

APOLOGIES Committee Services  
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DIRECTOR OF STRATEGY AND  
RESOURCES  
Paul Dodson

13 September 2023

Dear Councillor

You are summoned to attend the meeting of the;

**STRATEGY AND RESOURCES COMMITTEE**

on **THURSDAY 21 SEPTEMBER 2023 at 7.30 pm**

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

Please Note: All meetings will continue to be live streamed on the [Council's YouTube channel](#) for those wishing to observe remotely. Public participants wishing to speak remotely at a meeting can continue to do so via Microsoft Teams.

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A copy of the agenda is attached.

Yours faithfully



Director of Strategy and Resources

COMMITTEE MEMBERSHIP:

CHAIRPERSON	Councillor M F L Durham, CC
VICE-CHAIRPERSON	Councillor A Fittock
COUNCILLORS	D O Bown J Driver A S Fluker K Jennings A M Lay R H Siddall W Stamp, CC M E Thompson S White





## **AGENDA STRATEGY AND RESOURCES COMMITTEE**

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**THURSDAY 21 SEPTEMBER 2023**

1. **Chairperson's Notices**

2. **Apologies for Absence**

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

To consider the Minutes of the Strategy and Resources Committee held on 20 July 2023 (copy enclosed).

4. **Disclosure of Interest**

To disclose the existence and nature of any Disclosable Pecuniary Interests, Other Registrable interests and Non-Registrable Interests relating to items of business on the agenda having regard to paragraph 9 and Appendix B of the Code of Conduct for Members.

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

5. **Public Participation**

To receive the views of members of the public, 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](http://www.maldon.gov.uk/publicparticipation).

6. **Delivery of Section 106 Capital Projects 2024 / 25** (Pages 11 - 14)

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

7. **Supplementary Estimates, Virements, Procurement Exemptions and Use of Reserves - Quarter One: 1 April - 30 June 2023** (Pages 15 - 20)

To consider the report of the Interim Chief Finance Officer (copy enclosed).

8. **Budgetary Control (as at 30 June 2023)** (Pages 21 - 28)

To consider the report of the Interim Chief Finance Officer (copy enclosed).

9. **Fees and Charges Policy 2024 / 25** (Pages 29 - 36)

To consider the report of the Interim Chief Finance Officer (copy enclosed).

10. **Any other items of business that the Chairperson of the Committee decides are urgent**

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## **NOTICES**

### **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.

### **Fire**

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

### **Health and Safety**

Please be advised of the different levels of flooring within the Council Chamber.

### **Closed-Circuit Televisions (CCTV)**

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### **Lift**

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**MINUTES of  
STRATEGY AND RESOURCES COMMITTEE  
20 JULY 2023**

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**PRESENT**

Chairperson	Councillor M F L Durham, CC
Vice-Chairperson	Councillor A Fittock
Councillors	J Driver, A S Fluker, R H Siddall, M E Thompson, S White, M G Neall (Substitute for W Stamp, CC) and N D Spenceley (Substitute for K Jennings)

**166. CHAIRPERSON'S NOTICES**

The Chairperson welcomed everyone to the meeting and went through some general housekeeping arrangements for the meeting.

**167. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE**

Apologies for absence were received from Councillors D O Bown, K Jennings and W Stamp CC. In accordance with notice duly given, it was noted that Councillor M G Neall was attending as a substitute for Councillor Stamp and Councillor N D Spenceley as a substitute for Councillor Jennings.

**168. MINUTES OF THE LAST MEETING**

**RESOLVED** that the Minutes of the meeting of the Strategy and Resources Committee held on 22 June 2023 be approved and confirmed.

**169. DISCLOSURE OF INTEREST**

Councillor M F L Durham declared an Other Registrable Interest as he had been involved in discussions at Essex County Council regarding the Waste Strategy, although they were not a decision maker regarding this item.

**170. PUBLIC PARTICIPATION**

No requests had been received.

## **171. NORTH ESSEX ECONOMIC BOARD - REFRESHED STRATEGY AND DELIVERY PLAN**

The Committee considered the report of the Director of Strategy and Resources updating Members on the continued positive benefits of the North Essex Economic Board (NEEB) partnership. The report also sought Members' approval of the refreshed Strategy and Delivery Plan (attached at Appendix 1 to the report).

Background to the formation and work of the NEEB was provided in the report and Members' attention was drawn to the benefits to the District also highlighted. It was noted how the NEEB provided cohesive strategic oversight of North Essex's diverse, inclusive and productive economic priorities, ensuring tangible actions were delivered to support resident and business goals and aspirations. The refreshed NEEB Strategy and delivery plan were attached as Appendix 1 and the report provided an overview of the document.

In response to a question, it was confirmed that the Leader of the Council attended the NEEB on behalf of the Council.

The Committee thanked the Lead Specialist Prosperity for her hard work relating to this area of work.

Comments were raised about those projects coming forward for development in the future and in response the Officer explained that workshops were taking place to discuss and support building of action plans, which included areas to be focused on, how the identified areas would be achieved etc.

Councillor A S Fluker proposed that the recommendations as set out in the report be agreed. The Chairperson put this to the Committee, and it was duly agreed.

### **RESOLVED**

- (i) That the Council's continued involvement in the North Essex Economic Board be supported;
- (ii) That the refreshed North Essex Economic Board strategy and delivery plan (Appendix 1 to the report) be adopted for the economic benefit of the District.

## **172. TREASURY MANAGEMENT OUTTURN 2022 / 23**

The Committee considered the report of the Interim Chief Finance Officer reporting on the Council's investment activity for the 2022 / 23 financial year 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).

It was noted that the CIPFA Code of Practice required authorities report on the performance of the treasury management function at least twice yearly. The report provided detail in respect of the following areas:

- External Context – Appendix 1 to the report provided an overview of the external economic environment, prepared by the Link Group, engaged by the Council to provide treasury management consultancy and advice services. The Link Group had also provided a summary in respect of the outlook for 2023 / 24 which was set out in the report.

- Local Context – The Council was currently debt-free, and its capital expenditure did not include external borrowing during 2022 / 23. However, it was noted that this position could change in the future.
- Investment Activity (April 2022 – March 2023) – Members were advised that the level of investments held by the Council had seen an increase during this period and the report highlighted the reasons for this. The Council continued to take a prudent approach in relation to investment with priority being given to securing and liquidity over yield.
- Performance – Budgeted Income and Outturn – The average income returns on the Authority's investments were detailed along with the overall investment for the year. Members noted that the overachievement was due to interest rates increasing throughout the financial year.
- Compliance with Prudential Indicators and Treasury Management Strategy - As set out in Appendix 2. It was noted that apart from some breached bank limits (set out in the report) all treasury management activities were fully compliant and all prudential indicators had been complied with to date.

In response to questions raised, the Interim Chief Finance Officer provided the following additional information:

- The Council carried out its own monitoring of Authorities and kept a list of those it was would not invest in.
- The continued high interest rates were factored into the budget following the advice of the Council's Treasury Management Advisors and would be monitored throughout the year.
- The Council did have some investment in Easleigh Council, however this had been made before the press activity which would be taken into consideration going forward.
- The Council had re-procured its Treasury Management Advice Services and the Link Group appointed over Arlingclose (the Council's previous contractor). The Officer advised that she would provide Members with details of the contract amount outside of the meeting. It was noted that the Link Group provided a framework for investment with the Council's risk appetite but did not invest for the Council.

The Chairperson moved the recommendation set out in the report and this was duly agreed.

**RESOLVED** that the Treasury Outturn report be noted for compliance purposes.

### **173. FRAUD POLICIES**

The Committee considered the report of the Director of Strategy and Resources seeking a review of the Council's following policies:

- Anti-Fraud and Corruption (attached as Appendix 1 to the report);
- Anti-Money Laundering Policy (Appendix 2);
- Bribery Act Policy (Appendix 3).

It was noted that the Policies (detailed above) had been reviewed and amended to ensure that they were up to date and covered all key areas of fraud risk. The Policies

worked alongside existing policies and processes and sought to reduce the risks of financial fraud to the Council.

In response to a question regarding Anti-Money Laundering reporting requirements for Local Authorities and when the Council's Whistleblowing Policy was last reviewed, Members were advised that Officers would circulate this information outside of the meeting.

The Chairperson moved the recommendation set out in the report and this was duly agreed.

**RESOLVED** that the following Policies (attached as appendices to the report) be agreed:

- Anti-Fraud and Corruption Policy;
- Anti-Money Laundering Policy;
- Bribery Act Policy.

#### **174. CONSULTATION ON THE ESSEX WASTE STRATEGY FOR ESSEX**

The Committee considered the report of the Director of Service Delivery seeking Members' agreement to support a public consultation process with all Essex Authorities on the Waste Strategy for Essex.

Background information regarding the Essex Waste Partnership (EWP) was set out in the report. It was noted that in 2021 the EWP had agreed that the Essex Waste Strategy would be updated in response to changing policy / legislation and the ambitions of Essex Councils with respect to waste management and protection of the environment.

In response to a question, Members were advised that the costs related to this consultation were being covered by Essex County Council.

Members thanked the Specialist: Commissioning and Contracts Waste for her work.

A comment was raised regarding the online booking system at recycling centres and the Chairperson advised the Committee that this was a trial, and its success would be evaluated by ECC at the end of the trial period.

The Chairperson put the recommendations set out in the report and these were duly agreed.

#### **RESOLVED**

- (i) That the Council agrees to participate in the Waste Strategy for Essex joint consultation on behalf of the Essex Waste Partnership;
- (ii) that when the draft Waste Strategy for Essex is published the views of Members of the Strategy and Resources Committee are sought and the Director of Service Delivery be granted delegated authority in consultation with the Chairperson of the Strategy and Resources Committee to formally respond on behalf of the Council to the consultation as required later this year.



## **175. EXCLUSION OF THE PUBLIC AND PRESS**

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

## **176. MALDON CEMETERY**

The Committee considered the report of the Director of Service Delivery highlighting the future capacity of Maldon Cemetery and setting out options available to the Council.

The report reminded the Committee of the three cemeteries located across the District and the spaces they had available. It was noted at the current burial rates the Maldon Cemetery would reach capacity within the next eight years. The report set out three options for consideration when reviewing the Council's strategy for its cemeteries going forward.

There was some discussion regarding the three options set out in the report and Officers provided further information in response to questions regarding Option 2.

In respect of the drawn down from Council reserves, Members were provided with further assurance from Officers regarding the spend of these monies.

Following further debate, Councillor A S Fluker proposed that the Committee only agree recommendations (iii) and (vi) as set out on the report. This proposal was duly seconded. Upon a vote being taken the Chairperson declared that the Motion was lost.

The Chairperson proceeded to put each recommendation, set out in the report, to the Committee. Recommendations (i) – (iv) were agreed and Councillor S White asked that dissent in respect of recommendation (iv) be recorded.

In accordance with Procedure Rule No. 13 (3) Councillor A S Fluker requested a recorded vote on recommendation (v). The Chairperson put this recommendation to the Committee and the voting was as follows:

### For the recommendation:

Councillors J Driver, M F L Durham, A Fittock, R H Siddall, N D Spenceley and M E Thompson.

### Against the recommendation:

Councillors A S Fluker, M G Neall and S White.

### Abstention:

There were none.

The Chairperson declared that recommendation (v) was therefore agreed. He then put recommendation (vi) to the Committee which was duly agreed.

**RESOLVED** that recommendations (i) – (v) as set out in the report be agreed.

There being no other items of business the Chairperson closed the meeting at 8.35 pm.

M F L DURHAM, CC  
CHAIRPERSON

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**REPORT of  
DIRECTOR OF SERVICE DELIVERY**

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**To  
STRATEGY AND RESOURCES COMMITTEE  
21 SEPTEMBER 2023**

**DELIVERY OF SECTION 106 CAPITAL PROJECTS 2024 - 25**

**1. PURPOSE OF THE REPORT**

- 1.1 To update Members on the current position with Section 106 (S106) contributions and to seek approval to recruit a new fixed term resource to deliver the Council's S106 programme of works.

**2. RECOMMENDATIONS**

- (i) That the list of Section 106 contributions and potential youth projects, the 'Programme of Works' (as of June 2023) as set out in Table 1 within the report be noted;
- (ii) That a Project Manager post be recruited (fixed term) to deliver the Section 106 Programme of Works, funded from capital reserves utilising an identified surplus;
- (iii) That subject to (i) and (ii) above that project progress be reported to the Strategy and Resources Committee a quarterly basis.

**3. SUMMARY OF KEY ISSUES**

- 3.1 The Council receives S106 contributions as part of the Planning Approval process for large applications.
- 3.2 These contributions are financial in nature and as part of the agreement between the Council and the developer set out what the contributions will be used for.
- 3.3 This report only covers S106 financial obligations that are due to Maldon District Council. Monies due to Essex County Council (ECC) or the National Health Service (NHS) are not included.
- 3.4 Table 1 below sets out the S106 financial contributions held by the Council and potential projects to be delivered subject to community engagement.

### 3.5 Table 1:

Location	2023 / 24 Budget	2024 / 25 Budget	Potential project (subject to community engagement)
Riverside Park	£140,000.00		Youth facility e.g. Refurbished / new skate park / BMX track
	£45,000.00		Youth facility e.g. Refurbished / new skate park / BMX track
Maldon Promenade Park	£100,000.00		Sensory play
	£96,000.00		Sensory play
	£45,000.00	£350,000.00	Youth facility e.g. Refurbished / new skate park / BMX track
		£150,000.00	Youth facility e.g. Refurbished / new skate park / BMX track
	£10,000.00		E.g. zip wire
West Maldon Community Centre		£50,000.00	Youth facility e.g. Refurbished / new skate park / BMX track
		£34,000.00	To be confirmed 2024 / 25
	<b>£436,000.00</b>	<b>£584,000.00</b>	
<b>GRAND TOTAL</b>			<b>£1,020,000.00</b>

### 3.6 Resource implications

- 3.6.1 The Council recognises that these projects are of vital importance to the local community and therefore monitors the position of these financial contributions to ensure that the projects can be delivered in a timely and effective way.
- 3.6.2 The service planning and monitoring process recently undertaken by Officers has demonstrated that these projects are at risk of not being delivered. The reason for this potential risk is no additional resources were identified to deliver the work at that time the allocations were made. Existing staff are already fully engaged on delivery of the Council's own Corporate Capital Programme and Repair and Renewal Programme of Works and have no spare capacity.
- 3.6.3 The Council has been proactive in reviewing options to secure additional resources to deliver the S106 Capital Programme. Given the scale of the capital funding, (circa £1 million), the community engagement and procurement work that would need to be carried out to deliver these projects, it is considered that this is an 18 month Programme of Work.

### 3.7 Funding Option

- 3.7.1 The Council has recently received confirmation from the South Essex Parking Partnership (SEPP) that it will receive £137,000 from SEPP for 2023 / 24 to deliver capital projects within its car parks.
- 3.7.2 The Council had already identified the capital sum to deliver these projects from existing budgets, as a result of the SEPP funding the Council now has a surplus within its capital budget of £137,000.
- 3.7.3 It is therefore proposed that this surplus capital funding of £137,000 be used to fund a new fixed term Project Manager position to deliver the 106 Programme of Work. The total cost of the post (including on costs) for 18 months would be £128,115 subject to Job Evaluation process.

- 3.7.4 The Project Manager would be responsible for developing and delivering the Council's S106 programme of works. Including the specification and tender process, budget management, monitoring on site delivery and project evaluation.
- 3.7.5 While the priority deliverable for the Project Manager would be the S106 Programme of Work, the Project Manager would also support delivery of the Council's existing Capital Programme where possible.
- 3.7.6 The Chartered Institute of Public Finance and Accountancy (CIPFA) guidance confirms that capital funding can be used to fund staff costs incurred as a result of staff spending time on capital projects and this can be capitalised provided that the time can be linked to bringing a specific asset into a working condition or substantially enhancing the life of an existing asset. Detailed timesheets will need to be kept so that time spent on specific projects can be identified.
- 3.7.7 As the proposed Project Manager post would deliver projects for the benefit of the community the Council will explore options for match funding to enhance the length of term and scope of the role.

#### **4. CONCLUSION**

- 4.1 The Council has an ambitious programme of S106 funded projects it wishes to deliver to support its Corporate Priorities. The Council has identified that these projects are at risk of not being delivered due to Officers being fully engaged on delivery of the Council's Corporate Capital Programme and Repairs & Renewal Programme of Works.
- 4.2 The proposal as set out in this report will fund a new Project Manager resource to deliver the Council's S106 Programme of Works to the value of circa £1million at no direct additional cost to the Council above that already set out in the Medium Term Financial Strategy. Funding the post identified is possible through the utilisation of the funding returned to the Council from SEPP.
- 4.3 In future Officers will review the way S106 projects are delivered and consideration of 'turnkey' delivery of projects will be investigated. The Council no longer has the technical skills or capacity in house to oversee the delivery of large scale works.

#### **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027**

##### **5.1 Supporting our communities**

- 5.1.1 Delivery of S106 funded projects will support the corporate priority of 'Supporting our Communities' as set out in the Corporate Plan by delivering projects that directly benefit the local community.

#### **6. IMPLICATIONS**

- (i) **Impact on Customers** – Positive impact via the delivery of S106 funded capital projects for the benefit of the local community.
- (ii) **Impact on Equalities** – An Equality Impact Assessment has been completed and has not indicated any negative impacts. Further Equality Impact Assessments will be completed on a case by case basis.

- (iii) **Impact on Risk** – Reduce potential risk of developer clawback. Any project not completed within the fixed term contract period would need to be reviewed. This could include options for extending the fixed term contract.
- (iv) **Impact on Resources (financial)** – As set out in the report.
- (v) **Impact on Resources (human)** – The report sets out an opportunity for a new fixed term position at the Council. The position would be recruited to in accordance with the Council's Human Resources policy.

Background Papers: None

Enquiries to: Matt Harwood-White: Head of Assets, Coast and Countryside.



**REPORT of  
INTERIM CHIEF FINANCE OFFICER**

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**to  
STRATEGY AND RESOURCES COMMITTEE  
21 SEPTEMBER 2023**

**SUPPLEMENTARY ESTIMATES, VIREMENTS, PROCUREMENT EXEMPTIONS AND  
USE OF RESERVES: QUARTER ONE: 1 APRIL - 30 JUNE 2023**

## **1. PURPOSE OF THE REPORT**

- 1.1 To report virements and supplementary estimates agreed under delegated powers where they are below the levels requiring approval by this Strategy and Resources Committee and seek approval where they are above the levels requiring approval by this Committee.
- 1.2 To inform the Committee of procurement exemptions that have been granted in the period.
- 1.3 To report on the use of reserves during the period.

## **2. RECOMMENDATIONS**

- (i) That the virements as detailed in paragraph 3.3.1 be noted;
- (ii) That the procurement exemptions as detailed in paragraph 3.5.1 be noted.
- (iii) That the drawdown from Reserves as detailed in paragraph 3.6.1 be agreed.

## **3. SUMMARY OF KEY ISSUES**

### **3.1 Rules and Regulations**

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

Virements (budget movements) within the same directorate:

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

Virements between different directorates:

- Up to £20,000 – Director and Director of Resources and reported on a quarterly basis,
- Over £20,000 up to £50,000 - Director, Director of Resources in consultation with relevant Programme Committee Chairperson; and reported to the next Strategy and Resources Committee,
- Over £50,000 - the Strategy and Resources Committee,

In addition, for the purposes of virements, salaries budgets are to be considered as a separate Directorate.

#### Supplementary Estimates

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

### **3.2 Procurement Exemptions and Use of Reserves**

- 3.2.1 The Contract Procedure Rules provide information in relation to procurement exemptions. The exemption enables the council to waive any requirements within the contract procedure rules for specific projects.
- 3.2.2 Procurement exemptions should be signed by the Officer and countersigned by the Director of Resources and where appropriate the Chairperson of the Strategy and Resources Committee.
- 3.2.3 Delegation around the use of the reserves was prescribed by the Council in June 2019. It stated that the Director of Strategy, Performance and Governance be authorised, in consultation with the Commercial Projects Board (superseded by the Corporate Projects Working Group) to approve any spend up to £10,000, subject to the details being reported to the Strategy and Resources Committee.

### **3.3 Virements**

- 3.3.1 The following reportable virements were agreed during this period.

<b>Cost Centre To</b>	<b>Directorate / Service</b>	<b>Cost Centre From</b>	<b>Directorate/ Service</b>	<b>Budget Amount</b>	<b>Description</b>
155	Service Delivery Cemeteries Parks Maintenance	141	Service Delivery Parks / Salaries	£13,800	3 months grass cutting contract
170	Service Delivery Training	104	Resources centralised training budgets	£12,100	Re-alignment and devolvement of training budgets to services
171	Resources Training	104	Resources centralised training budgets	£4,200	
172	Strategy, Performance and Governance (SPG) Training	104	Resources centralised training budgets	£2,900	
132	Environmental Health Salaries	103	SPG Climate Action Engagement	£6,100	Project management of Air Quality Project

### **3.4 Supplementary Estimates**

- 3.4.1 There were no supplementary estimates agreed during this period.



### 3.5 Procurement Exemptions

3.5.1 The following Procurement Exemptions have been agreed.

Item	Amount	Description	Reason	Lead Officer
1	Up to £27,000	Grass cutting in Maldon, Heybridge and Burnham-on-Crouch cemeteries	A business case has been developed to justify outsourcing both grounds maintenance and grave-digging across Maldon's cemeteries. It is estimated that the work required to prepare the tender for a three year contract will take around 6 months to complete. Hence the need for a procurement exemption to address the immediate service pressure to cut the grass while this process is ongoing. Nine cuts will be required during this time and Maldon District Council (MDC) has received quotes from two contractors, the cheapest being £3,000 per cut for all three cemeteries.	Cemeteries and Bereavement Services Senior Co-ordinator
2	£6,250	Commercial Surveys and Red Book Valuations for Edmund House and Tensing House	Three written quotes have previously been obtained for work in 2022/23. At that point KSP Surveyors were the cheapest quote and MDC was pleased with the work undertaken and presented. A further piece of work is now required and due to the good professional standard and value for money that KSP demonstrated on the previous commission, they have been reappointed to undertake this new piece of work.	Senior Specialist Co-ordinator Housing
3	£28,379	Essex County Council (ECC) Verge Cutting (Maldon District)	MDC has been unable to complete a full tender process before commencement of work due to changes in key managerial positions towards the end of last year. It was urgent to carry out this work as complaints had been received around sightlines at junctions which are hazardous and a Health and Safety (H&S) issue. Three written quotations were received and the successful contractor, Saker Contracting, provided the best value for money.	Lead Countryside and Coast Co-ordinator

### 3.6 Use of Reserves

3.6.1 One drawdown from reserves was proposed during this period

Reserve	Drawdown amount	Reason for Drawdown
Community Housing Reserve	£12,500	To cover a three month contract extension for an employment support coach

## 4. CONCLUSION

4.1 The Committee is invited to:

- note the virement in paragraph 3.3.1;
- note the procurement exemptions in paragraph 3.5.1.
- agree the drawdown from reserves in paragraph 3.6.1

## 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

### 5.1 Supporting our communities

5.1.1 The agreement to a drawdown of reserves to support the contract extension of an employment support coach.

### 5.2 Enhancing and connecting our place

5.2.1 None identified.

### 5.3 Helping the economy to thrive

5.3.1 None identified.

### 5.4 Smarter finances

5.4.1 The adherence to the Financial Regulations and Financial Procedures contributes towards the corporate core values of being open and transparent, and accountable for our actions.

### 5.5 A greener future

5.5.1 The virement to support the project management of an air quality project.

### 5.6 Provide good quality services.

5.6.1 The appropriate use of supplementary estimates, virement, procurement exemptions and reserves are agreed to support the delivery of good quality services within the council's available budgets.

## 6. IMPLICATIONS

- (i) Impact on Customers – None identified.

- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – None identified.
- (iv) **Impact on Resources (financial)** – As detailed in the report.
- (v) **Impact on Resources (human)** – As detailed – contract for air quality project manager and contract extension for employment support coach.

Background Papers: None.

Enquiries to: Lance Porteous, Lead Finance Specialist.

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## REPORT of INTERIM CHIEF FINANCE OFFICER

to  
STRATEGY AND RESOURCES COMMITTEE  
21 SEPTEMBER 2023

### BUDGETARY CONTROL (AS AT 30 JUNE 2023)

#### 1. PURPOSE OF THE REPORT

- 1.1 To provide the Strategy and Resources Committee (the Committee) with information in relation to financial performance over the period 1 April 2023 to 30 June 2023.

#### 2. RECOMMENDATION

That the Committee notes the forecasted 2023 / 24 financial position as at 30 June of this financial year.

#### 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 four months of the financial year.
- 3.2 The basis of identifying the variance is against the forecast budgets based on budget manager's knowledge of expenditure and income patterns over the financial year.

#### 4. REVENUE BUDGETS

- 4.1 Table 1 provides an overview of current service forecast budget variances for the Council against budget. 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 service forecast expenditure underspend of £104k. Employee costs account for a £31k overspend offset by an underspend on non-employee costs, currently forecast to be £135k. However, there is also a current income underachievement forecast of £38k, meaning the Net Service Expenditure is forecast to underspend by **£66k**. The details of these variances are explained throughout this report.

**Table 1 – Gross Service Income and Expenditure**

Spend Type	Original Budget £000	Forecast £000	% of Gross Exp	Forecast Variance £000
Employee Costs	10,607	10,638	52.3	31
Non-Employee Costs	9,670	9,535	47.7	(135)
<b>Gross Expenditure</b>	<b>20,277</b>	<b>20,173</b>	<b>100.0</b>	<b>(104)</b>
Income	(7,708)	(7,670)		38
<b>Net Service Expenditure</b>	<b>12,569</b>	<b>12,503</b>		<b>(66)</b>

- 4.1.1 The Original Budget is the budget approved by the Council on 22 February 2023, excluding non-controllable budgets (Housing Benefit payments, and capital and pension fund charges).

## 4.2 Expenditure

- 4.2.1 Table 2 shows the biggest expenditure areas for MDC, along with their respective percentages of total expenditure and forecast variances. An explanation for the variances is given below.

**Table 2 – Biggest Expenditure Areas**

Expenditure (Exp.)	Budget £000	Percentage of Exp.	Forecast £000	Forecast Variance £000	Actuals @ 30 June £000
1. Waste Services	4,430	45.8%	4,231	(199)	745
2. Corporate	628	6.5%	628	-	(184)
3. IT	627	6.5%	627	-	84
4. Street Cleansing	615	6.4%	653	39	104
5. Premises	306	3.2%	306	-	31
6. Planning Policy	251	2.6%	251	-	10
7. Parks Trading unit	210	2.2%	210	-	32
8. Homeless and Housing Advice	208	2.2%	208	-	(37)
9. Maldon Town Centre Car Parks	202	2.1%	219	17	21
10. Maldon Promenade	176	1.8%	176	-	50
11. Development Management	121	1.2%	121	-	13
12. Public Conveniences	120	1.2%	128	8	2
<b>Total</b>	<b>8,033</b>	<b>83.1%</b>	<b>7,898</b>	<b>(135)</b>	<b>864</b>

## 4.3 Variance Analysis

- 1: Refuse and Recycling - Driver salaries (£65k) and plastic recycling sacks (£39k) have continued to increase in cost due to persistently high inflation; however, this has been more than offset by underspends on Household Waste (£254k) due to reduced demand since pandemic ended (now one less truck), and Recyclate (£49k) due to tonnage being lower than last year.
- 2: Corporate – No variance expected at this time against corporately controlled budgets for items such as internal and external audit fees.
- 3: IT Software and Hardware – No variance expected at this time.
- 4: Street Cleansing – The Contract budget is expected to overspend due to higher inflation than estimated (£35k) and an additional pressure expected in relation to fly-tipping costs (£4k).

- 5: Premises – The Council was protected from the inflationary impact of utility costs last year as the prices were fixed until 1 April 2023. The 2023 / 24 budget was increased by inflation, but the actual cost impact of fuel price increases will not be fully known until the winter and is therefore currently shown as online to budget, although a risk remains of a further pressure. There also remains a risk of unexpected repairs creating budgetary pressures.
- 6: Planning Policy – No variance expected at this time.
- 7: Parks Trading unit – No variance expected at this time.
- 8: Homeless & Housing Advice – Forecast to be on budget but there remains a risk of winter pressures.
- 9: Maldon Town Centre Car Parks – Card processing fees are high due to more and more people paying by card (£17k).
- 10: Maldon Promenade – This budget mainly covers the maintenance and utility costs for running the Prom, especially the Splash Park. The majority of these costs are incurred over the spring and summer, and currently look to be within budget.
- 11: Development Management – No variance expected at this time.
- 12: Public Conveniences – The largest part of this budget is for cleaning and also maintenance. Cleaning costs have risen so is expected to slightly overspend (£8k).

#### 4.4 Income

- 4.4.1 Table 3 below shows the biggest income areas for MDC, along with their respective percentages of total income and forecast variances. These variances are also explained further below.

**Table 3 – Biggest Income Areas**

Income Area	Budget £000	Percentage of Income	Forecast £000	Variance £000	Actuals @ 30 June £000
1. Waste Services	(2,534)	32.9%	(2,578)	(44)	(853)
2. Maldon Town Centre Car Parks	(995)	12.9%	(852)	144	(218)
3. Maldon Promenade	(852)	11.1%	(887)	(35)	(156)
4. Development Management	(773)	10.0%	(773)	0	(283)
5. Premises	(384)	5.0%	(416)	(32)	(15)
6. Homeless and Housing Advice	(277)	3.6%	(277)	0	(518)
7. Building Control (Fee Related)	(223)	2.9%	(160)	64	(32)
8. Rivers	(185)	2.4%	(185)	0	(52)
9. Cemeteries	(130)	1.7%	(103)	27	(31)

Income Area	Budget £000	Percentage of Income	Forecast £000	Variance £000	Actuals @ 30 June £000
10. Land Charges	(124)	1.6%	(124)	0	(22)
11. Springfield Industrial Estate	(115)	1.5%	(115)	0	(38)
<b>Total</b>	<b>(6,774)</b>	<b>87.9%</b>	<b>(6,736)</b>	<b>38</b>	<b>(2,228)</b>

#### 4.5 Variance Analysis

1. Waste - Refuse and Recycling income is expected to overachieve because Garden Waste Subscription numbers are higher than anticipated (£62k), reduced by Essex County Council's contributions being less than anticipated (£18k).
2. Maldon Town Centre Car Parks – As in 2022 / 23, this income is mainly underachieving on Ignite stretch Town Car Parking budget target of £139k. Covid Grants in 2020 / 21 and 2021 / 22 masked this shortfall. Besides this the car parking income is underachieving budget by £5k.
3. Maldon Promenade – Car Parking volumes are currently high and expected to overachieve (£35k), offsetting part of the underachievement on Town Centre Car Parking.
4. Development Management – Planning Development Fees, Pre-Applications and Performance Agreements are all coming in as estimated so far this year and are expected to continue this way.
5. Premises – The Council Office's income is expected to overachieve budget due to two new National Health Service (NHS) tenants scheduled to move in in the Autumn (£32k).
6. Homeless and Housing Advice – No variance expected against the grant income.
7. Building Control (Fee Related) - Inspections Fee income was lower than budgeted last year and along with Building Notices Fees (£18k) is also expected to underachieve this financial year (£45k).
8. Rivers – No variance on Lease and Moorings income is expected.
9. Cemeteries – Burial Fees income is underachieving (£27k) although it is hoped this will be offset by Transfer of Exclusive Rights of Burial income as it was last financial year.
10. Land Charges – These Fees and Charges are expected to be on budget this year.
11. Springfield Industrial Estate - Annual Rents and Leases are coming in as expected.



## 5. SALARY MONITORING AS AT 30/06/23

- 5.1 The budgeted pay rise is £1,925 per Full Time Equivalent plus oncosts up to scale point 42, then 3.88% above SCP42 and for members allowances. The current National Joint Council payrise offer still reflects this, so no variances are forecast as yet. A vacancy factor of £235k is budgeted for which is forecast to be met through vacancies throughout the year.
- 5.2 Table 4 below gives an analysis of MDC's salary variances by directorate.

**Table 4 – Employee Variances**

Directorate	Budget £000	Forecast £000	Variance £000	Actuals to 30 June £000
Service Delivery	6,320	6,320	0	1,353
Strategy and Resources	4,302	4,318	16	1,156
<b>Total Employee Costs</b>	<b>10,622</b>	<b>10,638</b>	<b>16</b>	<b>2,509</b>
Members Allowances	253	253	0	53
<b>Total Costs</b>	<b>10,875</b>	<b>10,891</b>	<b>16</b>	<b>2,562</b>
Less Vacancy Factor	(235)	0	235	0
Less National Insurance adjustment	220	0	(220)	0
<b>Net Total Employee Costs</b>	<b>10,860</b>	<b>10,891</b>	<b>31</b>	<b>2,562</b>

## 6. INFLATIONARY IMPACT

- 6.1 The cost-of-living crisis is one of the biggest challenges currently facing households and organisations this financial year and beyond. Although Consumer Price Index (CPI) has reduced slightly in July to 6.8% inflation remains stubbornly high with some forecasters saying this will only reduce gradually over the coming year. Fuel is slowly reducing in cost, however the Council is still feeling the inflationary impact on salaries, contracts and other supply costs. 2023 / 24 budgets were set based on higher inflation rates but there still remain a risk that costs could escalate further.

## 7. IMPACT ON GENERAL FUND BALANCE

- 7.1 Table 5 sets out the Council's total anticipated overspend, less mitigating Covid-19 grants from Central Government.

**Table 5 – Total Budget Variance**

	Variance £000
<b>Net Service Expenditure Underspend</b>	<b>(66)</b>
Plus Investment Income Variance	(250)
<b>Total Budget Underspend</b>	<b>(316)</b>

- 7.2 Investment income is performing better than predicted before this financial year due to increasing interest rates. Shares and bonds are also performing above budget expectations, although property dividends have cooled.
- 7.3 Collection rates from local taxation finished higher at the end of 2022 / 23 than budgeted for in 2023 / 24 and have almost recovered to pre-pandemic levels. Despite various reliefs being distributed, the cost-of-living crisis is still expected to put pressure on these rates as the year progresses. Current Council Tax and Business Rates collection rates are performing slightly better than last financial year, so prudently using last year's final collection rates the Council can still expect to overachieve local taxation budget this year, as follows:

**Table 6 – Local Taxation Collection Rate and Impact**

	<b>Budget 23/24</b>	<b>Forecast 23/24</b>
Council Tax	97.3%	98.0%
Business Rates	95.5%	98.5%

- 7.3.1 This further supports the agreed drawdown funds from the Collection Fund Equalisation Reserve towards the current year's budget gap.
- 7.4 The variances explained above have the following effect on the General Fund balance as at 31 March 2024:

**Table 7 – Predicted General Fund Balance**

	<b>£000</b>
<b>Opening General Fund Balance</b>	<b>5,081</b>
Less 2023 / 24 Medium-Term Financial Strategy (MTFS) Funding Gap	(421)
Less Supplementary Estimates	0
Plus Net Cost of Services and Investments Variance	316
Drawdown from Business Rates equalisation reserve	421
<b>Closing General Fund Balance</b>	<b>5,397</b>

- 7.5 In total an amount of £316k is estimated to be added to the General Fund balance, which is a £737k improvement on what was budgeted for in February.
- 7.6 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.

## **8. CONCLUSION**

- 8.1 The 2023 / 24 Budget provided for a higher impact of inflation however budgets remain under pressure. Although they have improved since the pandemic, the enduring cost-of-living crisis could yet create pressure on local tax collection rates. National pay awards are yet to be agreed but salary inflation could also place a pressure on the Council's budgets if higher than estimated.

- 8.2 Ongoing responsible budgetary control is required to manage this situation. This continues to require the conscientious pursuit of income and spending discipline to mitigate these pressures.
- 8.3 The information within this report is that which is recorded in the Council's financial management system up to 30 June 2023.

## **9. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027**

### **9.1 Supporting our communities**

- 9.1.1 None identified.

### **9.2 Enhancing and connecting our place**

- 9.2.1 None identified.

### **9.3 Helping the economy to thrive**

- 9.3.1 None identified.

### **9.4 Smarter finances**

- 9.4.1 The Council's priority is to ensure it remains financially sustainable over the medium term. The Budget Monitoring process ensures the Council's resources are being spent as planned and to put in place mitigations if they vary from the budget.

### **9.5 A greener future**

- 9.5.1 None identified.

### **9.6 Provide good quality services.**

None identified.

## **10. IMPLICATIONS**

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk** – None identified.
- (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 identified.

Background Papers: None.

Enquiries to: Lance Porteous, Lead Finance Specialist.

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**REPORT of  
INTERIM CHIEF FINANCE OFFICER**

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**to  
STRATEGY AND RESOURCES COMMITTEE  
21 SEPTEMBER 2023**

**FEES AND CHARGES POLICY 2024 / 25**

**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 2024 / 25 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 2024 / 25 fees and charges to Council during the next cycle of meetings. The 2024 / 25 income budgets will be based on the recommended policy.

**2. RECOMMENDATION**

To the Council:

That the 2024 / 25 fees and charges policies at **APPENDIX 1** be approved.

**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, should they continue to apply.

**3.2 Current Position**

- 3.2.1 The position with each policy is set out in **APPENDIX 1** including any new or amended proposed policies, or any proposed concessions.

### 3.3 Summary of proposed changes to Fees and Charge Policy

Off-street car parking – Maldon Town	Concession for Public Sector Partners to be removed. All other concessions to remain unchanged
Off-street car parking – Outside Maldon Town	Policy to change from free entry to charges approved by Members
Green waste bin service	Policy to change to a minimum of full cost recovery, and in line with other authorities.
Chargeable Bulky Household Waste Collection	Policy to change to a minimum of full cost recovery.
CCTV footage requested by individuals, insurance companies or any organisations other than the Police (subject to data protection)	Policy to change to a minimum of full cost recovery.
Road Closures	Policy to change to a minimum of Full cost recovery plus statutory administration charges.
Commercial team – Commercial Services - Marketing	Minor policy change so Commercial team charges a competitive hourly rate for its marketing and promotional services ensuring a minimum of full cost recovery.
Development Control and Conservation - Pre Application Advice	Policy to change to a minimum of full cost recovery.
Development Control - Planning Performance Agreements (PPA)	Policy to change to a minimum of full cost recovery.
External Printing	Policy changed to be charged per copy to achieve full cost recovery.

- 3.3.1 One new Fee and Charge policy has been added; Non Statutory Enquiries. This is to achieve a minimum of full cost recovery.

## 4. CONCLUSION

- 4.1 The fees and charges policy will inform the setting of the 2024 / 25 fees and charges, which will be brought to a subsequent Committee.

## 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2023 - 2027

### 5.1 Supporting our communities

- 5.1.1 None identified.

### 5.2 Enhancing and connecting our place

- 5.2.1 None identified.

### 5.3 Helping the economy to thrive

- 5.3.1 None identified.

#### 5.4 **Smarter finances**

- 5.4.1 Setting fair fees and charges contributes towards a sustainable financial position for the Council.

#### 5.5 **A greener future**

- 5.5.1 None identified.

#### 5.6 **Provide good quality services.**

- 5.6.1 None identified.

### 6. **IMPLICATIONS**

- (i) **Impact on Customers** – The fees and charges are for services and therefore impact on service users.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk** – The implementation of the fees and charges policies 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.

Background Papers: None.

Enquiries to: Lance Porteous, Lead Finance Specialist.

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Directorate	Policy Area	Current Policy	Existing Concessions	Review of Current Policy	Proposed Policy for 2024/25	Proposed Concessions for 2024/25
Service Delivery	River Moorings	Charge for moorings (not aligned with any other clubs)	None	Retain/Amend Existing Policy/Concessions	No Change	No change
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. Discount phased out over 3 years. 40% 2023/24, 20% 2024/25.	Retain/Amend Existing Policy/Concessions	No Change	No Change
Service Delivery	Off Street Car Parking (Maldon Town)	Maximise income, but take into account the need to support local businesses. No free school drop off permits.	Disabled Badge holders - Free parking. Season Ticket discounts for Public Sector Partners, Residents and Bulk Purchases.	Retain/Amend Existing Policy/Concessions	No Change	Disabled Badge holders - Free parking. Discount for Season Tickets and bulk purchases
Service Delivery	Off Street Car Parking (Outside Maldon Town)	Free entry	Not Applicable	Retain/Amend Existing Policy/Concessions	Charges approved by Members	None
Service Delivery	Car Parking/Events	Suspend car parking and introduce a set fee for specific events. Charges will be dependent on the event size and entrance fee. To be determined by the Director of Service Delivery.	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Maldon Promenade - Car Parking	Aim for overall maximum cost recovery for Promenade Park - with Car Parking being the key contributor	Maldon District Residents Season Tickets at reduced price. Disabled Badge Holders	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Maldon Promenade - Splash Park	Charge to as far as possible to recover all costs of operation and in line with comparable facilities	None	Retain/Amend Existing Policy/Concessions	No Change	No change
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/Amend Existing Policy/Concessions	No Change	No change
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/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Maldon Promenade - Beach Huts	Charges based on competitive Market rates, and should aim as a minimum to recover all costs of operation	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Cemeteries	Charges at levels comparable to facilities provided by other local authorities	Local Residents receive discounted rates. Under 18's Free	Retain/Amend Existing Policy/Concessions	No Change	No change

Directorate	Policy Area	Current Policy	Existing Concessions	Review of Current Policy	Proposed Policy for 2024/25	Proposed Concessions for 2024/25
Service Delivery	Green Waste Bin Service	Charge for Service	Minimum of full cost recovery, and in line with other authorities. Charge for bin for new subscribers and replacement bins	Retain/Amend Existing Policy/Concessions	Minimum of full cost recovery, and in line with other authorities. Charge for bin for new subscribers and replacement bins	None
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/Amend Existing Policy/Concessions	No Change	No change
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/Amend Existing Policy/Concessions	Minimum of full cost recovery	None
Service Delivery	Chargeable Street Cleaning	Charges based on competitive Market rates, and should aim as a minimum to recover all costs of operation.	Concession at discretion of Director of service delivery for charitable/ community events.	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Maldon Promenade - Pop Up Trading	Charges based on competitive Market rates, and should aim as a minimum to recover all costs of operation	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Parks & Open Spaces - Advertising	charges based on competitive Market rates, and should aim as a minimum to recover all costs of operation	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Court Costs - Council Tax and Business Rates	Full cost recovery up to maximum level agreed by Essex Magistrates Courts	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	CCTV footage requested by individuals, insurance companies or any organisations other than the Police (subject to data protection)	Chargeable services	None	Retain/Amend Existing Policy/Concessions	Minimum of Full cost recovery	No Change
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/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Parking Permits for Schools	Chargeable Services	Charges made to Schools for parking in MDC owned car parks	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Road Closures	To reclaim costs plus statutory administration charge.	None	Retain/Amend Existing Policy/Concessions	Minimum of Full cost recovery plus statutory administration charges	None
Service Delivery	Promenade Park Concessions	To Charge for concessions on the Prom. Prices set on negotiation with the Director of Service Delivery.	None	Retain/Amend Existing Policy/Concessions	No Change	No change

Directorate	Policy Area	Current Policy	Existing Concessions	Review of Current Policy	Proposed Policy for 2024/25	Proposed Concessions for 2024/25
Service Delivery	Grounds Maintenance Contracts	Charges for contracts based on competitive market rates ensuring full cost recovery.	None	Retain/Amend Existing Policy/Concessions	No Change	no change
Service Delivery	Commercial team – Commercial Services - Box Office	Box office services commission rate set by officers – Standard 10% commission for all events. Concession Director of Service Delivery in conjunction with the Chairman of Strategy & Resources Committee be granted discretion to vary this rate to support the corporate goals of the Council.	None	Retain/Amend Existing Policy/Concessions	No Change	No change
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/Amend Existing Policy/Concessions	Commercial team to charge a competitive hourly rate for its marketing and promotional services ensuring <b>minimum of</b> full cost recovery	no change
Service Delivery	Commercial team – Commercial Services - Sponsorship	charges based on competitive Market rates, and should aim as a minimum to recover all costs of operation	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Land Charges	Self Financing Service subject to regulations	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Enquiries (Non Statutory)	NEW FOR 2024/25	None	New	New - Minimum of full cost recovery	None
Service Delivery	Public Hire Vehicle & Hackney Carriage Licensing	Self financing service	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Building Control - Chargeable Services	Self financing service (by regulation) Break even over a five year period	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Development Control and Conservation - Pre Application Advice	Charge for advice	Not Applicable	Retain/Amend Existing Policy/Concessions	Minimum of Full cost recovery	No change
Service Delivery	Development Control - Planning Performance Agreements (PPA)	Charge based on generic officer cost rates to complete the tasks in the PPA.	Not Applicable	Retain/Amend Existing Policy/Concessions	Minimum of full cost recovery	No change
Service Delivery	Planning Fees (Development control fees)	No Policy - no powers at present	Not Applicable	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Licensing Act 2003	Set fees in line with the costs incurred in providing the service	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Gambling Act 2005	Set fees in line with the costs incurred in providing the service	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Scrap Metal Dealers Act 2013	Recover reasonable costs of administration in accordance with statutory guidance	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Animal Licensing	Set fees in line with the costs incurred in providing the service	None	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	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/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Pre Application for Tree Preservation Order advise	Charge to be based full recovery of Officer time	Not Applicable	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Street Naming and numbering	Charges to developers and property owners based on cost recovery	Not Applicable	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Revisit to rescore food hygiene ratings	Set fees in line with the costs incurred in providing the service.	Not Applicable	Retain/Amend Existing Policy/Concessions	No Change	no change

Directorate	Policy Area	Current Policy	Existing Concessions	Review of Current Policy	Proposed Policy for 2024/25	Proposed Concessions for 2024/25
Resources	External Printing	To be charged per copy.	Not Applicable	Retain/Amend Existing Policy/Concessions	To be charged per copy. Full cost recovery	No change
Resources	Administration of Parish Elections & Neighbourhood Referendums	Levy an administration charge based on recovery of Officer time	Not Applicable	Retain/Amend Existing Policy/Concessions	No Change	No change
Service Delivery	Markets	charges based on competitive Market rates, and should aim as a minimum to recover all costs of operation	None	Retain/Amend Existing Policy/Concessions	No Change	No change
SPG	RAMS	To charge a monitoring fee alongside all Essex Coastal Recreational Avoidance Mitigation Strategy (RAMS) payments	None	Retain/Amend Existing Policy/Concessions	No Change	No change
SPG	S106	To charge a monitoring fee based on individual cases	None	Retain/Amend Existing Policy/Concessions	no Change	No Change
Service Delivery	Hythe Quay Parking	None	To charge for parking on Hythe Quay	Retain/Amend Existing Policy/Concessions	No Change	No change