significant challenge. The Council commenced the implementation of the Future Model Transformation Programme in August 2018 to achieve savings and additional income totalling £1.89m by the end of the financial year 2022/23. Of this £1m has been achieved from the salaries cost by reducing the establishment headcount from 219.5 FTE to 181.5 FTE with a new salary structure.

The Transformation Programme included, but was not limited to, the following considerations:

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

11 INCOME GENERATION

Forecasting Income

- 11.1 This section covers the income from fees and charges.

Policy on Fees and Charges

- 11.2 The Council has looked to maximise the potential from fees and charges. A significant proportion of its income comes from fees and charges and a balance must be struck between meeting statutory responsibilities and the subsidy on providing discretionary services. The Council takes the view that raising charges to recover part or all the costs of providing is preferable to removing the service completely. Charges are set after considering local circumstances and the user's

ability to pay. The Council's fees and charges will normally increase at least in line with inflation or, where appropriate statutory defined, fees and charges increase. Increased or reduced income due to volume changes, or charge proposals above or below inflation, are addressed through the budget setting process.

- 11.3 The full list of fees and charges will be shown in the Discretionary Fees and Charges 2021/22 report to Strategy & Resources Committee in January 2021 and the Council in February 2021.
- 11.4 The Council's longer-term policy has three fundamental principles:
- Services should raise income wherever there is a power or duty to do so.
 - The income raised should cover the full costs of providing the service including all overheads.
 - Any departures from this policy must be justified in a transparent manner with reference to the Council's priorities and policies.
- 11.5 When the Council does not raise income in areas where it has the power to do so, it foregoes the opportunity to raise money to improve services and leaves less money available for spending on high priority services.

A decision to forego income or to subsidise a service is a policy decision about resources as significant as any decision made in the budget setting process especially since the Council is expected to be become more self-sufficient. The cost will eventually fall on the council taxpayer if the service is to be protected to any extent.

- 11.6 Although volumes of transactions incurring Fees and Charges are affected by Covid 19, the policies themselves are not anticipated to be altered. The Fees and Charges Policy is reported to Strategy & Resources Committee and Council separately to the MTFS.

Income and Debt Management

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

12 USE OF RESERVES

- 12.1 The minimum General Fund Reserve is set at £2.6m. A minimum level is intended to allow sufficient resources to respond to un-forecast

events such as Coronavirus, however even during this pandemic we aim to maintain this minimum reserve as far as possible.

- 12.2 Risks to the Council's financial position could derive potentially from a budget overspend due to higher than budgeted expenditure or lower than budgeted income or a combination of both, loss of investment income, contractual/legislative failure or challenging/emergency events. Historically, the Council has had a very good record of outturn financial position being within budget and of predicting investment income well so hasn't had to make additional significant provision. However, Covid-19 has brought about an unprecedented emergency response from the Council, which will test its reserves if Central Government do not reimburse MDC for its losses. The Reserves Table in paragraph 12.4 shows that the General Fund Reserve will fall below the minimum level in 2023,24 without the use of earmarked reserves or additional government funding.
- 12.3 Equally, it is important that the use of reserves is not increasing year on year, creating an unsustainable future problem. Normally, it is a Council goal to meet the budget gap by making savings.
- 12.4 A summary of the proposed use of reserves is shown in the table below and is based on a budget projection that includes Covid-19 pressures, other pressures, aspects such as inflation, further salary increase, pension fund contributions and savings identified.

It is worth noting that the financial impact of Coronavirus is not as great as reported in July as further reliefs have since been announced by the Government, some of which have already been received, but is still significant, as shown in the table below.

*Reported £872k plus additional £703k impact due to Covid-19 during 2020/21.

Predicted General Fund Balance Movement	2020/21	2021/22	2022/23	2023/24
	£000	£000	£000	£000
Balance b/f				
General Fund Reserves	5,481	3,906	2,667	1,369
Earmarked Reserves	4,151	4,003	3,475	3,662
Total	9,632	7,909	6,142	5,031
Projected Movement				
General Fund Reserves	(1,575)*	(1,239)	(1,298)	(1,468)
Earmarked Reserves	(148)	(528)	187	(1,374)
Total	(1,723)	(1,767)	(1,111)	(2,842)
Balance c/f				
General Fund Reserves	3,906	2,667	1,369	(99)
Earmarked Reserves	4,003	3,475	3,662	2,288

	Total	7,909	6,142	5,031	2,189
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13 CAPITAL

Capital spend and funding

- 13.1 The Council's Capital Programme is agreed on an annual basis and serves the following purposes:
- It sets out how capital projects contribute to the achievement of the Council's corporate objectives.
 - It establishes the criteria for the allocation of capital resources.
 - It provides a framework for the administration of capital projects and monitoring of outcomes.
- 13.2 It is important to note that all capital investment and disposal decisions have been made with reference to the strategic objectives.
- 13.3 The Council's capital programme has in general always been funded using capital receipts, external contributions or from capital grants and the current five-year capital programme is underpinned mainly by capital receipts.
- 13.4 The programmes for 2021/22 to 2025/26 have been set in detail, any schemes above this level would need to seek alternate external funds or new capital receipts from the sale of assets. However, it should be noted that the diminishing levels of capital receipts in future years would warrant a comprehensive review of the way the capital programme is supported in the long term. The indicative five-year capital programme as shown would cost the Capital Receipts Reserve a total of £1.708m. The Capital Receipts Reserve will be £1.740m from 1 April 2021 meaning more capital receipts will be required for the capital programme to continue beyond 31 March 2026. It should be noted that the capital programme for 2021/22 to 2025/26 is being developed further through consideration of bids and any asset management plans and replacement of equipment strategies as they become crystallised. Therefore, the use of capital receipts will change over the period and may be required sooner.
- 13.5 Although the Capital Projects report is a separate report to Strategy & Resources Committee, a summary of the programme and funding is given at Appendix B.

Revenue implications of capital programme

- 13.6 The key driver for the Council's approach to capital expenditure is revenue affordability.
- 13.7 Most Capital Projects have financial implications on the annual Revenue Budget. The revenue implications can take a variety of forms and they include:
- Capital financing costs
 - Loss of investment income
 - Annual non-capital financing costs, e.g.
 - Salaries
 - Rent
 - Rates
 - Energy costs
 - On-going maintenance costs
 - Income generated from the scheme or project
- 13.8 The revenue implications of the previously approved capital programme have been built into this MTFS. For the proposed future capital programme, there are no revenue implications for 2021/22 and any revenue implications beyond that will be built in upon approval.
- 13.9 However, there have been new maintenance issues identified relating to the existing capital assets. These are known as Repairs & Renewals, some of which are essential to avoid service failure and others are to improve service levels. A list of bids for these works are set out at **Appendix 4**.

Members need to be aware that in 2021/22 alone repairs and renewals bids total £345k, however there is only £203k in the repairs and renewals earmarked reserves.

14 TREASURY MANAGEMENT LINKS WITH FINANCIAL STRATEGY

- 14.1 The Council will continue to invest in accordance with the approved Treasury Management Strategy and will plan any consideration of borrowing closely through the MTFS and five-year Capital Budget.
- 14.2 Investment income is used to support the budgets of the authority and movements in interest rates can result in significant changes. Since the MTFS reported in February 2020, the Bank of England has decreased its base rate down to 0.1%, since the arrival of Coronavirus in the UK. This is expected to

reduce MDC's short-term investment income by approximately 50% for the foreseeable future.

15 EQUALITY IMPACT ASSESSMENTS (EIA)

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

16 CONCLUSION

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

- The impact of Covid-19 since government and local measures were imposed from March 2020, many of which will remain in place for many months to come.
- The unprecedented reductions to local government funding since the 2010 Comprehensive Spending Review.
- The Council's current satisfactory financial strength as shown by the General Fund reserves, robust financial management and excellent track record in achieving efficiency savings.
- That challenging decisions will still need to be made to safeguard frontline services and maintain a balanced budget together with an adequate level of General Fund reserves.
- That the Usable Capital Receipts Reserve will be utilised over the MTFS period leaving an estimated balance of £0.032m as at 31 March 2024 but bearing in mind the comment in paragraph 13.4 above.

- 16.2 The financial position over the medium term is shown in Appendix A. This also shows that the level of General Fund un-ringfenced reserves is expected to be above the minimum level of balance of £2.6m over the medium term to 31 March 2024. This needs to be considered in the context that for 2021/22 – 2023/24 budget estimates have been constructed with high level assumptions and the detailed work will be undertaken in line with the Council's budget cycle timetable for those

years and taking into account the further government grants announced at the time.

List of Appendices

Appendix A sets out medium term projections for the General Fund (below)

Appendix B sets out the medium-term projections for Capital (below)

Appendix C shows the Policy on reserves and balances (below)

Appendix 2 shows the a of proposed Budget Growth items 2021/22 to 2023/24 (separate document)

Appendix 3 shows a list of proposed Repairs and Renewals items 2021/22 to 2023/24 (separate document)

Appendix A - Medium Term Financial Strategy 2021/22 - 2023/24

	2021/22 £000	2022/23 £000	2023/24 £000
Prior Year Net Expenditure Before Reserves	9,548	9,502	9,114
Pension Fund Deficit Contribution	-1,556		1,560
Pension Fund Statutory Adjustment	-380		
Car Parking Fees		-50	
Other fees and charges			
Investment Income	92		
Staff Inflation	166	169	173
Non-Staff inflation	202	208	213
<i>Pressures:</i>			
Reversal of Prior Year Growth	-100		
Unachievable Savings	133		
Increase in external audit fees	50		
Reduced recycling income	20		
Reduction in HB Admin Grant	20		
Electronic Payment Processing Fees	14		
<i>Growth Items:</i>			
Public Engagement Software	25		
Continue process improvement resourcing	83		
Additional Service Delivery Staff	137		
<i>Projects Funded from Earmarked Reserves:</i>			
Planning Digitisation Project	80	-80	
Land Charges Registry Project	50	-50	
Local Development Scheme 2020-2022	585	-585	
LDP Review	333		
Net Expenditure Before Reserves	9,502	9,114	11,060
Contributions to/(from) Earmarked Reserves	-528	187	-1,373
Expenditure to Be Funded	8,974	9,301	9,687
Funding			
New Homes Bonus	-418	-198	0
Rural Services Delivery Grant	-31	-31	-31
Renewable Energy	-758	-770	-783
Business Rates Baseline Funding	-1,557	-1,582	-1,607
Business Rates Growth incl S31	-1,049	-1,049	-1,049
Business Rates levy/benefit	386	386	386
CTAX and NDR collection fund (surplus) / deficit	-100	-100	-100
Estimated Yield from Council Tax	-5,221	-5,367	-5,517
Total Funding	-8,748	-8,711	-8,701
Budget Gap	226	590	986

Budget Gap	226	590	986
Potential COVID Pressures:			
Leisure Centre Management Fee	486	414	222
Town Centre Car Parking	225	225	225
Promenade Park Events & Activities	140	0	0
Income from Other Events	93	0	0
Council Tax Sharing Agreement	69	69	35
Budget Gap with COVID Pressures	1,239	1,298	1,468

Appendix B – Capital Programme

Capital Programme 2020/21 - 2023/24					
Project Title	Original	Original	Original	Original	Original
	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Vehicle & Plant Replacement					
Parks Vehicle - Rolling replacement programme	56	22	22	22	22
Parks Vehicle - New Gator	17				
Parks Vehicle - New Tractor	68				
New Rangers Vehicle	20				
Cemetery dumper truck		18			
Information & Communication Technology					
PC and Printer Replacement Programme	47	47	47	47	47
Maldon Promenade					
New playsite feature	25				
Installation of outdoor gym equipment / zone		15			
Wind shelter development		100			
Skate Park	100				
Installation of main entrance road including new pathway and lighting	25				
Blackwater Leisure Centre					
New Car park entrance and drainage works	25				
Removal and renovation of Jungle river ride			80		
New sports hall floor			60		
Dengie 100 Sports Centre					
Gym expansion	30				
Parks & open Spaces					
Riverside Park Information boards and signage	11				
Riverside Park new play area	100				
Oaktree Meadow and Orchard Meadow resurfacing improvement	35				
Riverside Park youth activity site		65			
Riverside Park - installation of new car park hard standing	35				
Drapers farm New development for mens shed (community improvement)	35				

APPENDIX 1

Maldon District Council Medium Term Financial Strategy 2020/21 to 2023/24

Rivers					
River Bailiff Hut into seafood kiosk		40			
New River Baliff Vehicle	22				
New River Baliff WorkBoat			50		
Removal old slipway at St Lawrence	25				
Burnham on crouch Houseboats berth	120				
Housing					
Mandatory Disabled Facilities Grants	420	420	420	420	420
Cemeteries					
Structural repairs to Burnham Cemetery Chapel		150			
Sport					
Replacement and update to 5G Carpet - AGP Plume school			80		
Maldon Town AGP replacement and update carpet					150
Total Capital Programme	1,216	877	759	489	639
Funding					
Capital Receipts Applied	796	457	339	69	219
Government Grant	420	420	420	420	420
Total Funding	1,216	877	759	489	477

Appendix C – Policy on Reserves and Balances

Purpose

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

Application

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

The Existing Legislative/Regulatory Framework

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

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

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

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

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

Guidance on specific levels of reserves and balances is not given in statute or by CIPFA (the recognised accountancy body for local government finance). There is no statutory minimum level of reserves. It is up to local authorities themselves to set their own level of reserves and balances on the advice of the Chief Finance Officer.

The Role of the Section 151 Officer

Within the existing statutory and regulatory framework, it is the responsibility of Section 151 Officer to advise the Council about the level of reserves that it should hold and to ensure that there are clear protocols for their establishment and use.

The Council then, acting on and giving due regard to the advice of the Section 151 Officer must make its own judgements on the level of reserves and balances taking into account all the relevant local circumstances. These include the operational and financial risks, and the arrangements in place to manage them, including adequate and effective systems of internal control. The duties of the Chief Finance Officer in relation to the level of reserves are covered by the legislative framework described in 3 above. Under the Local Government Act 2003, the Chief Finance Officer must report to the Council on the adequacy of reserves (section 27) and reserve transactions must be taken account of within the required budget monitoring arrangements (section 28).

Types of Reserves

Reserves can be held for three main purposes:

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

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

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

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

- the reason for/purpose of the reserve
- how and when the reserve can be used
- procedures for the reserve's management and control
- a process and timescale for review of the reserve to ensure continuing relevance and adequacy.

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

Policy and Principles to Assess the Adequacy of Reserves

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

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

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

The Council holds two types of reserves

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

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

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

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

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

A New Reporting Framework

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

The Reporting Policy for Maldon District Council is:

- The Medium Term Financial Strategy report to the Council includes a statement showing the proposed use of, or contribution to, general and earmarked reserves for the year ahead. Reference should be made as to the extent to which such reserves are to be used to finance recurrent expenditure
- The budget report itself includes a statement from the Chief Finance Officer on the adequacy of reserves in respect of the forthcoming financial year and the authority's medium term financial strategy.

- The Councils' annual statement of accounts includes a schedule of all reserves in the balance sheet, showing opening balance, net movement in year and year-end balance. Notes to individual reserves are given in the accounts and significant reserve movements are explained in the Chief Finance Officer's foreword to the accounts and the covering report to Council which accompanies the presentation of the accounts.
- The regular in-year Budget Monitoring reports to Committee include details of any transactions affecting the Council's reserves.

Good Governance

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

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Budget Growth 2021/22 to 2023/24

Service Team	Title of the proposal	Full Description of the proposal	Growth 21/22 £000	Growth 22/23 £000	Growth 23/24 £000	Ongoing/ One Off	Staffing Implications Full Time Equivalent (FTE) (-)	Risk Indicator	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Service Delivery	Digitisation Project	This project aims to have all planning files scanned to digital format. We currently have around 32,600 files each with an average of 16 pages, resulting in around 521,600 pages to be scanned. The pages are mainly A4 but can range from A6 to A3 in size. Each file would be scanned as a PDF and named by the planning file reference number. All scanning would be done in black and white (with colour used wherever required on drawings etc) at industry standard 200dpi. Each PDF image will also have full page OCR run on it to allow officers to search for printed text within the whole PDF image. The cost is estimated to be around £50k to include outstanding files for Environmental Health, TPOs and Building Control decisions, which will be made available via Public Access. Additional resource will be needed to complete internal checking and indexing for all scanned images at a cost of £30k.	80	0	0	One-off	1 FTE	Service Improvement	The objective of the project is to free up office space to reuse as well as giving us full disaster recovery on the paperwork against fire/flooding once they are scanned. Having all files scanned will enable officers to work remotely without needing to access the office for paper files.
Service Delivery	HM Land Registry	There is a legislative requirement for Maldon	50	0	0	One-off	2 FTE		<ul style="list-style-type: none"> All data needs to be legally compliant and this is our responsibility (no data shared with HMLR at

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Service Team	Title of the proposal	Full Description of the proposal	Growth 21/22 £000	Growth 22/23 £000	Growth 23/24 £000	Ongoing/ One Off	Staffing Implications Full Time Equivalent (FTE) (-)	Risk Indicator	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Service Delivery	(HMLR) Project	District Council (MDC) to scan all Land Charges files and make the data available on the Land Charges Registry by 2023. Although not mandatory, it is expected to become so within the next few years and it is advisable to get ahead of the game to qualify for burdens funding and secure support from HMLR to implement the project. Phase 1 is the pre-migration stage to assess the quality of our data and how much cleansing is required. All LLC paper files will need to be scanned (overlapping with the Digitisation Project) prior to being migrated to HMLR in Phase 2. The bulk of the cost will fall in Phase 1 (2021 / 22) due to the work involved to prepare the paper files for scanning along with checking and cleansing the data prior to migration. The costs in Phase 2 are yet to be established but will fall in 2022-23 and are largely for HMLR to complete at their cost. Total cost is expected to be £150k but external funding will be available reducing the cost to the Council to £50k.						Service Improvement	<p>the moment).</p> <ul style="list-style-type: none"> Efficiencies built into Ignite savings but not delivered as part of Phase 2 transformation activity. Resources are stretched as a result. We have to do the work for private searches free of charge, but having the information available to the public means they complete searches themselves. Government has indicated that we'll need to do this at some point and funding is available now. Need to take advantage whilst uptake is low to get funding and assistance / resources to support delivery. Releases storage space in the basement and depot (enables office relocation, remote working and saves officer time) Spare office space can be leased for additional income. RISK: fines, damage to paper documentation with no copies, reputational damage, higher operating costs.
	Safeguarding Admin	To allow safeguarding leads to have administration rights in Fresh Service	3	3	3	Ongoing		Service Improvement	
	Staffing	Commercial L1 Caseworker	27	27	27	On-going	1 FTE		This post is required to assist the Commercial Team in

APPENDIX 2

Service Team	Title of the proposal	Full Description of the proposal	Growth 21/22 £000	Growth 22/23 £000	Growth 23/24 £000	Ongoing/ One Off	Staffing Implications Full Time Equivalent (FTE) (-)	Risk Indicator	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Delivery								Service Failure	administering and coordinating. Health and Safety matters within the team, work areas will include vehicle fleet, property defect reporting, Parks Team operations. There is a lack of capacity within the team to ensure proper administration of these important activities.
Service Delivery	Staffing	Revs and Bens Specialist	£10 if process improvement growth agreed, otherwise £38k	£10 if process improvement growth agreed, other wise £38k	£10 if process improvement growth agreed, other wise £38k	On-going	1 FTE	Service Failure	The team has insufficient capacity and resilience to support essential activities such as software testing, annual billing, statutory returns, annual benefit subsidy audit, quality checks and training. This places us at significant legal and financial risk. A previous decision to reduce resources in this area led to financial losses in excess of £100K plus increased audit fees just related to benefit subsidy loss. Previous DWP reviews raised concerns about level of resources and supported the increase of resource.
Service Delivery	Staffing	Planning Enforcement Specialist L2	45	45	45	On-going	1 FTE	Service Improvement	Current levels of resource are insufficient to manage existing caseloads as well as backlogs. An increased level of resource would be required to deliver the levels of service that Members have indicated they would like to see relating to planning enforcement issues/ complaints
Service Delivery	Staffing	Planning Enforcement L1 Caseworker	27	27	27	On-going	1 FTE	Service Improvement	Current levels of resource are insufficient to manage existing caseloads as well as backlogs. An increased level of resource would be required to deliver the levels of service that Members have indicated they would like to see relating to planning enforcement issues/ complaints
Service Delivery	Staffing	Project Manager	56	0	0	One-off	1 FTE	Service Improvement	Fixed term contract - The Council is developing a number of business cases for commercial projects to deliver financial returns and enhance local facilities. To enable robust business cases to be prepared for member approval it is proposed to engage a project manager on a fixed term contract to review the project list and bring forward the most viable projects. The post holder will work closely and report to the Commercial Manager. Capacity at this time (Covid related) means without this additional resource little progress can be made by the Commercial Manger to bring these projects forward.
Service Delivery	Staffing	Parks & Countryside Officer	27	0	0	One-off	1 FTE		Fixed term contract - The Parks Team is reviewing activity and workload. It is apparent at this time it is unable to manage peak times without additional resources. An additional member of the team is

APPENDIX 2

Service Team	Title of the proposal	Full Description of the proposal	Growth 21/22 £000	Growth 22/23 £000	Growth 23/24 £000	Ongoing/ One Off	Staffing Implications Full Time Equivalent (FTE) (-)	Risk Indicator	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
								Service Failure	sought in 2021 / 22 to supplement the existing workforce whilst the review looks at options to manage within the allocated resources. This work will need Member approval as service standards will need to be altered. This post will buy time for the review to be completed in the summer of 2021.
Service Delivery	Staffing	Customer, Community and Casework Lead	50	50	50	Ongoing	1 FTE	Service Failure	This post is to support the operational management of Service Delivery, Community Engagement and Customer Services. The workload for the services has increased significantly since the original transformation, with significant increases in workload, service redesign and improvement, projects to meet new legislative requirements as well as implementing, embedding and making best use of the new systems and IT that we have invested in and delivering efficiencies that were part of the original transformation plan. Due to the accelerated implementation of the transformation much of the workload related to the improvements and efficiencies is still being delivered, in addition to responding to the increases in workload and demand. The current role has responsibility for more than 80 staff, and whilst there are coordinators to help with day to day management of staff, there is no senior support within the structure for the existing Customers Community and Casework Manager role. The proposed role would provide significant and much needed support to delivery on not only our statutory functions, but to support the delivery the service efficiencies that were a key element of the transformation programme, on which our current structure and level of resources structure is based.
Service Delivery Total			375	162	162				

SPC	Public Engagement Software	To purchase and maintain a smart public engagement software platform that will improve participation and	25	25	25	Ongoing maintenance fee and training		Service Improve-	MDC needs a reliable and compatible public engagement platform to engage with its residents and businesses in policy and strategy development, including the Local Development Plan Review, Bradwell B
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APPENDIX 2

Service Team	Title of the proposal	Full Description of the proposal	Growth 21/22 £000	Growth 22/23 £000	Growth 23/24 £000	Ongoing/ One Off	Staffing Implications Full Time Equivalent (FTE) (-)	Risk Indicator	Justification for Proposal Why is the growth required? Can it be funded externally by external grant or other partner organisations?
		influence in decision-making.						ment	Development Plan Document (DPD), supplementary planning documents, corporate plans, thematic strategies, opinion polls, community forums, etc.
SPC	Local Development Scheme 2020-2022	To deliver the Local Development Scheme projects agreed by Council in Jan 2020	410	175	9	One off, but £9k software related ongoing.		Service Failure	MDC has determined the projects it wants to focus on as a Local Planning Authority between 2020 and 2022. These are the Bradwell B DPD, Community Infrastructure Levy (CIL), S106 Supplementary Planning Document (SPD), North Quay Development Brief (NQDB) SPD and supporting four Neighbourhood Plans currently in preparation. Full cost estimated to be £800k - £80k can be claimed back as Ministry of Housing, Communities and Local Government (MHCLG) burden grant and £175k already allocated in Local Development Plan (LDP) reserves, but a remainder needs to be found. CIL/S106 software costs would have annual maintenance fee.
SPC	LDP Review	To deliver an evidenced led review of the Local Development Plan's strategic and allocation planning policies, including 2 rounds of public consultation, statutory studies, examination in public, modification consultation and adoption over 2-3 years.	333	333	334	One off, but spread over 3 years		Service Failure	Legal requirement to conduct a review of the LDP to determine if it remains up to date and effective every 5 years. It was adopted in 2017 and likely that strategic housing and growth policies will struggle to remain up to date due to falling land supply and increasing housing needs.
PPG	Continue process improvement work	1 FTE business analyst (Grade G) and 1 ICT specialist (Grade H) to become permanent	83	83	83	ongoing	2 FTE	Service Improvement	Ignite acknowledge they missed these posts in the structure and the need for ongoing improvement resource. New customer processes and front-end forms for COVID have been built by the team. The posts are also working in service areas to improve processes and help others cope with post-transformation resource pressures. Improvement and process work is a continual programme. If these posts are funded, we can remove the apprentice post and associated £9k from the budget, which is netted off.
SPG Total			851	616	451				
Grand Total			1,226	778	613				
Funded from			873	508	334				


Service Team	Title of the proposal	Full Description of the proposal	Growth 21/22 £000	Growth 22/23 £000	Growth 23/24 £000	Ongoing/ One Off	<u>Staffing Implications</u> Full Time Equivalent (FTE) (-)	<u>Risk Indicator</u>	<u>Justification for Proposal</u> Why is the growth required? Can it be funded externally by external grant or other partner organisations?
Earmarked Reserves									
Budget Growth			353	270	279				

5 year Repairs & Renewals						
Project Title	Category	Original	Original	Original	Original	Original
	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26
	£'001	£'000	£'000	£'000	£'000	£'000
Maldon Promenade						
1. Dog / Rubbish bins prom park	E	10				
2. Beach Huts Prom Park Decoration	E	8				
3. Prom Park Galleon	SF	15				
4. Prom Park bollards replacement	SI	15				
5. Boat lake decking replacement	SF	20				
6. Resurfacing of the main entrance road/emergency access road/ walk way and pathway surfaces	E	60				60
Leisure Centre						
7. Replacement power unit / board in the plant room	SF	15				
8. Air Handling Unit (wet side)	SF	24				
Parks & open Spaces						
9. Riverside Park - Prom Park Timber bollards replacement	SF	15				
10. District Parks - replacement steps	SF	18				
11. Replacement fencing works at parks & playsites at Riverside Park	SF	20				
12. Playsite sand / bark top ups	SF	20				
13. Tollesbury Car Park resurfacing	SF	20				
14. Resurfacing works at both the Prom and Riverside Park BMX tracks - Est £25k	SI	25				
Cemeteries						
15. Memorial Safety	SF	20			10	20
Car Parks						
16. Car park resurfacing and lining works All car parks	SF	40	40	60		
Public Conveniences						
Tollesbury toilets decoration and replacement windows & units	SI		10			
Prom Park Toilets	SI		8			
Riverside Park toilet block	SI		6			
Doctors Lane, Burnham-on-Crouch, Toilet block	SI		6			
Total Repairs & Renewals		345	70	60	10	80

Essential	78	0	0	0	60
Service Failure	227	40	60	10	20
Service Improvement	40	30	0	0	0
Total	345	70	60	10	80

REQUEST FOR RESERVES 1

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals		
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure		
Project Lead Officer	Matt Wilson		
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Replacement of entire suite of litterbins (25) and dog bins (10) within Promenade Park. For the last three years the bin provision on site has been deteriorating with much of the 'fixed' bins being unfit for purpose and temporary wheely bins being used throughout summers of 2018,2019 and 2020. Project will replace approximately one-third of on-site litter bins with purpose dsigned wheely bin housing for ease of emtying & (particularly in busy period) replacements insert-bins for off-site/away from public emptying ; not fixed to ground anchors but weighted, so can be relocated to target high footfall/litter areas for specific needs; uniform appearance and improved aspect for Prom as a whole. Dog bins similar appearance need, on-site provision is largely metal housings which have corroded; replacement units are non-metal therefore longer lifespan. All units also easier to maintain and clean! This project is a re-submission of Capital bid from 20/21 which wasnt approved, with an alternative phased approach over three year period suggested.		
Project Start Date <i>(Month and year)</i>	Apr-21		
Project Completion Date <i>(Month and year)</i>	Jul-23		
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Maintenance/Parks team staff time for removal of defective/existing units and installation of new.		
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

APPENDIX 3 - Repairs Renewals

	£	£	£	£	costs
2021/22	10,000				
2022/23	8,000				
2023/24	8,000				
2024/25					
TOTAL	26,000	0	0	0	0

RESERVES PROJECT SHEET


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>4) Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>None</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>None</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Public Health & Safety - wheelie bins currently in use are not designed for general usage/reliance in a Public Park.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>no</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>no</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	no
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REQUEST FOR RESERVES 2

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals				
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>	Beach Hut decoration (External / Internal) and pathway works. Each year the beach huts depreciate due to weathering and generally usage. A series of reactive and preventative works are now required to ensure that the beach huts are in good order for use during 2021. The works will include protective painting, internal decoration and pathway extension to ensure no trip or fall risks.				
Project Start Date <i>(Month and year)</i>	Apr-21				
Project Completion Date <i>(Month and year)</i>	Apr-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Works to be completed via external contractor				
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
	£	£	£	£	
2021/22	8,000				
2022/23					
2023/24					
2024/25					

APPENDIX 3 - Repairs Renewals

TOTAL	8,000	0	0	0	0
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RESERVES PROJECT SHEET


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Strengthening communities to be safe, active and healthy - These works will ensure that the beach huts and pathway are safe for use by the public. Delivering good quality, cost effective and valued services - The series of works will ensure that the beach huts are presentable and that the quality is of a good standard for all bookings. Failure to complete the works will result in further depreciation of the assets and a potential downturn in bookings and usage.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>NA</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Installation of the pathway extension outside the front of the beach huts will ensure a safe and accessible surface for all users to enter / exit the beach huts for a safe and enjoyable experience.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 3

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals		
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) 	Service Failure		
Project Lead Officer	David Burnham		
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Structural and safety works on the Prom Park Galleon play feature due to the increase of H&S risk rating. The Galleon depreciates each year due to being predominantly made from timber products and being in the external elements all year round. Current life expectancy assessments on the Galleon identify that there is a large percentage of replacement timber products required which are structural and supportive along with wiled plates, fixtures, fittings and chemical treatment required. The Galleon was manufactured by Lappset UK Ltd who are a specialist play site company, due to being play site equipment all replacement products must be ordered via a play site specialist to ensure the integrity of the equipment is not invalidated. Other items for replacement as part of the works will be ropes / netting and features including the slides due to wear and tear which will also include surface issues such as lifting edges.		
Project Start Date <i>(Month and year)</i>	Apr-21		
Project Completion Date <i>(Month and year)</i>	Jun-21		
Resource Implications <i>(Identify what resources are needed (i.e. Staff time, contractor resources, maintenance costs))</i>	Materials will be ordered via specialist contractor with installation completed via a specialist contractor		
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

APPENDIX 3 - Repairs Renewals

	£	£	£	£	costs
2021/22	15,000				
2022/23					
2023/24					
2024/25					
TOTAL	15,000	0	0	0	0


RESERVES PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Strengthening communities to be safe, active and healthy - These works will be completed as a matter of Health & Safety due to the risk rating and potential for public incidents / accidents. Once the works have been completed the Galleon can continue to be one of the main attractions within the Promenade Park and in a safe condition for the enjoyment of the community.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>NA</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There is currently a rising concern for H&S implications if preventative maintenance is not completed during the next 12 months. There will be areas of the Galleon which will not be fit for purpose and unsafe for public use.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>NA</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>NA</p>

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	NA
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REQUEST FOR RESERVES 4

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Improvement
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 entrance lighting bollards. Replacement of the current timber protection bollards along the main Prom entrance with new toughened plastic lighting bollards. The installation of lighting bollards along the main entrance route will provide vehicles and pedestrians with adequate lighting for safer travel along the road way.
Project Start Date <i>(Month and year)</i>	Oct-21
Project Completion Date <i>(Month and year)</i>	Dec-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Works to be completed via external contractors
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
	£	£	£	£	
2021/22	15,000				
2022/23					
2023/24					
2024/25					
TOTAL	15,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Strengthening communities to be safe, active and healthy - These works will ensure that the Prom Park entrance is well lit and safer for pedestrians and vehicles to use during periods where visibility is not good. The works will also help to improve the H&S risk rating and reduce the potential for slips, trips and falls via the public when natural light is at a low level or not present.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There is currently no form of lighting present along the Prom Park entrance roadway, installation of lighting bollards will improve H&S levels for pedestrians and vehicles to use during periods where visibility is not good. The works will also help to improve the H&S risk rating and reduce the potential for slips, trips and falls via the public when natural light is at a low level or not present.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 5

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals					
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure					
Project Lead Officer	David Burnham					
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Structural and safety works to the Prom Park Boating Lake Boardwalk. The works will see all the current timber deck boards removed and replaced with new boards. The structural and supporting timbers that are submerged will also be removed and replaced due to life expectancy and H&S. The works will ensure that this feature will be safe and sustainable for a number of year to come for community enjoyment.					
Project Start Date <i>(Month and year)</i>	Jun-21					
Project Completion Date <i>(Month and year)</i>	Jul-21					
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Works will be completed by a external contractor.					
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 One-off £		On-going £	External Funding Amount £	Source of costs
2021/22	20,000					
2022/23						

APPENDIX 3 - Repairs Renewals

2023/24					
2024/25					
TOTAL	20,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Strengthening communities to be safe, active and healthy - These works will be completed as a matter of Health & Safety due to the risk rating and potential for public incidents / accidents. Once the works structural and safety works have been completed the boating lake boardwalk and decking can continue to be enjoyed and used for safe activity.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There is currently a rising concern for H&S implications if preventative structural maintenance is not completed during the next 12 months. The boardwalk boating lake feature may not be fit for purpose and unsafe for public use.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) 	Essential
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	The paths and roadways in Promenade Park have had 'make do' repairs for some years and are now in a condition where more extensive works (repair & resurfacing) are required. The existing tarmac surface wearing course is breaking up in areas and potholes are appearing. These are potential trip hazards for pedestrians and and also could damage wheelchairs, vehicles etc. Included in this bid is the main entrance roadway into Promenade Park. There are areas of concrete kerbs that need replacing where they are damaged and the surface of the road is badly potholed. This is concerning as this road is often used by pedestrians to access the park.
Project Start Date <i>(Month and year)</i>	Sep-21
Project Completion Date <i>(Month and year)</i>	Nov-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.



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
	£	£	£	£	
2021/22	60,000				
2022/23					
2023/24					

APPENDIX 3 - Repairs Renewals

2024/25					
TOTAL	60,000	0	0	0	0

RESERVES PROJECT SHEET 6


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Protecting and shaping the district - Providing safe access routes into and through Promenade Park for visitors and locals to enjoy the facilities and views.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Yes, the existing surface is unsafe and could potentially cause damage to vehicles or provide trip hazards to pedestrians.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 7

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	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. Within the design for the building is the plant room which contains much of the mechanical and electrical plant that is needed for the operation of the facility. One part of this installation is a floor mounted electrical panel which has in the past been subject to water ingress due to the plant room flooding (BLC is built on the flood plain). The panel is constructed of mainly steel which is now rusting out including the support framework of the panel itself. It has been highlighted on the most recent electrical inspection of the building, as an advisory, that the panel requires replacing to ensure that it is electrically and structurally safe. Should the panel fail then it would seriously affect the operations of the Leisure Centre.
Project Start Date <i>(Month and year)</i>	May-21
Project Completion Date <i>(Month and year)</i>	Aug-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.
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>	

APPENDIX 3 - Repairs Renewals

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	15,000				
2022/23					
2023/24					
2024/25					
TOTAL	15,000	0	0	0	0

RESERVES PROJECT SHEET



<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Delivering good quality, cost effective and valued services - Should the equipment fail then it would result in operations at the leisure centre shutting down. This would affect the ability of the Maldon residents who usually frequent the Leisure Centre to partake in their healthy exercise regimes. It will also be detrimental to the services that MDC offer the wider community.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>None</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>None</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>If this bid was rejected and the equipment fail whilst in operation then we would have little choice than to shut down the operations at the Leisure Centre because it would be unsafe for them to continue.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>Although Places Leisure are contracted by MDC to operate the leisure centre on our behalf and have a maintenance element within this contract, there are certain elements that are outside this scope and are still the responsibility of MDC to maintain. This electrical panel is one such element. If MDC fail to replace this and the leisure centre has to close then there are contract conditions in place which would result in MDC having to compensate Places Leisure for the closure and loss of income/profit.</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 8

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals		
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure		
Project Lead Officer	Frank Britt		
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	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 'wet' side of the leisure centre (changing rooms, swimming pool etc) has been maintained over the years but has now reached the end of its life and although it is still operational at the moment, should it fail then we may have to shut down the 'wet side' operations at the leisure Centre. The matching 'dry' side AHU is being replaced this FY with funding previously agreed.		
Project Start Date <i>(Month and year)</i>	May-21		
Project Completion Date <i>(Month and year)</i>	Aug-21		
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.		
 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

APPENDIX 3 - Repairs Renewals

	£	£	£	£	costs
2021/22	24,000				
2022/23					
2023/24					
2024/25					
TOTAL	24,000	0	0	0	0


RESERVES PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Delivering good quality, cost effective and valued services - Maintaining a safe and healthy atmosphere at this leisure facility for both the users of the facility and for the leaseholders staff who manage and run the centre. This will help to ensure that the service that the users receive is of a good quality.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Although the Health & Safety implications for the users is minimal as they can come and go from the building at will, the staff who work there are not in that position. Under the Health & Safety at Work etc Act, there is a duty on their employers, and by association the owners of this leased building, to ensure that the atmosphere in which they work is conducive with the works they are undertaking.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>Although Places Leisure are contracted by MDC to operate the leisure centre on our behalf and have a maintenance element within this contract, there are certain elements that are outside this scope and are still the responsibility of MDC to maintain. This Air Handling Unit is one such element. If MDC fail to replace this and parts of the leisure centre have to close then there are contract conditions in place which would result in MDC having to compensate Places Leisure for the closure and loss of income/profit.</p>

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 9

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals				
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure				
Project Lead Officer	David Burnham				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Prom Park and Riverside Park timber posts / bollard replacement to recycled plastic posts / bollards. This requirement falls under service failure due to the high number of rotten timber posts / bollards currently in place for public protection and prevention of vehicle access at key locations. Due to rotten bollards and weak / exposed areas it is necessary for replacements to be installed for continued safety measures to be in place. The replacement bollards will be sustainable and have a great tolerance / life expectancy.				
Project Start Date <i>(Month and year)</i>	Jan-22				
Project Completion Date <i>(Month and year)</i>	Feb-22				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Products and works will be completed by a external contractor.				
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
	£	£	£	£	
2021/22	15,000				
2022/23					

APPENDIX 3 - Repairs Renewals

2023/24					
2024/25					
TOTAL	15,000	0	0	0	0


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Strengthening communities to be safe, active and healthy - These works will be completed as a matter of Health & Safety due to the risk rating and potential for public incidents / accidents are exposure in places to person / vehicle conflict. Once the safety works have been completed the play site security will be at a high standard of safety and sustainable for the future.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There is a very high amount of posts / bollards that require replacement due to severe rot and removal at the prom Park and Riverside Park. The posts / bollards are in place for immediate prevention of potential H&S accidents / accidents due to location of joining car parks and road ways. Without replacement posts / bollards the risk of exposure to these potential hazards and dangers for members of the public using our sites is very high.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 10

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	David Burnham
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Within the Prom Park and Riverside Park there are steps and pathways that require remedial action. The remedial action under H&S will be for removal of the current steps / walk way provision and installation of new safe and secure steps and walk ways. This will ensure that the current H&S risks are eliminated.
Project Start Date <i>(Month and year)</i>	Jun-21
Project Completion Date <i>(Month and year)</i>	Jul-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Works to be completed via external contractor
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
	£	£	£	£	
2021/22	18,000				
2022/23					
2023/24					
2024/25					
TOTAL	18,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p><i>1) Strengthening communities to be safe, active and healthy</i></p> <p><i>2) Protecting and shaping the District</i></p> <p><i>3) Creating opportunities for economic growth and prosperity</i></p> <p><i>4) Delivering good quality, cost effective and valued services</i></p>	<p>Strengthening communities to be safe, active and healthy - These works will be completed as a matter of Health & Safety due to the risk rating and potential for public incidents / accidents including slips, trips and falls. Once the new installations have been completed the areas in question will have been mitigated in terms of risk to public safety.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Due to the current structure and defects with the highlighted steps / pathways there is a heightened risk level for potential slips, trips and falls. A series of replacement works will ensure public safety in these areas and mitigate the current risk level.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

APPENDIX 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 11

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals				
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure				
Project Lead Officer	David Burnham				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Replacement play site fencing and open space fencing at Riverside Park. The current timber fencing is severely rotten across the majority of the play site and open park space. The play site fencing provides a greater H&S risk due to fence line being directly next to a busy road. All fencing will be replaced and steel fencing will be installed to provide a more sustainable and safer solution. Other fencing to be replaced in sustainable recycled plastic where H&S dictates.				
Project Start Date <i>(Month and year)</i>	Oct-21				
Project Completion Date <i>(Month and year)</i>	Dec-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Products and works will be completed by a external contractor.				
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
	£	£	£	£	
2021/22	20,000				
2022/23					
2023/24					

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2024/25					
TOTAL	20,000	0	0	0	0

RESERVES PROJECT SHEET


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Strengthening communities to be safe, active and healthy - These works will be completed as a matter of Health & Safety due to the risk rating and potential for public incidents / accidents are exposure in places to person / vehicle conflict. Once the safety works have been completed the play site security will be at a high standard of safety and sustainable for the future play provision.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There is a very large amount of fencing that requires replacement at Riverside Park, much of the fencing is in place for immediate prevention of potential H&S accidents / accidents due to location of joining road ways and ditches containing water. Without replacement of the fencing this will lead to exposure to these potential hazards and dangers for members of the public using our play sites and Riverside Park.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

Appendix 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 12

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals		
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Failure		
Project Lead Officer	David Burnham		
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Play bark and play sand top up to all MDC play sites that have play equipment situated in sand or bark surfaces due to H&S implications. The depth of the loose fill surfacing in nearly all bark or sand features is lower than the recommended depth specified in BS EN 1176; if the free height of fall of the equipment is less than 2.0m a minimum of 300mm depth should be provided. If the item has a fall height in excess of 2.0m then the minimum depth should be 400mm (these recommended depths include 100mm extra to allow for compaction and displacement). Failure to top up the surfaces could result in serious injury to members of the public. As well as the topping up all loose fill will receive replacement edging to ensure it is retained in the feature area.		
Project Start Date <i>(Month and year)</i>	May-21		
Project Completion Date <i>(Month and year)</i>	Jun-21		
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Products and works will be completed by a external contractor.		
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

Appendix 3 - Repairs Renewals

	£	£	£	£	costs
2021/22	20,000				
2022/23					
2023/24					
2024/25					
TOTAL	20,000	0	0	0	0

RESERVES PROJECT SHEET


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Strengthening communities to be safe, active and healthy - These works will be completed as a matter of Health & Safety due to the risk rating and potential for public incidents / accidents. Once the safety works have been completed the play site loose fill surfaces will be conforming to regulation and ensuring a high standard of safety for all users to enjoy.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There are a high number of loose fill surfaces comprising of play bark and play sand throughout MDC play sites that are not conforming to industry standards and as a result heighten the H&S risk rating for potential accidents / incidents that risk in injury to users.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

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Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 13

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals	
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) 	Service Failure	
Project Lead Officer	Frank Britt	
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	The rough made (concrete and aggregate) car park adjacent to the public conveniences at Woodrolfe Road, Tollesbury is now full of potholes and the surface is breaking up. It requires resurfacing to remove potential hazards to pedestrian and vehicular traffic.	
Project Start Date <i>(Month and year)</i>	Oct-21	
Project Completion Date <i>(Month and year)</i>	Nov-21	
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and to manage the works. Contractor costs to carry out the works following tender.	
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

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		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	20,000				
2022/23					
2023/24					
2024/25					
TOTAL	20,000	0	0	0	0


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Providing a safe car park surface on which visitors and locals can park and walk to enjoy the facilities in Tollesbury.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Yes, the existing surface is unsafe and could potentially cause damage to vehicles or provide trip hazards to pedestrians.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

Appendix 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 14

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals				
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Service Improvement				
Project Lead Officer	David Burnham				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Repair and resurface of Prom Park and Riverside Park BMX tracks. These two facilities are very popular with children and families and have now depreciated to a level that poses H&S risks in places due to undulation and uneven elements above and beyond normal operating conditions. With the installation of a new subbase and surface the tracks will be fit for purpose for a good number of years.				
Project Start Date <i>(Month and year)</i>	May-21				
Project Completion Date <i>(Month and year)</i>	Jun-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Works to be completed via external contractor				
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
	£	£	£	£	
2021/22	25,000				
2022/23					
2023/24					

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2024/25					
TOTAL	25,000	0	0	0	0

RESERVES PROJECT SHEET


<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Strengthening communities to be safe, active and healthy - These works will ensure that the BMX tracks at both sites are in a safe and suitable condition for children, families and the generally public to use. Delivering good quality, cost effective and valued services - The series of works will ensure that the BMX tracks are presentable and that the quality is of a good standard for all users. Failure to complete the works will result in further depreciation of the assets and a potential closure in the near future.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>The current surfaces at both sites are eroding and starting to present a higher risk rating to users. The main cause of risk is the undulation and depreciation of the top surface. With a series of works these risks can be largely mitigated for a number of years.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

Appendix 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 15

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals				
Project Category • Essential (E) • Service failure (SF) • Service improvement (SI)	Essential				
Project Lead Officer	Debbie Horrey				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Maldon District Council is responsible for 3 cemeteries and 1 closed churchyard, with over 20,000 headstones and memorials. Some of these are in a poor condition and pose a risk of falling onto members of the public. This request for funding is required to deliver a robust H&S assessment of MDC cemeteries (specifically unsafe memorials/gravestones) & to repair & make safe where a family member of the deceased cannot be identified.				
Project Start Date <i>(Month and year)</i>	01/04/2020 (testing & identifying those at risk)				
Project Completion Date <i>(Month and year)</i>	01/07/20 (log of all high risk memorials completed) works commence for repairs)				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Debbie Horrey will lead the project & be supported by Coast & Countryised team				
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
	£	£	£	£	
2021/22	20,000				
2022/23					
2023/24					

Appendix 3 - Repairs Renewals

2024/25	10,000				
TOTAL	20,000	0	0	0	0

RESERVES PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><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</p>	<p>This project is linked to the following corporate goals: Strengthening communities to be safe, active and healthy Protecting and shaping the District Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>The threat of possibility of accidents occurring, (e.g. headstones falling over onto members of the public), and possible litigation against the Council.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>Maldon District Council has a policy for memorial testing. The policy, in line with best practice, requires that all memorials are tested at least once every five years. This is a '5 year rolling programme approach' which the Health and Safety Executive (HSE) describe as 'reasonable'. Our inspection programme is now due and will be carried out over the winter period 2020/21.</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Maldon District Council has health and safety responsibilities to its employees, contractors and visitors to cemeteries (Section 2 & 3: Health and Safety at Work Act 1974). It also places a legal duty on the council to assess the risks from cemetery structures and work activities and ensure that the risks are controlled. (The Management of Health and Safety at Work Regulations 1999)</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>Yes in line with MDC policy & HSE best practice</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>

Appendix 3 - Repairs Renewals

Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details	No
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REQUEST FOR RESERVES 16

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

Reserve Required (Please add detail of the reserve you are requesting funds from)	Repairs and Renewals
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Service Failure
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>This bid is for the repair, resurfacing and relining of the town centre car parks (White Horse Lane, Butt Lane, High Street East and Friary Fields). The car park surfaces have had 'make do' repairs for some years and are now in a condition where more extensive works (repair & wholesale resurfacing) are required. The existing tarmac surface wearing course is breaking up in areas and potholes are appearing. Also there are areas of the drainage gulleys that have sunk. These are potential trip hazards for pedestrians walking to and from their vehicles and also could lead to wheel damage. As the general condition of the car parks is deteriorating through wear and tear, we could see a point where we would have to close them if these works are not undertaken in a timely manner. If car parks are closed then that would affect the income generated through parking charges. We envisage that the works to all the car parks listed will cost approx £120K to £140k but appreciate that this is probably more than can be spared for the forthcoming financial year so we are applying for £40K for this year, followed by £40k next year and £60k the following year. The intention is to phase the works to ensure we pick up the worst area first.</p>
Project Start Date <i>(Month and year)</i>	Jun-21
Project Completion Date <i>(Month and year)</i>	Nov-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	<p>Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.</p>

Appendix 3 - Repairs Renewals



	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	40,000				
2022/23	40,000				
2023/24	60,000				
2024/25					
TOTAL	140,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>These works are required to ensure that the community has safe and accessible car parking available in the town centre.</p> <p>Ensuring that there is sufficient car parking in town for shoppers helps with maintaining a good shopping experience on the High Street and helps to support the local traders.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>There is a possibility that during the planned works there are additional drainage works identified that could increase the overall cost. There would also have to be a short period when the car parks are partially closed to facilitate the works but this can be programmed in at the least disruptive time.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Yes, the existing surfaces could be considered unsafe and could potentially cause damage to vehicles or provide trip hazards to pedestrians.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>We could potentially look at including the installation of measures to further improve the facilities we offer the community such as installing electrical charging points for vehicles within the car parks. This would however increase the costs of the project.</p>



REPORT of DIRECTOR OF RESOURCES

**to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2020**

YEAR-END TREASURY OUTTURN REPORT 2019 / 20

1. PURPOSE OF THE REPORT

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

2. RECOMMENDATION

That Members review the Treasury Outturn report for compliance purposes.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires that authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).
- 3.1.2 The Council's Treasury Management Strategy for 2019 / 20 was presented to the Finance and Corporate Services Committee on 29 January 2019 and subsequently approved by the Council on 14 February 2019 (Minute No. 788 refers).
- 3.1.3 A Treasury Management update was then brought to the Strategy and Resources Committee on 5 December 2019.
- 3.1.4 During 2019 / 20, the Council had an average of £19.5m invested and was therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.
- 3.1.5 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by the Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by full Council on 29 January 2020.

3.2 External Context

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

3.3 Local context

- 3.3.1 The Council is currently debt free and its capital expenditure did not include borrowing during 2019/20. However, as investment becomes necessary for Commercial Projects, additional funds will be required, and borrowing may then be needed. Investments are forecast to fall as capital receipts are used to finance capital expenditure, and reserves are used to finance the revenue budget and Future Model.
- 3.3.2 If the Council does choose to borrow in the future, it is worth noting that Chancellor's March 2020 Budget Statement included changes to Public Works Loan Board (PWLB) policy and a wide-ranging consultation on the PWLB's future direction.
- 3.3.3 The consultation titled "Future Lending Terms", which closed in July 2020, invited local authorities and key stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. Proposals include:
- (i) allowing authorities that are not involved in "debt for yield" activity to borrow at lower rates,
 - (ii) stopping local authorities using PWLB loans to buy commercial assets primarily for yield without impeding their ability to pursue their core policy objectives of service delivery, housing and regeneration, and
 - (iii) the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.
- 3.3.4 The outcome of the consultation and implementation of the new lending terms are expected in the latter part of this calendar year or in financial year 2021 / 22.

3.4 Investment Activity (April 2019 – March 2020)

- 3.4.1 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, and the risk of receiving unsuitably low investment returns.
- 3.4.2 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Over the period from April 2019 to March 2020, the level of investments held by the Council has seen an increase of £5,817,000 with a total of investments held on 31 March 2020 of £19,017,000. These are comprised of:

	Balance on 01/04/2019 £000s	Movement £000s	Balance on 31/03/2020 £000s
Short term Investments			
Banks and Building societies	2,000	1,017	3,017
Money Market Funds	4,200	800	5,000
Certificates of Deposit	2,000	-	2,000
Local Authorities	-	4,000	4,000
Long Term Investments	5,000	-	5,000*
TOTAL	13,200	5,817	19,017

*The 31/3/2020 Balance Sheet figure for long-term investments is recorded at fair value, £4,620.

- 3.4.3 Over a relatively short period, following the onset of the COVID-19 pandemic, the global economic fallout was sharp and large. Market reaction was extreme with large falls in equities, corporate bond markets and, to some extent, real estate. This reaction was a result of the lockdown-induced paralysis and the uncharted challenges for governments, businesses and individuals. The Council has £3m invested in the CCLA Local Authorities Property Fund and £2m in the Ninety One (previously Investec) Diversified Income Fund, which is a multi-asset fund. The falls in the capital values of the underlying assets were reflected in 31 March 2020 valuations of both funds.
- 3.4.4 The Council is using the alternative fair value through profit and loss (FVPL) accounting and must defer the funds' fair value gains and losses to the Financial Instruments Adjustment Account (which is an unusable reserve until 2023/24) and reflected in the movement in reserves statement.
- 3.4.5 The Council's £5m of externally managed pooled and property funds generated a total income return of £216k during 2019 / 20. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three to five-year period total returns will exceed cash interest rates. In the light of their performance over the medium / long-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.
- 3.4.6 Brexit:
- 3.4.6.1 The United Kingdom (UK) left the European Union (EU) on 31 January 2020. As 31 January approached, the Council ensured there were enough accounts open at UK-domiciled banks and Money Market Funds to hold sufficient liquidity required in the near term, and that its account with the Debt Management Account Deposit Facility (DMADF) remained available for use in an emergency. This has been very effective.

3.4.7 Coronavirus:

3.4.7.1 During March 2020 the UK Government imposed a lockdown on all public gatherings and unnecessary outside activity. The resulting reduction in income to the Council, businesses and other organisations, led to the Government issuing grant payments for Maldon District Council (MDC) to distribute in support of these organisations.

3.4.7.2 It is worth noting £17.8m of grants were received by MDC on 1 April 2020 for distribution to qualifying businesses from 1 April 2020. These funds were stored with DMO and transferred to businesses throughout the following few months.

3.5 **Performance – Budgeted Income and Outturn**

3.5.1 Below are the average income returns obtained on the Authority's investments:

- Short Term investments - 0.81%;
- Investments in the Ninety One (previously Investec) Diversified Income fund – 4.41%;
- Investment in the Property Fund – 4.26%.

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

3.5.3 The Authority's budgeted investment income for the year was £246,000. The actual investment income for the year was £335,000. This increase was due to the higher level of balances invested than anticipated.

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

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

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

3.7 **Outlook for 2020 / 21 (provided by Arlingclose)**

3.7.1 The global economy is entering a period of slower growth and probable sharp recession in response to the global pandemic. In response, global and UK base interest rates have been slashed (UK reduced to 0.1% on 19 March 2020) and short-term investments have been immediately affected.

3.7.2 The depth and duration of the likely recession is very difficult to determine but an increase in interest rates is very unlikely over the coming financial year. In fact, we cannot rule out further interest rate reductions.

3.7.3 Brexit may yet have a further impact on the UK economy as the UK Government wants the transitional EU arrangements ended, and new trade agreement settled and effective from 1 January 2021.

- 3.7.4 Central bank actions and geopolitical risks will continue to produce significant volatility in financial markets, including bond markets.
- 3.7.5 Our treasury advisor Arlingclose expects Bank Rate to remain at 0.1% for the foreseeable future but there remain substantial risks to this forecast, dependent on Coronavirus and Brexit outcomes. Arlingclose also expects gilt yields to remain at low levels for the foreseeable future and judge the risks to be weighted to the downside and that volatility will continue to offer longer-term borrowing opportunities.
- 3.7.6 The two funds managed externally by CCLA and Ninety One also expect that income distribution will be lower in 2020 / 21 than in 2019 / 20.

4. CONCLUSION

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

5. IMPACT ON STRATEGIC THEMES

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

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – This report is mainly about managing credit risk. A prudent approach continues to be taken in relation to investment activity with priority being given to security and liquidity over yield.
- (iv) **Impact on Resources (financial)** – Income exceed the Council's budgeted figure (£246,000) by £89,000 in 2020.
- (v) **Impact on Resources (human)** - None directly.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Lance Porteous, Lead Finance Specialist, email: lance.porteous@maldon.gv.uk.

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External Content (Prepared by Arlingclose)

Economic background: The UK's exit from the European Union and future trading arrangements, had remained one of major influences on the UK economy and sentiment during 2019/20. The 29th March 2019 Brexit deadline was extended to 12th April, then to 31st October and finally to 31st January 2020. Politics played a major role in financial markets over the period as the UK's tenuous progress negotiating its exit from the European Union together with its future trading arrangements drove volatility, particularly in foreign exchange markets. The outcome of December's General Election removed a lot of the uncertainty and looked set to provide a 'bounce' to confidence and activity.

The headline rate of UK Consumer Price Inflation UK Consumer Price Inflation fell to 1.7% y/y in February, below the Bank of England's target of 2%. Labour market data remained positive. The ILO unemployment rate was 3.9% in the three months to January 2020 while the employment rate hit a record high of 76.5%. The average annual growth rate for pay excluding bonuses was 3.1% in January 2020 and the same when bonuses were included, providing some evidence that a shortage of labour had been supporting wages.

GDP growth in Q4 2019 was reported as flat by the Office for National Statistics and service sector growth slowed and production and construction activity contracted on the back of what at the time were concerns over the impact of global trade tensions on economic activity. The annual rate of GDP growth remained below-trend at 1.1%.

Then coronavirus swiftly changed everything. COVID-19, which had first appeared in China in December 2019, started spreading across the globe causing plummeting sentiment and falls in financial markets not seen since the Global Financial Crisis as part of a flight to quality into sovereign debt and other perceived 'safe' assets.

In response to the spread of the virus and sharp increase in those infected, the government enforced lockdowns, central banks and governments around the world cut interest rates and introduced massive stimulus packages in an attempt to reduce some of the negative economic impact to domestic and global growth.

The Bank of England, which had held policy rates steady at 0.75% through most of 2019/20, moved in March to cut rates to 0.25% from 0.75% and then swiftly thereafter brought them down further to the record low of 0.1%. In conjunction with these cuts, the UK government introduced a number of measures to help businesses and households impacted by a series of ever-tightening social restrictions, culminating in pretty much the entire lockdown of the UK.

The US economy grew at an annualised rate of 2.1% in Q4 2019. After escalating trade wars and a protracted standoff, the signing of Phase 1 of the trade agreement between the US and China in January was initially positive for both economies, but COVID-19 severely impacted sentiment and production in both countries. Against a slowing economic outlook, the US Federal Reserve began cutting rates in August. Following a series of five cuts, the largest of which were in March 2020, the Fed Funds rate fell from of 2.5% to range of 0% - 0.25%. The US government also unleashed a raft of COVID-19 related measures and support for its economy including a \$2 trillion fiscal stimulus package. With interest rates already on (or below) the floor, the European Central Bank held its base rate at 0% and deposit rate at -0.5%.

Financial markets: Financial markets sold off sharply as the impact from the coronavirus worsened. After starting positively in 2020, the FTSE 100 fell over 30% at its worst point with stock markets in other countries seeing similar huge falls. In March sterling touch its lowest level against the dollar since 1985. The measures implemented by central banks and governments helped restore some confidence and financial markets have rebounded in recent weeks but remain extremely volatile. The flight to quality caused gilts yields to fall substantially. The 5-year benchmark falling from 0.75% in April 2019 to 0.26% on 31st March. The 10-year benchmark yield fell from 1% to 0.4%, the 20-year benchmark yield from 1.47% to 0.76% over the same period. 1-month, 3-month and 12-month bid rates averaged 0.61%, 0.72% and 0.88% respectively over the period.

Since the start of the calendar 2020, the yield on 2-year US treasuries had fallen from 1.573% to 0.20% and from 1.877% to 0.61% for 10-year treasuries. German bund yields remained negative.

ANNUAL TREASURY MANAGEMENT UPDATE 2019 / 20

Compliance with Prudential Indicators**(a) Estimates of Capital Expenditure**

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

Capital Expenditure and Financing	2019 / 20 Actual £000	2020 / 21 Estimate £000	2021 / 22 Estimate £000	2022 / 23 Estimate £000
Total Expenditure	487	1,068	477	557
Capital Receipts	67	529	57	137
Government Grants	420	539	420	420
Contributions	0	0	0	0
Total Financing	487	1,068	477	557
Supported borrowing	0	0	0	0
Unsupported borrowing	0	0	0	0
Total Funding	0	0	0	0
Total Financing and Funding	487	1,068	477	557

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

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

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

(c) Incremental Impact of Capital Investment Decisions

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

Incremental Impact of Capital Investment Decisions	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £	2022/23 Estimate £
Increase in Band D Council Tax	0	0	0	0

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

(d) **Treasury Management Indicators**

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

Security

The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average [credit rating] or [credit score] of its investment portfolio. This is calculated by applying a score to each investment (AAA = 1, AA+ = 2, AA = 3, AA- = 4, A+ = 5, A = 6, etc.) and taking the arithmetic average, weighted by the size of each investment. The below table shows MDC is exceeding its target credit score.

	Target	Actual
Portfolio average credit score	6.0	4.16

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 3-month period, without additional borrowing.

	Target	Actual
Total cash available within 3 months	£3.0m	£12.1m



REPORT of DIRECTOR RESOURCES

**to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2019**

2021 / 22 FEES AND CHARGES POLICY

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to review the fees and charges policies that have been put forward by officers: prior to the approval of the 2021 / 22 budget and updated Medium Term Financial Strategy.
- 1.2 The detailed schedule of Fees and Charges will be reviewed based on the policy decisions and the Committee will recommend the actual 2021 / 22 fees and charges to Council during the next cycle of meetings. The 2021 / 22 income budgets will be based on the recommended policy.

2. RECOMMENDATION

That the Committee considers and reviews the suggested fees and charges policies outlined in **APPENDIX A** for 2021 / 22 and adopts a set of policies for Officers to follow.

3. SUMMARY OF KEY ISSUES

3.1 Fees and Charges

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

3.2 **Current Position**

- 3.2.1 The position with each policy is set out in **APPENDIX A** including any new or amended proposed policies, or any proposed concessions.

3.3 **Areas for consideration – proposed changes**

- 3.3.1 Off Street Car Parking (Maldon Town) – The current policy is to maximise income. The proposal is to continue to maximise income wherever possible but also to be mindful of supporting local businesses. This may mean making various concessions to car park users if it will give a necessary boost to town businesses via increased footfall.
- 3.3.2 All other policies remain unamended.
- 3.3.3 No new Fees and Charges policies have been added.

4. **CONCLUSION**

- 4.1 It is essential for the Committee to consider, review and adopt the Fees and Charges policies proposals set out in section 3.3 above, in order to allow sufficient time for this to be built into the 2021 / 22 budget setting process.

5. **IMPACT ON CORPORATE GOALS**

- 5.1 The Strategic and Financial Planning process contributes towards our Corporate Goal “Delivering good quality, cost effective and valuable services”.
- 5.2 Each of the proposals in section 3.3 above is linked to the Council’s Corporate Goals.

6. **IMPLICATIONS**

- (i) **Impact on Customers** – The fees and charges are for discretionary services and therefore impact on service users.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The implementation of the budget setting process is designed to minimise the risk of not having a robust Medium-Term Financial Strategy.
- (iv) **Impact on resources (financial)** – Fees and Charges set by the Council are a key financial resource. The Council needs to consider additional income generation as part of the set of actions to balance its annual and future revenue budget.

- (v) **Impact on Resources (human)** – As well as financial factors, availability of staff has been considered for each of the policies in terms of implementation, monitoring and enforcement.
- (vi) **Impact on the Environment** – None.

Background Papers: None.

Enquiries to: Lance Porteous, Lead Finance Specialist.

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Committee	Directorate	Policy Area	Current Policy	Existing Concessions	Policy 21/22	Proposed Policy for 2021/22	Proposed concessions
Licensing	Service Delivery	River Moorings	Charge for moorings (not aligned with any other clubs)	None	Retain Existing Policy		
Performance, Governance and Audit Committee (PGA)	Service Delivery	River Wharfage	Set fees to compete with alternative berthing facilities on the east coast	Quarterly charges discount daily fee by 50%. Discounts available to charitable trusts.	Retain Existing Policy		
PGA	Service Delivery	Off Street Car Parking (Maldon Town)	Maximise Income, no free school drop off permits	Disabled Badge holders - Free parking. Season Ticket discounts for Public Sector Partners and Bulk Purchases. No free parking on bank holidays in Town Centre car parks.	Amend existing Policy	Maximise income, but take into account the need to support local businesses. No free school drop off permits.	
PGA	Service Delivery	Off Street Car Parking (Outside Maldon Town)	Free entry	Not Applicable	Retain Existing Policy		
PGA	Service Delivery	Car Parking/Events	Suspend car parking and introduce a set fee for specific events. Charges will be dependent on the event size and entrance fee. To be determined by the Head of Service Delivery.	None	Retain Existing Policy		
PGA	Service Delivery	Maldon Promenade - Car Parking	Aim for overall 60% cost recovery for Promenade Park - with Car Parking being the key contributor	Maldon District Residents Season Tickets at reduced price. Disabled Badge Holders	Retain Existing Policy		
PGA	Service Delivery	Maldon Promenade - Splash Park	Charge for the use of the splash park to offset costs of operating the facility	None	Retain Existing Policy		
PGA	Service Delivery	Use of Council Land for events	All Council Land. Use of a minimum events day rate charge on council owned land determined by the scale of event size to maximise income for all events.	Charity Organisations with under 100 people in attendance receive a concession ensuring full cost recovery.	Retain Existing Policy		
PGA	Service Delivery	Council owned Land (inc Prom)	Charges to be for all council owned land as well as Prom Park to maximise income	Prices to be agreed by the Director of Service Delivery in Conjunction with the Chairman of Community Services Committee.	Retain Existing Policy		
PGA	Service Delivery	Maldon Promenade - Beach Huts	Charge for hire of Beach Huts. Charges based on market rates.	None	Retain Existing Policy		
PGA	Service Delivery	Cemeteries	Charges at levels comparable to facilities provided by other local authorities	Local Residents receive discounted rates. Under 18's Free	Retain Existing Policy		
PGA	Service Delivery	Green Waste Bin Service	Charge for Service	Charges in line with other authorities. Charge for Bin for new subscribers	Retain Existing Policy		
PGA	Service Delivery	Chargeable Household Waste Collection	Charges made for residential homes, with limited collections from villages halls equivalent to domestic property. Charges based on cost recovery for additional collections	Free Clinical waste collection	Retain Existing Policy		

Committee	Directorate	Policy Area	Current Policy	Existing Concessions	Policy 21/22	Proposed Policy for 2021/22	Proposed concessions
PGA	Service Delivery	Chargeable Bulky Household Waste Collection	Charge subject to annual adjustment to reflect contract costs. Fee is collected by Maldon District Council (MDC) and an agreed sum paid to the contractor for each collection	None	Retain Existing Policy		
PGA	Service Delivery	Chargeable Street Cleaning	Charges set by negotiation with Officers	Charitable events and some specific commercial events are free	Retain Existing Policy		
PGA	Service Delivery	Maldon Promenade - Pop Up Trading	Charge for the hire of trading stalls to commercial partners on a daily basis	None	Retain Existing Policy		
PGA	Service Delivery	Parks & Open Spaces - Advertising	Charge for advertising on Council owned assets. Charges based on market rates	None	Retain Existing Policy		
Strategy and Resources Committee (S&R)	Service Delivery	Court Costs - Council Tax and Business Rates	Charges set to maximum level agreed by Essex Magistrates Courts	None	Retain Existing Policy		
PGA	Service Delivery	CCTV footage requested by individuals, insurance companies or any organisations other than the Police (subject to data protection)	Chargeable services	None	Retain Existing Policy		
PGA	Service Delivery	Refuse and recycling containers for new build properties	Developers to fund the cost of provision of containers for new properties if the development is more than five properties.	None	Retain Existing Policy		
PGA	Service Delivery	Parking Permits for Schools	Chargeable Services	Charges made to Schools for parking in MDC owned car parks	Retain Existing Policy		
PGA	Service Delivery	Road Closures	To reclaim costs plus statutory administration charge.	None	Retain Existing Policy		
PGA	Service Delivery	Promenade Park Concessions	To Charge for concessions on the Prom. Prices set on negotiation with the Director of Service Delivery.	None	Retain Existing Policy		
PGA	Service Delivery	Grounds Maintenance Contracts	Charges for contracts based on competitive market rates ensuring full cost recovery.	None	Retain Existing Policy		
PGA	Service Delivery	Commercial team – Commercial Services - Box Office	Box office services commission rate set by officers – Standard 10% commission for all events. Concession Director of Service Delivery in conjunction with the Chairman of Community Services Committee be granted discretion to vary this rate to support the corporate goals of the Council.	None	Retain Existing Policy		
PGA	Service Delivery	Commercial team – Commercial Services - Marketing	Commercial team to charge a competitive hourly rate for its marketing and promotional services ensuring full cost recovery	None	Retain Existing Policy		
PGA	Service Delivery	Commercial team – Commercial Services - Sponsorship	Commercial Team to seek funding and sponsorship from partners and other organisations for which the Team provides a service, such as transport providers - Charges set by negotiation with the Director of Service Delivery and in-line with agreed criteria.	None	Retain Existing Policy		
Licensing	SPG	Land Charges	Self Financing Service subject to regulations	None	Retain Existing Policy		
Licensing	SPG	Public Hire Vehicle & Hackney Carriage Licensing	Self financing service	None	Retain Existing Policy		
Licensing	SPG	Building Control - Chargeable Services	Self financing service (by regulation) Break even over a five year period	None	Retain Existing Policy		

Committee	Directorate	Policy Area	Current Policy	Existing Concessions	Policy 21/22	Proposed Policy for 2021/22	Proposed concessions
Licensing	SPG	Development Control and Conservation - Pre Application Advice	Charge for advice	Not Applicable	Retain Existing Policy		
Licensing	SPG	Development Control - Planning Performance Agreements (PPA)	Charge based on generic officer cost rates to complete the tasks in the PPA.	Not Applicable	Retain Existing Policy		
Licensing	SPG	Planning Fees (Development control fees)	No Policy - no powers at present	Not Applicable	Retain Existing Policy		
Licensing	SPG	Licensing Act 2003	Set fees in line with the costs incurred in providing the service	None	Retain Existing Policy		
Licensing	SPG	Gambling Act 2005	Set fees in line with the costs incurred in providing the service	None	Retain Existing Policy		
Licensing	SPG	Scrap Metal Dealers Act 2013	Recover reasonable costs of administration in accordance with statutory guidance	None	Retain Existing Policy		
PGA	SPG	Pest Control	Set charges to be competitive with other service providers	None	Retain Existing Policy		
PGA	SPG	Animal Licensing	Set fees in line with the costs incurred in providing the service	None	Retain Existing Policy		
PGA	SPG	Mobile Homes Act 2013	Set fees in line with the costs incurred in providing the service	Exempt those sites that have 8 or less units (Band 1)	Retain Existing Policy		
Licensing	SPG	Pre Application for Tree Preservation Order advise	Charge for advice previous a free service. Charge to be based full recovery of Officer time	Not Applicable	Retain Existing Policy		
Licensing	SPG	Street Naming and numbering	Charges to developers and property owners based on cost recovery	Not Applicable	Retain Existing Policy		
Licensing	SPG	Revisit to rescore food hygiene ratings	Set fees in line with the costs incurred in providing the service. New legislation is expected but it is not clear if fees will be set nationally or locally	Not Applicable	Retain Existing Policy		
S&R	Resources	External Printing	To be charged per copy.	Not Applicable	Retain Existing Policy		
S&R	Resources	Administration of Parish Elections & Neighbourhood Referendums	Levy an administration charge based on recovery of Officer time	Not Applicable	Retain Existing Policy		
PGA	Service Delivery	Markets	As per Tendered Price and to encourage development of the market.	None	Retain Existing Policy		
Licensing	SPG	RAMS	None	To charge for mitigation to the harm caused by additional residential accommodation RAMS (Regional Avoidance & Mitigation Strategy)	Retain Existing Policy		
Licensing	SPG	S106	None	To charge a monitoring fee based on individual cases	Retain Existing Policy		
PGA	Service Delivery	Hythe Quay Parking	None	To charge for parking on hythe Quay	Retain Existing Policy		

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REPORT of DIRECTOR OF RESOURCES

to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2020

CAPITAL PROJECT BIDS 2021 / 22

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to consider the Capital projects that have been put forward by officers prior to the approval of the 2021 / 22 budget and updated Medium Term Financial Strategy in February 2021.

2. RECOMMENDATION

That the Committee reviews the project bids set out in **APPENDIX A** in preparation to recommend a 2021 / 22 capital programme at the Strategy and Resources Committee in January 2021 for approval by the Council in February 2021.

3. SUMMARY OF KEY ISSUES

- 3.1 The Council's capital programme will need to reflect the three strategic themes set out in the Council's Corporate vision of Place Community and Prosperity.
- 3.2 The 2021 / 22 project bids set out in the table below and detailed projects sheet can be found as **APPENDIX A**. The projects have been categorised by Officers into four main groups:
- Essential (E): Failure to carry out the project is likely to have health and safety implications and/or will have fundamental impact on service provision;
 - Service failure (SF): Relating to an operational asset that requires capital funding to ensure continued reliability or service provision;
 - Service improvement (SI): An asset that can be updated / upgraded to improve performance or function.
 - Commercial (C) - A project that can generate an income for the Council

Project Category	Project Category	£'000
I.T Services		
E	Employee Laptops and Accessories - Rolling replacement programme	47

Project Category	Project Category	£'000
Vehicle and Plant Replacement		
E	Parks team Vehicle - Rolling replacement programme	56
E	Parks team new Tractor	68
E	Parks team - Cemetery Tipper truck	17
E	Community Protection team new vehicle	18
E	River Bailiff - New vehicle	22
Maldon Promenade		
SF	New Playsites feature	25
SI	Resurfacing of main entrance road including new pathway and lighting	25
SI	New improved Skate Park	100
Blackwater Leisure Centre		
E	New Car park entrance layout and drainage works	25
Dengie 100 Sports Centre		
SI	Gym expansion	30
Parks and open Spaces		
E	Riverside Park Information boards and signage	11
SI	Riverside Park new play area	100
SI	Riverside Park - installation of new car park hard standing	35
SF	Oaktree Meadow and Orchard Meadow resurfacing improvement	35
SI	Drapers farm New development for men's shed (community improvement)	35
Rivers		
E	Removal old slipway at St Lawrence	10
C	Burnham on crouch Houseboats berth	120
Total Capital Programme		779
E	Essential	274
SF	Service Failure	60
SI	Service Improvement	325
C	Commercial	120

- 3.3 As part of the budget strategy the broad principles adopted in relation to capital are that expenditure should be financed from existing capital resources and not directly from revenue.

- 3.4 At the start of 2020 / 21 the Council had capital reserves totalling £2.3m. £0.4m was scheduled to be used to support the 2020 / 21 capital programme, which would leave £1.9m to support future programmes for 2021 / 22 and beyond.
- 3.5 In considering the demands on the capital programme for 2021 / 22 and beyond, it must be noted in the absence of any sizeable capital receipts from disposals of assets, the Council is likely to use up its usable capital reserve within the next few years. This would mean that future capital programmes would need to be funded from borrowing. Whereas, Maldon District Council (MDC) is currently debt free.

4. CONCLUSION

- 4.1 It is essential that the Council's assets are maintained to ensure continued reliability and service provision either at current or improved level.
- 4.2 The Committee is invited to comment on the capital schemes prior to their inclusion in the 2021 / 22 Capital Programme for Council approval in February 2021. Any revenue consequences of the approved capital projects will be included in the 2021 / 22 revenue budget.

5. IMPACT ON STRATEGIC THEMES

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

6. IMPLICATIONS

- (i) **Impact on Customers** – The aims of the projects and impact on customers is outlined in **APPENDIX A**.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – Risks have been considered as part of each project brief; this includes information about the risks should the project not be taken forward, as well as risks that may impact on the success of the project.
- (iv) **Impact on resources (financial)** – Both capital and revenue implications are outlined within **APPENDIX A**. The capital programme will be financed internally by utilising capital reserves and the consequent impact on revenue will be factored into the Medium Term Financial Strategy.
- (v) **Impact on Resources (human)** – As well as financial factors, staff resources to deliver each project has been considered and this has been included within each project brief.

- (vi) **Impact on the Environment** – Many of the capital project bids are to maintain existing facilities or infrastructure. Any repair works will be undertaken sensitively to minimise the impact upon the wider environment.

Background Papers: None.

Enquiries to:

Lance Porteous Lead Specialist Finance, (email: lance.porteous@maldon.gov.uk).

APPENDIX A - Capital Bids

	Proposed Capital Programme 2021/22		
	Project Title	Category	2021/22 £,000
Bid No	IT Service		
16	New replacement laptops - Rolling replacement programme	E	47
	Vehicle & Plant Replacement		
3	Parks Vehicle - Rolling replacement programme	E	56
1	Parks Vehicle - New Utility vehicle	E	17
2	Parks Vehicle - New Tractor	E	68
18	New Rangers Vehicle	E	18
	Maldon Promenade		
4	New playsite feature	SF	25
5	Skate Park	SI	100
6	Installation of main entrance road including new pathway and lighting	SI	25
	Blackwater Leisure Centre		
7	New Car park entrance and drainage works	E	25
	Dengie 100 Sports Centre		
8	Gym expansion	SI	30
	Parks & open Spaces		
9	Riverside Park Information boards and signage	E	11
10	Riverside Park new play area	SI	100
11	Oaktree Meadow and Orchard Meadow resurfacing improvement	SF	35
12	Riverside Park - installation of new car park hard standing	SI	35
13	Drapers farm New development for mens shed (community improvement)	SI	35
	Cemeteries		
	Rivers		
14	New River Baliff Vehicle	E	22
17	Removal old slipway at St Lawrence	E	10
15	Burnham on crouch Houseboats berth	C	120
	Total Proposed Capital Programme	0	779

CAPITAL PROJECT SHEET 1

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>	Parks Team 4x4 Utility vehicle
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) 	Essential
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	New 4x4 Utility vehicle for use on and within Parks and Open Space sites. Parks team currently have 1x John Deere "Gator" and 1x Kawasaki "Mule" - both of which are advantageous for use on busy public sites, are road going, and provide additional team mobility between sites throughout the year. Uses also include litter collection, on-site Watering (via rear mounted bowser) and Salt/grit distribution
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Sep-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Procurement process;
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	17,000				
2022/23					
2023/24					
2024/25					
TOTAL	17,000	0	0	0	0


CAPITAL PROJECT SHEET

CAPITAL PROJECT SHEET

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Protecting & shaping the district and Delivering good quality, cost effective, and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>none. Costs based upon previous purchase and informal quotation from potential supplier.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Ageing fleet vehicles, likelihood of further mechanical breakdown.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>Future development of Commercial activity through Parks/Grounds Maintenance services. Delivery of current GM obligations</p>

CAPITAL PROJECT SHEET 2

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>	1 x Replacement Parks Tractor and Front Loader
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) 	Essential
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Replacement of one (of two) Parks team Tractors. The performance of machinery is central to the performance of the Parks Team. Unreliable machinery ensures greater downtime with staff and reliance on revenue spending on repairs. Potential Capital receipt from sale of 'old' Tractor.
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Sep-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Procurement process;
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	


	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	68,000				
2022/23					
2023/24					
2024/25					
TOTAL	68,000	0	0	0	0

APPENDIX A - Capital Bids

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Protecting & shaping the district and Delivering good quality, cost effective, and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>New Tractor will be second-hand with low working hours/mileage. Will need to be of sufficient specification to operate existing Side Arm and Mowing deck machinery to ensure that maintenance of MDC Parks and Open spaces can continue.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Ageing fleet vehicles, likelihood of further mechanical breakdown.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>Future development of Commercial activity through Parks/Grounds Maintenance services. Delivery of current GM obligations</p>

CAPITAL PROJECT SHEET 3

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>	2 x Replacement Parks team vehicles				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Essential				
Project Lead Officer	Matt Wilson				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Rolling replacement of ageing fleet vehicles. Vehicle most in need/identified is 2004 Transit van. Additional vehicle also required for workforce mobility and work capacity.				
Project Start Date <i>(Month and year)</i>	Apr-21				
Project Completion Date <i>(Month and year)</i>	Sep-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Procurement process; additional £500 annual revenue budget for Tax, servicing, fuel etc for addition to fleet				
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
	£	£	£	£	
2021/22	56,000		500		
2022/23			500		
2023/24			500		
2024/25			500		
TOTAL	56,000	0	2,000	0	0

APPENDIX A - Capital Bids

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Protecting & shaping the district and Delivering good quality, cost effective, and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>each vehicle approximately £23,000 to purchase as new. Parks & Countryside Supervisor has identified options to potentially reduce this cost</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Ageing fleet vehicles, likelihood of further mechanical breakdown.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>Future development of Commercial activity through Parks/Grounds Maintenance services. Delivery of current GM obligations</p>

CAPITAL PROJECT SHEET 4

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


Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New Play Equipment - The Valley, Maldon Prom Park				
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) Commercial (C) 	Service Improvement				
Project Lead Officer	Matt Wilson				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Installation of new playsite feature to replace current galleon within Maldon prom park which will be removed due to depreciation / end of life				
Project Start Date <i>(Month and year)</i>	TBC				
Project Completion Date <i>(Month and year)</i>	TBC				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Project Managers: Matt Wilson - Coast & Countryside coordinator David Burnham - Maintenance & Asset Officer Approx. 3-4 hours per week during the instillation & 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
		£	£	£	
2021/22	25,000				
2022/23					
2024/25			500		
2025/26			500		
TOTAL	25,000	0	1,000	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Strengthening communities to be safe, active and healthy</p> <p>Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Failure to replace the structure could lead to the existing play area becoming deemed unsafe & closed to the public. The existing play structure is reaching its end of life and needs extensive maintenance each year to make it safe, however it is feared that this will no longer be possible in the future and should be replaced</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No this is not a statutory obligation</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No the project is not contractually committed. A new procurement process will take place for this project to be delivered</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 5

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


Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New Skatepark/Bowl in Maldon Promenade park
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Improvement
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>MDC officers and councillors have recently been contacted by a number of residents enquiring into the development of a new skate park attraction within prom park. This has also been requested by MP John Whittingdale. This would encourage local young people to take up skateboarding and also act as a fantastic meeting place for young people to socialise. A local facility such as this could improve the mental, physical and social wellbeing of young people in Maldon.</p> <p>Whilst the existing skate park is still operational it is deteriorating each year which over time will become more costly to repair and maintain, therefore a new skatepark should be considered by councillors.</p>
Project Start Date <i>(Month and year)</i>	Jan-22
Project Completion Date <i>(Month and year)</i>	Apr-22
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	<p>Project Managers:</p> <p>David Burnham - Maintenance & Asset Officer</p> <p>Matt Wilson - Coast & Countryside coordinator</p> <p>Approx. 3-4 hours per week during the instillation & works</p>
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	100,000				
2022/23			2,000		
2024/25					
2025/26			2,000		
TOTAL	100,000	0	4,000	0	0

<p>Describe links to Corporate Goals</p> <p><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</p>	<p>Strengthening communities to be safe, active and healthy Creating opportunities for economic Growth ad prosperity</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>The risks will be internal resources required to deliver the project and approach taken (e.g. MDC could engage with local schools on the designs and set up for the new skate park which will be an administrative process to complete)</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>depending on the end product (shape, size and location) it is likely that planning permission will be required</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>There are health & safety concerns associated with any skate park, these are mitigated by regular inspections ensuring the equipment is well maintained & suitable for use</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No this is not a statutory obligation</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No this project is not contractually committed.</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>This project is not currently linked to other plans, however would form art of the prom park management plan which is currently being revised/updated</p>

CAPITAL PROJECT SHEET 6


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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New footpath and lighting on main access road into Promenade Park.				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Improvement				
Project Lead Officer	Frank Britt				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	The existing main entrance into Promenade Park is a 'one way' road from Park Drive down to the car parking areas. This access road is very often used by pedestrians, families with children, mothers with pushchairs, the wheelchair bound etc to access the park. There are obviously risks here for those pedestrians from any vehicular traffic using the road at the same time. We are proposing that we construct a dedicated footpath alongside the roadway and in association with this to install low energy bollard lighting or similar down the length of the path. This would be required during dusk or night time access and maybe other reduced daylight times as the pathway would be in the shadow of the trees.				
Project Start Date <i>(Month and year)</i>	Jun-21				
Project Completion Date <i>(Month and year)</i>	Nov-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.				
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
	£	£	£	£	
2021/22	25,000				
2022/23					
2024/25					
2025/26					
TOTAL	25,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>To provide safer pedestrian access into Promenade Park, encouraging more people to access the park and enhancing the offer to the community at Promenade Park.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>Consideration will have to be given to the exact location of the path as we would not want to affect the tree roots etc</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>None</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Increased safety for the park users through not having to walk down the access road. Also there is increased safety through having a suitable surface to walk on and the lighting for when the light conditions are poor.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 7

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>	Alterations to the car park entrance and drainage at Blackwater Leisure Centre.
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Essential
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	At the existing main entrance into the car park at Blackwater Leisure Centre there have been a number of near misses involving pedestrians and vehicles. This as down to poor visibility and the relatively narrow gateway into the car park which pedestrians also have to use as there is no dedicated pedestrian access. We propose to widen the access incorporating a dedicated pedestrian gate and to increase the visibility for vehicle entering and leaving the car park. Also included in this bid is for works to be carried out to the drainage that serves the car park as it is becoming more prone to flooding recently during inclement weather.
Project Start Date <i>(Month and year)</i>	Jun-21
Project Completion Date <i>(Month and year)</i>	Nov-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.
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
	£	£	£	£	
2021/22	25,000				
2022/23					
2024/25					
2025/26					
TOTAL	25,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>1) Strengthening communities to be safe, active and healthy</p> <p>To provide safer pedestrian and vehicular access for the community into Blackwater Leisure Centre car park. Also to alleviate the increasing problem of flooding in the car park that is affecting some of the parking bays and therefore reducing capacity for cars. These are both part of providing a good quality service and facilities for the residents of Maldon.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Increased safety for the users of the car park and leisure centre particularly pedestrians.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 8

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>	Alteration and refurbishment of the old changing rooms into a gym extension at Dengie 100 Sports Centre
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Improvement
Project Lead Officer	Frank Britt
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	The current set up at the Dengie 100 Sports Centre is that it is fully managed by Places Leisure on behalf of MDC. Part of this operation is the running of the bar and kitchen area. We have had preliminary discussions with both Places Leisure and Burnham Rugby Club about this as the rugby club are keen to take over the operation of the bar and kitchen as part of a project that they are proposing and to also build new changing rooms, storage etc on part of the car park. They are not looking for any funding for this and it seems that all parties and Council Members are keen to see this happen. The building of the extension for the new changing rooms will 'free up' the old changing rooms and allow for their alteration and refurbishment to additional gym space which would fall to Places Leisure to manage. We would be taking out walls, making good flooring, moving the existing office area, new ceilings etc and a full redecoration of the area. This whole process will allow Places Leisure to increase the gym membership numbers and get more customers through the doors. As a consequence of this MDC will have a reduction in their liability to pay a management fee to Places Leisure as they do currently. This may go down to a break even point or maybe beyond, thus saving MDC approx. £10k per month. MDC would also be leasing the bar and kitchen areas to Burnham Rugby Club for a suitable annual rent to be decided by valuation. With the Rugby Club running the bar and kitchen they will be able to hold fund raising events, community events etc for the good of the community.
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Mar-22
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received, including liaison with Places Leisure. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.
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
	£	£	£	£	
2021/22	30,000				
2022/23					
2024/25					
2025/26					
TOTAL	30,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>1) Strengthening communities to be safe, active and healthy - Promoting and facilitating an increased number of community members to take up an active and healthy lifestyle. Providing better and good quality facilities for the people of Burnham on Crouch. Creating opportunity for the community to hire and utilise the bar for community benefit.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>Although the scope of works for our part of this project as a whole is fairly straightforward, we would be dependent on the initial phase being carried out by The Rugby Club. Any time delays due to planning etc could impact on the completion of our phase of works within the period envisaged.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>Planning consent would be required by the Rugby Club but not for the works that are subject of this application</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>No</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 9

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Riverside Park Information Boards
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Essential
Project Lead Officer	Matt Wilson
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	To provide new information boards and signage for visitors to Riverside Park, Burnham-on-Crouch. The new information boards will reflect all the changes in the park and local area and will highlight other local points of interest such as Burnham Quay, the High Street, Wallasea Island etc. This will help visitors to better plan their stay and to find their way around the park and the local area.
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Jul-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Maintenance/Parks team staff time for removal of defective/existing units and installation of new.
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
	£	£	£	£	
2021/22	11,000	0	0	0	0
2022/23					
2023/24					
2024/25					
TOTAL	11,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	4) Delivering good quality, cost effective and valued services
Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	No
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
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

CAPITAL PROJECT SHEET 10

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New Play Area - Riverside Park, Burnham on Crouch				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Improvement				
Project Lead Officer	Matt Wilson				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>MDC officers and councillors are in the process of procuring a new accessible play attraction within Maldon Prom Park. This is part funded by section 106 monies, however given the positive feedback received by the public officers would like to present a proposal for a further accessible play area within the Riverside park area in Burnham on Crouch.</p> <p>This would encourage local families with young children to meet and explore the facilities available at Riverside Park and could link in well with future events and the nearby leisure centre. A local facility such as this could improve the mental, physical and social wellbeing of young families and children in Burnham on Crouch and encourage them to play in a new safe environment.</p>				
Project Start Date <i>(Month and year)</i>	TBC				
Project Completion Date <i>(Month and year)</i>	TBC				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	<p>Project Managers: Matt Wilson - Coast & Countryside coordinator David Burnham - Maintenance & Asset Officer Approx. 3-4 hours per week during the instillation & works</p>				
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>					
	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	100,000		500		
2022/23			500		
2024/25			500		
2025/26			500		
TOTAL	100,000	0	2,000	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>Strengthening communities to be safe, active and healthy</p> <p>Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>No</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No the project is not contractually committed. A new procurement process will take place for this project to be delivered</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 11

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>	Oak Tree Meadow (Heybridge) & Orchard Meadow (Southminster) Play Site Safety Matting Installation				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Failure				
Project Lead Officer	David Burnham				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Oak Tree Meadow and Orchard Meadow both require new safety matting installed under current play equipment and in key walk way and play areas within the play site. This falls under H&S due to current surfaces having a number of defects which include surface edges and perimeter lifting, dents and corrosion to the surfaces along which subsidence in some parts. All these factors have an increased the risk of trip / fall hazards which could result in serious injury.				
Project Start Date <i>(Month and year)</i>	Apr-21				
Project Completion Date <i>(Month and year)</i>	Jun-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	The works will be completed via contractors				
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
	£	£	£	£	
2021/22	35,000				
2022/23					
2024/25					
2025/26					
TOTAL	35,000	0	0	0	0

APPENDIX A - Capital Bids

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Strengthening communities to be safe, active and healthy - the works are required under Health & Safety to ensure we act in a reasonable manner and that we protect the public against slips, trips and falls within our play sites.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No foreseen risks to the delivery of the project.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>The current condition of aspects of the play site surfaces present H&S risks due to lifting edges and perimeter, diverts in the surfaces and corrosion in the surfaces. These factors heighten the risk rating for these sites.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 12

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>	Resurfacing of the existing rough made car park at Riverside Park, Burnham on Crouch				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Improvement				
Project Lead Officer	Frank Britt				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	The existing car park is constructed of variable areas of concrete, tarmac, loose stone/hogging and through general wear and tear has developed some severe potholes and the surface is quite friable. During wet weather this leads to large areas of standing water which can be very inconvenient for car park users. We are proposing that we regrade, recompact and resurface the car park with a suitable aggregate, removing potholes and making a more suitable surface.				
Project Start Date <i>(Month and year)</i>	Jun-21				
Project Completion Date <i>(Month and year)</i>	Nov-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Staff time to draw up the tender documents and carry out tender appraisal once received. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender.				
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
	£	£	£	£	
2021/22	35,000				


APPENDIX A - Capital Bids

2022/23					
2024/25					
2025/26					
TOTAL	35,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>To provide safer pedestrian and vehicular access into Riverside Park, encouraging more people to access the park and enhancing the offer to the community and visitors in Burnham on Crouch.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Increased safety through having a suitable surface to walk on.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 13

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	Replacement of derelict old piggery building at Drapers Farm with a new structure for occupation by the Maldon Men's Shed	
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Service Improvement	
Project Lead Officer	Frank Britt	
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	<p>The existing derelict building on the site of the old piggery is in a very dilapidated condition and will need to be addressed at some point in the near future as it will soon become a H&S concern. We have had discussions with Maldon Men's Shed regarding their possible relocation from their existing base in the old mortuary building at Maldon Cemetery to the piggery building because they have outgrown the space in the mortuary. The intention was to carry out the necessary refurbishments to enable them to do so, part funded by MDC and the rest funded from grants and from funds held by Men's Shed. Upon detailed survey of the old piggery it has become apparent that the needed refurbishment works would cost many tens of thousands of pounds and at the end we would still have an old building that has ongoing maintenance needs. We consider that it would be more cost efficient to demolish the old building and to build a new structure on the site using a timber or steel framed construction with toilet and kitchen facilities and connected to the necessary services. This we can then lease to Maldon Men's Shed for the foreseeable future because it would be more suited to their needs and of sufficient size to allow them to continue their good works. The intention is to reach agreement during the preparation of the specification with regard to the level of facilities etc that are included in the MDC funded part of the project and the remainder would be organised by Men's Shed and funded through their funds and the grants they have available.</p>	
Project Start Date <i>(Month and year)</i>	Apr-21	
Project Completion Date <i>(Month and year)</i>	Dec-21	
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	<p>Staff time to draw up the tender documents and carry out tender appraisal once received, including liaison with Men's Shed. There will be management time for the works phase and for agreeing the final account. Contractor costs to carry out the works following tender. There will also be further liaison with Men's Shed over the works they would be undertaking to ensure that it meets legal requirements etc.</p>	
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>		
Capital Expense	Revenue Implications	External Funding


APPENDIX A - Capital Bids

		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	35,000				
2022/23					
2024/25					
2025/26					
TOTAL	35,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>To aid the provision of community activities to those supported by Maldon Men's Shed and in doing so provide a valuable service to the community.</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>The scope of works we envisage would be needed has been allowed for in the estimated figure above. If, however, the scope were to increase then the costs may increase also.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>Planning consent</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>The old building would become a H&S issue soon so remedial actions will be necessary if this project were not to proceed.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 14

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>	River Bailiff - Road Vehicle
Project Category <ul style="list-style-type: none"> Essential (E) Service failure (SF) Service improvement (SI) Commercial (C) 	Essential
Project Lead Officer	Nigel Harmer
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	To purchase a vehicle for the River Bailiff to replace the previous vehicle that had been taken for use by the Cemeteries Team. The previous Pick-up type vehicle was used for ten years and has proved that a pick-up vehicle has a utility value that other types of vehicles have not. A newer used vehicle with the right specification would be the preferred option as initial depreciation would not be as great and would show a saving to the Authority.
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Jun-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	No additional costs other than those maintenance costs associated with the previous vehicle
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	22,000			0	0
2022/23					
2024/25					
2025/26					
TOTAL	22,000	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Protecting and shaping the District</p> <p>Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>No</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>No</p>

CAPITAL PROJECT SHEET 15

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>	Burnham on Crouch Houseboat berths
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Commercial (C)
Project Lead Officer	Steven Butcher
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Maldon District Council owns mooring(s) at Burnham on Crouch. One of these is occupied by the Llys Helig wreck (scheduled to be removed in March 2021). The mooring is in a prime location in the heart of Burnham on Crouch town centre. Maldon District Council will convert this single mooring into a 4-berth houseboat accommodation, capital investment will be required which will generate on-going revenue income for the authority. This commercial project capital request will have a return on investment (revenue income) in year 5-6 depending on <u>monthly income from berthing fees</u>
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Jul-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Project Managers: Nigel Harmer - River Bailiff Matt Wilson - Coast & Countryside coordinator Approx. 3-4 hours per week during the instillation & works
Picture <i>(Insert a picture in relation to the (i.e. the defective site, the area for improvement, asset due for replacement))</i>	


	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2021/22	120,000		-24,000		
2022/23			-24,000		
2024/25			-24,000		
2025/26			-24,000		
TOTAL	120,000	0	-96,000	0	0

APPENDIX A - Capital Bids

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) <i>Strengthening communities to be safe, active and healthy</i></p> <p>2) <i>Protecting and shaping the District</i></p> <p>3) <i>Creating opportunities for economic growth and prosperity</i></p> <p>4) <i>Delivering good quality, cost effective and valued services</i></p>	<p>Creating opportunities for economic growth and prosperity - Planning for the future - Increased income through commercialisation</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>There is a dependency on this project that the existing vessel (Llys Helig) is removed by 01/04/21. The current lease agreement specifies that the owner will be liable for missed income to MDC in the event of this not being removed in the planned timescales</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>Planning consent is required MMO licence Licence from Crouch harbour Authority</p>
<p>Are there Health & Safety implications? If so, please state</p>	
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No this is not a statutory obligation</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No the project is not contractually committed. A new procurement process will take place for this project to be delivered</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>Commercial Strategy</p>

CAPITAL PROJECT SHEET 16

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>	Employee Laptop & Accessories Renewal Schedule
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) • Commercial (C) 	Essential
Project Lead Officer	Lead ICT Specialist - Grant Hulley
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	Planning for the yearly renewal of laptops that are 3 or more years old. This is to maintain the hardware standards for each user at the council and to keep the council hardware up to date with the changing specifications of our hardware.
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	This would be a rolling project to keep staff laptops and hardware renewed going forward.
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	1 FTE from current staff used to purchase and then setup new laptops. (this can be built into our laptop imaging project)
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
	£	£	£	£	
2021/22	47,000				
2022/23	47,000				
2024/25	47,000				
2025/26	47,000				
TOTAL	188,000	0	0	0	0

CAPITAL PROJECT SHEET

Describe links to Corporate Goals Corporate goals: 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
Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).	With a large number of MDC employees needing to work from home, the importance of employees having laptops in good working condition has never been greater. Failure to keep these up to date would result in large amounts of important Council work not being able to be done. MDC needs to replace its laptops over a rolling 4 year period. The above costs would cover that.
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	If laptops are not renewed regularly older equipment can start to become a health and safety risk in regards to aging batteries and possible user damage.
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	IT Road Map

CAPITAL PROJECT SHEET 17

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>	Removal of St Lawrence (Main Road) concrete slipway into River Blackwater and replace with stepped Public Access				
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Essential				
Project Lead Officer	Matt Wilson				
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	River Safety enhancement - Significant increase in number of complaints and concerns regarding behaviour of powered craft launching from this concrete ramp through 2020, after years of ongoing issues and criminal damage to access controls. Parish Council has requested assistance with dealing with localised ASB; local resident support in general as issues caused by non-residents; Essex Marine Police and MDC CPOs have attended site on multiple occasions in 2020; River Bailiff and Countryside & Coast Manager recommend removal of existing ramp and replace with steps for continued access for non-powered craft/residents for beach launch. (note: Powered craft can continue to launch in this general location by joining one of the sailing clubs with their own launch ramps within 100m either side of this one)				
Project Start Date <i>(Month and year)</i>	Apr-21				
Project Completion Date <i>(Month and year)</i>	Sep-21				
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	Contractor for demolition, removal of material and build of replacement steps. River Bailiff/Comms support for local information and engagement.				
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
	£	£	£	£	
2021/22	10,300				
2022/23					
2023/24					
2024/25					
TOTAL	10,300	0	0	0	0

<p>Describe links to Corporate Goals</p> <p><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</p>	<p>Strengthening communities to be safe, active and healthy; Protecting & shaping the district; and Delivering good quality, cost effective, and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No. Demolition and material removal will take place at low tide, however existing ramp is well above Mean High Water anyway.</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No. Existing ramp is surface structure only, MDC are landowner of the foreshore and structure itself, and so no further consents required</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>Public access along sea wall, beach and end of Highway will need to be appropriately managed and monitored throughout works/machinery movements, however expected to be very low risk and for minimal period of time/interruption</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>No</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	

CAPITAL PROJECT SHEET 18

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

Project Name & Location <i>(Enter a meaningful title for the project and provide details of the location of the project)</i>	New Community Protection Team transit connect Van
Project Category <ul style="list-style-type: none"> • Essential (E) • Service failure (SF) • Service improvement (SI) 	Essential
Project Lead Officer	Pat Mackshea
Project Description <i>(Clearly set out what the overall purpose and main aims of the project are)</i>	This correct dog warden vehicle is now 8 years old and requires replacement, the dog cages in the back are not fit for purpose anymore as they are not compliant or adequate for larger breed dogs, they are also not compliant in line with the animal welfare act in the event of accident.
Project Start Date <i>(Month and year)</i>	Apr-21
Project Completion Date <i>(Month and year)</i>	Oct-21
Resource Implications <i>(Identify what resources are needed (i.e. staff time, contractor resources, maintenance costs))</i>	On going maintenance costs per year which will increase with life span
Picture <i>(Insert a picture in relation to the project (i.e. the defective site, the area for improvement, the asset due for replacement))</i>	

	Capital Expense	Revenue Implications		External Funding	
		One-off	On-going	Amount	Source of costs
	£	£	£	£	
2020/21	18,000				
2021/22			500		
2022/23			500		
2024/25			500		
TOTAL	18,000	0	1,000	0	0

<p>Describe links to Corporate Goals</p> <p><i>Corporate goals:</i></p> <p>1) Strengthening communities to be safe, active and healthy</p> <p>2) Protecting and shaping the District</p> <p>3) Creating opportunities for economic growth and prosperity</p> <p>4) Delivering good quality, cost effective and valued services</p>	<p>2) Protecting and shaping the District</p> <p>4) Delivering good quality, cost effective and valued services</p>
<p>Are there any risks to the delivery of this project in the timeframe and/or costs detailed above. (Please provide details).</p>	<p>No</p>
<p>Are any statutory consents required as part of this project? If so, please state (i.e. planning consent, MMO licence etc)</p>	<p>No</p>
<p>Are there Health & Safety implications? If so, please state</p>	<p>The current vehicle isn't fit for purpose and if involved in an accident i.e. the rear doors damaged then the interior where dogs are transported wouldn't be compliant with the animal welfare act.</p>
<p>Is this part of a statutory obligation? If so, state how</p>	<p>The vehicle is an integral part of the council delivering many statutory services inc the stray dog service which requires a specialised vehicle (adequate ventilation and washable interior load space) purchasing a mid size van will make the dept more efficient as it could be utilised in many different ways.</p>
<p>Is the project contractually committed to in any way? If so, please describe</p>	<p>No</p>
<p>Is there any linkage to other plans (i.e. business plan objectives)? If so, please provide details</p>	<p>Vehicle will assist the council in gaining more revenue as it will be more multi purpose again efficiency savings will link back to the business / corporate objectives.</p>

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REPORT of DIRECTOR OF RESOURCES

**to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2020**

FINANCE MEMBER WORKING GROUP

1. PURPOSE OF THE REPORT

- 1.1 To seek Committee approval to establish a Finance Member Working Group to inform and consult on the constantly updated Medium-Term Financial Strategy (MTFS).

2. RECOMMENDATIONS

- (i) That a Finance Member Working Group of six Members be established;
- (ii) That six Member representatives are appointed to the Working Group.

3. SUMMARY OF KEY ISSUES

- 3.1 The pandemic has significantly impacted on the future financial outlook of Councils. In response, the MTFS has been constantly updated and presented to member since the start of the pandemic.
- 3.2 There remains a high level of uncertainty about the economic outlook and the potential longer-term changes to people's behaviour. In such an environment financial forecasting can be difficult and subject to frequent revisions.
- 3.3 In addition to responding to the pandemic, the Council has carried out a budget review as part of the budget monitoring process and updating the MTFS. This was intended to identify pressures and savings as well as ensuring a robust baseline.

4. PURPOSE OF THE WORKING GROUP

- 4.1 Following the budget review, potential solutions to the financial challenges need to be worked through and put forward. The working group is viewed as key to ensuring early member consultation and input into the process to help shape future budgets.
- 4.2 **Terms of reference**
- 4.2.1 The proposed Terms of Reference relate to the group having an overview and input into the following areas:

- Medium Term Financial Strategy;
- Income generation and savings proposals;
- Activity and service budgets;
- Future pandemic financial assumptions.

4.2.2 The terms of reference will be finalised at the first meeting of the Working Group

5. CONCLUSION

5.1 Establishing a Finance Working Group will provide an opportunity for Member input into the development of the MTFS to overcome the financial issues being presented.

6. IMPACT ON STRATEGIC THEMES

6.1 Financial resources are a key factor in ensuring the deliver of the strategic themes.

7. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None directly.
- (iii) **Impact on Risk** – None directly.
- (iv) **Impact on Resources (financial and human)** – The Working Group is intended to help shape the financial resources available and allocated.
- (v) **Impact on the Environment** – None directly.
- (vi) **Impact on Strengthening Communities** – None directly.

Background papers: None.

Enquiries to: Chris Leslie, Director of Resources, email chris.leslie@maldon.gov.uk



REPORT of DIRECTOR OF SERVICE DELIVERY

**to
STRATEGY AND RESOURCES COMMITTEE
19 NOVEMBER 2020**

MALDON CITIZENS ADVICE - REQUEST FOR REVIEW OF FUNDING

1. PURPOSE OF THE REPORT

- 1.1 To consider the request from the Maldon Citizens Advice for a review of its funding at **APPENDIX 1**.

2. RECOMMENDATIONS

That Members:

- (i) consider the request from Maldon Citizens Advice at **APPENDIX 1**;
- (ii) confirm if they wish to increase funding to Maldon Citizens Advice, from £73,500 to £75,000 for 2021 / 22;
- (iii) consider funding for 2022 onwards as part of a report on future procurement to be brought back to the Strategy and Resources Committee in Spring 2021.

3. SUMMARY OF KEY ISSUES

3.1 Existing Funding arrangements

- 3.1.1 Maldon Citizens Advice are delivering a General Advice Service under a contract that was awarded in 2016, with annual funding of £73,500.

3.1.2 It is proposed to:

- extend that contract until April 2022 at the current rates of funding.
- undertake a procurement exercise during 2021 to offer a new contract from 2022 for a minimum period of five years (three years plus extension of two years). A detailed report will come to this Committee in the spring to approve the specification, timetable and funding for the new contract.

- 3.1.3 Officers had not proposed any changes to the funding arrangements for 2021 / 22.

3.2 Request for additional funding

3.2.1 A request to consider additional funding has been received from the Maldon Citizens Advice, a copy of which is at **APPENDIX 1**.

3.2.2 Maldon Citizen Advice has asked for the funding to be increased as follows:

- 2021 / 22£75,000;
- 2022 / 23£77,500;
- 2023 / 24£80,000.

4. CONCLUSION

4.1 Officers were intending a one year extension of the existing contract at the existing level of funding £73,500, and to undertake a new procurement exercise during 2021 / 22.

4.2 Members will be asked to approve the new contract specification, timetable and funding in Spring 2021, with the intention that any future contract would be for a minimum period of five years (three years plus two years)

4.3 Maldon Citizens Advice has requested an increase in funding for 2021 / 22 and beyond, which at the moment is not built into current budgets.

4.4 Members may wish to consider the request for an increase in funding for 2021 / 22.

4.5 Funding beyond 2022 will form part of the new contract that Members will be asked to consider in Spring 2021.

5. IMPACT ON STRATEGIC THEMES

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

6. IMPLICATIONS

- (i) **Impact on Customers** – The effective delivery of an Advice Service reflects the corporate plan priorities of delivering excellent services and value for money, and supporting Healthy Safe and Vibrant communities., particularly through the use of a significant level of volunteering within the community. This service is increasingly vital to support customers who face the impact of the Pandemic, including Housing, financial and employment issues.

- (ii) **Impact on Equalities** – A service which is easily accessible to residents, through website, telephone, and where required face to face appointments is essential to ensure equality of access.
- (iii) **Impact on Risk** – An effective advice service is essential to deliver a range of services which are not delivered by the Council. A lack of an effective advice service would impact adversely on the wellbeing of residents and would significantly increase the workload of the Council's own staff. This advice service is increasing vital as more residents are impacted by the Pandemic. Given the wide range of advice that Maldon Citizen Advice offer it would not be possible to deliver this service in-house at the current cost.
- (iv) **Impact on Resources (financial)** – Current budget provides for funding of £73,500 per year.
- (v) **Impact on Resources (human)** – The absence of an advice service would have a significant impact upon our resources.
- (vi) **Impact on the Environment** – None.
- (vii) **Impact on Strengthening Communities** – The Maldon Citizens Advice actively supports volunteering in the District through its use of a high number of volunteers to deliver its services.

Background Papers: None.

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

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Proposal for a Renewed Contract for the Provision of Advice Services to Maldon District Council (MDC) by Maldon Citizens Advice (MCA)

Background

MDC in its Corporate Plan commits to delivering “healthy, safe and vibrant communities” and so procures Advice Services from MCA under a contract expiring on 31st March 2021 to support residents seeking independent advice on the problems they face. MDC have indicated that this service is required beyond the expiry date.

Executive Summary of MCA’s Proposal

- Service levels remain strong and resilient having adapted to a largely work from home basis.
- Demand for employment, redundancy, debt and homelessness advice services is expected to increase significantly as a result of the pandemic and to remain high for several years.
- **We propose a new three year term from April 2021 to enable:**
 - the **renewal of major specialist service contracts** and increased likelihood of winning other contracts that will bring additional services to the District; **a longer MDC commitment for core services is particularly important for the 2021 Lottery renewal** dealing with homelessness prevention,
 - **long term service planning** including staff retention and recruitment.
- A stepped increase in funding: **Year 1: £75,000. Year 2: £77,500, Year 3: £80,000 representing an inflation related increase.** Because of our highly efficient, volunteer based service MCA expects to be able to deal with an increase in demand with limited additional costs.

We set out below a more detailed assessment of our

- Current Service Level
- Current Operational Considerations
- Service Planning for 2021 and beyond

Current Service Level

- **Last Year MCA re-instated funding to the previous year's level of £73,500 which enabled**
 - Maldon office now open five days per week; the previously closed afternoon re-instated
 - Enhanced participation in partnership working enabling more specialist fundraising to be undertaken and secured (Warm Homes (£17,644pa), Energy Redress (£4,122pa), Help to Claim contract extended (£33,907 pa).
 - Manager hours re-instated enabling more funding activity plus a comprehensive coronavirus response including full engagement with Maldon District Coronavirus Response.
- **Service Level Summary**
 - Coronavirus caused the closure of the MCA office on 20/3/2020 and an immediate transition to a work from home service offer.

Service levels were maintained as follows:

	March- August 2019	March- August 2020
Clients assisted	1577	1574
Face to Face	1942	12
Phone Calls	1368	2408
Emails	356	1018
Visits to CA website from Maldon	1,570pm	2,700pm
Client age profile	Over 50	Under 50

- 98% client satisfaction recorded but concerns regarding suppressed demand for:
 - face to face meetings particularly from those less technically able,
 - debt and housing advice when the Government support scheme ends.
- Our management team achieved an exceptional 98% in our latest national Citizens Advice Leadership audit.
- Close co-operation with MDC to maintain joint service levels, e.g., in Housing, as MDC went through a period of restructuring and further adapted in relation to coronavirus changes. (For contracted service levels see Appendix One).
- Close co-operation with National Citizens Advice to make full use of national services including Advice line, coronavirus policy guidance, best practice and funding.

Current Operational Considerations

- MCA financing remains stable but reserve ratio to turnover continues to drop and is now at a minimum taking a prudent view towards our obligations.
- Upskilling of the MCA team with new IT and training to meet increased online demand including of volunteers to specialist levels. National CA provided funding for IT.

- Pursuit of efficiency gains continues including increased use of technology facilitating homeworking, continuity of recruitment and training together ensuring the same number of clients have been seen with a slimmer resource base.
- Business Continuity Plan tested by coronavirus and found to be effective demonstrating resilience.

Service Planning for 2021 and beyond

- **The economic and social backdrop is acute**

- The Bank of England expects unemployment to rise from 3.9% to 7.5% by year end, which means about 2.5 million unemployed.
- 19% of 18-24 year olds furloughed during lockdown were unemployed in September. Only 43% of those who had lost their jobs since March had found new work by September.
- Citizens Advice estimates that 6 million people have fallen behind on a household bill during the pandemic, including 2.8 million on council tax and 1.2 million on rent.
- Maldon has the second highest furlough rate in Essex; 9,500 people comprising 34% of those eligible for furlough.
- Universal Credit claimants in Maldon increased threefold to 1,980 between March and August.
- The Money and Pension Service expects an increase in demand for debt advice of 60% over pre-coronavirus levels.

- **Over the next three years in Maldon we therefore expect that:**

- The ending of the furlough scheme will translate directly into higher levels of longer term unemployment in the District.
- The ending of controls on debt recovery and homelessness will result in more people living in or on the brink of poverty.
- The rise in unemployment and debt will cause an increase in mental health and domestic issues requiring advice from MCA.

These issues are of course interrelated.

- **And in consequence a significant increase in demand for MCA's services including:**

- employment and redundancy advice,
- benefits enquiries from people who are unused to making a claim,
- debt and homelessness prevention advice including partnership working with MDC's housing team,
- vulnerable groups, such as the elderly, who are excluded from an increasing number of services which require understanding of and access to information technology.

- **Whilst operationally we will also deal with:**

- cost inflation; staff , office costs, volunteer travel costs, work from home costs,
- work to retain and secure funding from non-MCA sources to provide long term benefits to the District. In particular, the significant National Lottery funding for specialist debt, homelessness prevention and welfare benefits which ends in 2021,
- participation in Essex and National Citizens Advice projects providing significant funding for specialist services,
- continued partnership working with MDC to maintain service levels, e.g., in housing,

- service initiatives under consideration include GP surgery support and a new outreach centre in the north of the District.

Our Proposal

The current economic conditions and associated increased levels of demand are expected to persist for at least the next three years. A new three year term would enable MCA to:

- **plan and manage our resources in a more strategic fashion** to enable an efficient and resilient service to be delivered across the District over a period of particular need,
- meet the expected **pre-condition of secure core service funding** for contract renewal negotiations with the National Lottery.

We would therefore propose:

- a new **three year contract** from April 2021,
- a stepped increase in funding: **Year 1: £75,000. Year 2: £77,500, Year 3: £80,000 representing an inflation related increase.** Because of our highly efficient, volunteer based service MCA expects to be able to deal with an increase in demand with limited additional costs.

Appendix One

Performance in Delivering Key Contractual Priorities

Key Priority	Results
Planning for future known changes	<ul style="list-style-type: none"> Adjusting our business model to reflect the conditions imposed by the coronavirus Universal Credit support extended through “Help to Claim” renewal Planning for post-Brexit contingencies continues
Promoting, encouraging and enabling Digital Inclusion	<ul style="list-style-type: none"> Help set up and understand how to use email address Show, encourage and support how to access UC journal Supporting Blue badge applications
Encouraging Self Help	<ul style="list-style-type: none"> Over 32,000pa visits by Maldon District residents to Citizens Advice website for detailed information Empowering clients to resolve their own issues by providing high quality information and advice Preventing future indebtedness through budgeting advice Capability in providing advice by telephone and webchat rapidly expanded; a vital service given limits on face to face meetings
Delivering High Quality Services that achieve the best value for money	<ul style="list-style-type: none"> Every £1 in MDC funding is matched by £2.30 in volunteer time 98% of clients are positive about MCA’s work MCA achieved 98% in the national performance and quality audit In response to coronavirus MCA demonstrated the resilience of its Business Continuity Plan and ability to flex and execute change whilst maintaining service levels
Maximising the opportunities for securing external funding	<ul style="list-style-type: none"> MDC funding now represents 31.7% of all income; down from 80% at the commencement of the contract Warm Homes successfully commenced: £17,644 Energy Redress about to start: £4,122
Maximising opportunities for working with partners	<ul style="list-style-type: none"> Working with Peabody support, providing debt advice Working with Home Start families Delivering workshops with Essex Child and Family Wellbeing Service Working with MDC/ CVS to deliver Maldon Coronavirus Response
Adding value and enhancing the services delivered by the Council	<ul style="list-style-type: none"> MCA serves over 3,000 people pa supporting MDC’s Corporate Plan commitments to healthy, safe and vibrant communities MCA provides 11,440 hours of trained volunteer time each year via 47 volunteers and 5.94 FTE paid staff. This value combination could not be delivered directly by MDC Homelessness prevented for c30 families per annum supporting MDC in delivering its statutory obligations
Focused on outcomes	<ul style="list-style-type: none"> MCA Report against the Required Outcomes set out in the Contract at stipulated intervals Required Outcomes have been met throughout the contract

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

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