



APOLOGIES Committee Services  
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CHIEF EXECUTIVE  
Doug Wilkinson

26 March 2025

Dear Councillor

You are summoned to attend the meeting of the;

**COUNCIL**

on **THURSDAY 3 APRIL 2025 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.

To submit a question in writing or attend in person please complete a [Public Access form](#) (to be received no later than 12noon two clear working days before the Council meeting). All requests will be considered on a first-come, first-served basis.

A copy of the agenda is attached.

Yours faithfully

Chief Executive





## **AGENDA COUNCIL**

**THURSDAY 3 APRIL 2025**

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1. **Chairperson's notices**

2. **Apologies for Absence**

3. **Minutes - 13 February 2025** (Pages 7 - 22)

To confirm the Minutes of the Council meeting held on 13 February 2025 (copy enclosed).

4. **Minutes - 25 February 2025** (Pages 23 - 28)

To confirm the Minutes of the extraordinary Council meeting held on 25 February 2025 (copy enclosed).

5. **Declaration 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).

6. **Public Questions**

To receive questions from members of the public, of which prior notification in writing has been received (no later than noon two clear working days before the day of the Council 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).

7. **Chairperson's Announcements**

8. **Minute Book**

To consider the recommendations coming forward from the Committees detailed below. Please note that the Minutes of these meetings are not enclosed as they have not been approved at Committee level.

- a) **Performance, Governance and Audit Committee - 20 February 2025** (Pages 29 - 86)

**Annual Review of Financial Regulations**

**Recommended** that that the revised Financial Regulations at **APPENDIX 1** be approved.

For further information please see [the Council's website](http://the Council's website).

- b) Strategy and Resources Committee - 13 March 2025 (Pages 87 - 102)

**Pay Policy Statement**

**Recommended** that the Pay Policy Statement attached at **APPENDIX 2** be agreed.

**Funding Request – Council Offices, Princes Road \*\***

**Recommended**

- (i) That the sum detailed in the report to the Strategy and Resources Committee is approved for drawdown from Council reserves to enable the purchase and installation of replacement Fire, Security and CCTV Systems at the Council Offices, Princes Road;
- (ii) That the sum detailed in the report to the Strategy and Resources Committee be approved for the necessary replacement of 26 timber framed windows and doors at the Council Offices, Princes Road.

**\*\*Please Note:** Should Members wish to discuss the detail relating to the Funding Request this will have to take place in closed session. as this report and its appendices contain information not for publication by the virtue of paragraph 3 of part 1 of Schedule 12A to the Local Government Act 1972.

- c) Joint Standards Committee - 27 March 2025

**Appointment of Independent and Deputy Independent Person**

**Recommended**

- (i) that John Mitchell is reappointed as Independent Person for Maldon District Council for a period of four years;
- (ii) that Kathy Payne is reappointed as Deputy Independent Person for Maldon District Council for a period of four years.

9. **Minutes of Meetings of the Council**

To note that since the last Council, up until Wednesday 26 March 2025 (Council agenda dispatch) the following Committees have met, and to receive any questions in accordance with Council and Committee Procedure Rule 6 (2).

Performance, Governance and Audit Committee	<a href="#">20 February 2025</a>
District Planning Committee	<a href="#">26 February</a>
Overview and Scrutiny Committee (meeting as the Crime and Disorder Committee)	<a href="#">27 February</a>
Strategy and Resources Committee	<a href="#">13 March</a>
Licensing Committee	<a href="#">25 March</a>

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

11. **Polling Places Review** (Pages 103 - 108)

To consider the report of the Chief Executive, (copy enclosed).

12. **Public Space Protection Order Review Consultation** (Pages 109 - 128)  
  
To consider the report of the Assistant Director – Customers and Operations, (copy enclosed).
  13. **UK Shared Prosperity Fund 2025 / 26 Allocation** (Pages 129 - 134)  
  
To consider the report of the Chief Executive, (copy enclosed).
  14. **Adoption of the EV Charging and Low Emissions Strategy 2025-2028** (Pages 135 - 162)  
  
To consider the report of the Deputy Chief Executive, (copy enclosed).
  15. **Maldon District Council's Response to the Greater Essex Devolution Consultation** (Pages 163 - 176)  
  
To consider the report of the Chief Executive, (copy enclosed).
  16. **Overview and Scrutiny Committee - Member Scrutiny Request Outcome - Corporate Project - Land at Heybridge** (Pages 177 - 180)  
  
To consider the report of the Chief Executive, (copy enclosed).
  17. **Appointment of Councillors to Steeple Parish Council** (Pages 181 - 184)  
  
To consider the report of the Monitoring Officer (copy enclosed).
  18. **Questions to the Leader of the Council in accordance with Procedure Rule 1 (3)(m)**
  19. **Business by reason of special circumstances considered by the Chairperson to be urgent**
  20. **Exclusion of the Public and Press**  
  
To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.
  21. **Planning Obligation Update** (To Follow)  
  
To consider the report of the Chief Executive.
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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**

We do not have any fire alarm testing scheduled for this meeting. In the event of a fire, a siren will sound. Please use either of the two marked fire escape routes. Once out of the building please proceed to the designated muster point located on the grass verge by the police station entrance. Please gather there and await further instruction. If you feel you may need assistance to evacuate the building, please make a member of Maldon District Council staff aware.

### **Health and Safety**

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

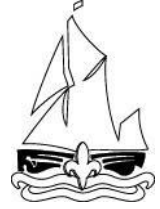
### **Closed-Circuit Televisions (CCTV)**

Meetings held in the Council Chamber are being monitored and recorded by CCTV.

### **Lift**

Please be aware, there is not currently lift access to the Council Chamber.

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**MINUTES of  
COUNCIL  
13 FEBRUARY 2025**

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**PRESENT**

Vice-Chairperson  
(in the chair)

Councillor R G Pratt

Councillors

V J Bell, D O Bown, S J Burwood, J Driver,  
M F L Durham, CC, A Fittock, A S Fluker, L J Haywood,  
J C Hughes, K Jennings, W J Laybourn, S J N Morgan,  
M G Neall, R H Siddall, U C G Siddall-Norman,  
N D Spenceley, P L Spenceley, W Stamp, CC, E L Stephens,  
J C Stilts, N J Swindle and M E Thompson

**529. CHAIRPERSON'S NOTICES**

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

**530. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors M G Bassenger, K M H Lagan, A M Lay, C P Morley, N G F Shaughnessy and S White.

**531. MINUTES - 12 DECEMBER 2024**

**RESOLVED** that the Minutes of the meeting of the Council held on 12 December 2024 be approved and confirmed.

**532. DECLARATION OF INTEREST**

There were none.

**533. PUBLIC QUESTIONS**

There were none.

At this point the Leader of the Council advised that in response to a public question received by the Council at its meeting on 14 November 2024 he had provided a statement about the number of properties occupied at Westcombe Park, according to the Council's Council Tax records. Following correspondence with the master developer the Leader informed Members that he was able to provide an update and as at 2 December 2024 the total number of occupations stood at 117 dwellings. Since that date further correspondence on 3 February 2025 showed that on 31 January 2025 there had been a total of 141 residential occupations.

The Leader of the Council advised that Councillor N G F Shaughnessy was currently undergoing treatment in hospital and on behalf of all Members wished her well and looked forward to seeing her back in the chamber.

#### **534. CHAIRPERSON'S ANNOUNCEMENTS**

Councillor R Pratt informed the Council that, in his role as Vice-Chairperson, he had attended a moving and poignant Holocaust Memorial Day at Rayleigh, hosted by Rochford District Council.

Alongside the Chairperson, the Vice-Chairperson had attended the day of dedication at the Maldon Woodland Glade at Maldon Cemetery. This event had been delayed due to the storm in December 2024. Memorial trees had been placed by volunteers and all families present were able to add wooden plaques with personal messages onto the trees.

It was noted that the Chairperson had attended the Heavy Vehicle meet at the Promenade Park and thanks were given to all staff involved.

Members were advised that Procedure Rule 4(8)3 standing to address the Chairperson would be suspended for this meeting.

#### **535. PERFORMANCE, GOVERNANCE AND AUDIT COMMITTEE - 16 JANUARY 2025**

The Council considered the following recommendation coming forward from the Performance, Governance and Audit Committee for consideration:

##### **Amended Contract Procedure Rules in line with legislation under the Procurement Act 2023**

##### **RESOLVED**

- (i) That subject to the above amendment, the Contract Procedure Rules 2025 (attached at Appendix 1 to the Council agenda) be approved to ensure the Council is compliant with the Procurement Act 2023;
- (ii) that the Council's Constitution at pages 218 to 242 is updated with the Contract Procedure Rules 2025.

#### **536. STATEMENT FROM COUNCILLOR M F L DURHAM**

At this point in the meeting Councillor Durham made a short statement. Referring to the last six months, his recent illness and the unexpected death of his eldest son the previous month. Councillor Durham expressed his sincere and heartfelt gratitude for all the messages of condolence, cards and flowers that his family had received during this very difficult time. He thanked Councillor Driver for covering for him at meetings and along with support received from the local government family at Maldon and Essex.

#### **537. STRATEGY AND RESOURCES COMMITTEE - 23 JANUARY 2025**

The Council considered the following recommendations coming forward from the Strategy and Resources Committee for consideration. These recommendations were

presented to the Council by Councillor J Driver, Vice-Chairperson of the Strategy and Resources Committee.

### **Fees and Charges Additional Information: Car Park Charges – Burnham-on-Crouch**

In response to a query by Councillor A S Fluker regarding consultation with the Doctors surgery, and why Members of the Car Parking Task & Finish and Finance Working Groups had not supported the proposal at the last meeting of the Strategy and Resources Committee, Councillor Driver advised that he would provide a written response.

Councillor Driver then moved the recommendation and upon a vote being taken this was duly agreed. Councillors Driver and M F L Durham asked that their abstention from the vote be recorded.

**RESOLVED** that the Car Park charges proposed for all Burnham-on-Crouch car parks not be agreed, and the Council continues to offer free car parking at all Burnham-on-Crouch car parks.

### **Council Tax Support Scheme 2024 / 25**

#### **RESOLVED**

- (i) That the following changes to the existing schemes are approved:
  - a. a cost of living increase in line with the Department for Work and Pensions schemes be included in the Local Council Tax Support (LCTS) Scheme for 2025 / 26 for Pensioners only;
  - b. that any legislative changes being introduced to the Housing Benefit Scheme, for 2025 / 26 are mirrored in the Council's LCTS Scheme to ensure consistency;
  - c. minor technical amendments to ensure that the Council is able to administer the Scheme reflecting current local and national guidance and that the Council may disregard anything determined to be a local welfare payment from our calculation;
- (ii) that these decisions have been made following Members careful reading of and regard to the Equality Impact Assessment at Appendix 1 to the report considered by the Strategy and Resources Committee;
- (iii) that Members note the unchanged framework for the Hardship Provision at Appendix 2 to the report considered by the Strategy and Resources Committee;
- (iv) that the Policy document at Appendix 3 to the report considered by the Strategy and Resources Committee be approved;
- (v) that the Policy document at Appendix 4 to the report considered by the Strategy and Resources Committee be approved.

## **Business Rate and Council Tax Discretionary Policies**

### **RESOLVED**

- (i) That the proposed Discretionary Non-Domestic Rate Relief Scheme at Appendix 1 to the report considered by the Strategy and Resources Committee be approved.
- (ii) That the proposed Empty Homes and Second Homes Premium Policy at Appendix 2 to the report considered by the Strategy and Resources Committee be approved.

### **Hythe Quay Dredging Project**

**RESOLVED** that a budget provision of up to £135,000 is created for desilting the Hythe Quay and Visitors Pontoon.

### **UK Shared Prosperity Fund 2025 / 26 Allocation**

**RESOLVED** that Members consider the opportunity to 100% match fund the Council's allocation to maximise delivery opportunities for the benefit of communities and the District.

### **Revised Health and Safety Policy and Statement of Intent**

Councillor Driver advised that following feedback from the Strategy and Resources Committee, the Council was asked to defer consideration of these recommendations to allow Officers to review the tone of the Council's Corporate Health and Safety (H&S) Policy before it was brought forward to the Council for approval. In response to recommendation (i) Officers propose that the Council has a separate H&S policy for Members that better reflects their activities, linking to other relevant policies as required. As Council Members are generally not classed as 'paid employees' and so in some respects, fall outside of the Health and Safety at Work Act 1974, senior officers feel this would be a better approach. Members would have the ability to inform this Policy through a focused Task and Finish Working Group, with the Corporate Health and Safety Manager in attendance to provide support and guidance. Councillor Driver advised that in light of this the Council is therefore asked to consider amending the recommendations of the Strategy and Resources Committee as follows:

- (i) That ~~the a separate~~ Health and Safety Policy be **further revised to include** Members, **linking to other relevant policies where appropriate;**
- (ii) That subject to (i) above, the revised Health and Safety Policy (Appendix 1 to the report) and Statement of Intent **for Officers** be adopted;
- (iii) That the roles and responsibilities of Committee Members and key staff **in each policy** be noted;
- (iv) That the annual review period **in each policy** be noted;
- (v) That two Members of the Council be appointed to ~~the Officer a~~ Working Group **to produce a Member Health and Safety Policy.**

The proposed changes were duly seconded.

The Leader of the Council advised that he wished to nominate Councillor K M H Lagan and J C Stilts be appointed to the Working Group. This was duly seconded.

The Chairperson put the amended recommendation and nominated Working Group members to the Council and this was duly agreed.

## **RESOLVED**

- (i) That a separate Health and Safety Policy be further revised to include Members, linking to other relevant policies where appropriate;
- (ii) That subject to (i) above, the revised Health and Safety Policy (Appendix 1 to the report) and Statement of Intent for Officers be adopted;
- (iii) That the roles and responsibilities of Committee Members and key staff in each policy be noted;
- (iv) That the annual review period in each policy be noted;
- (v) That Councillors K M H Lagan and J C Stilts be appointed to a Working Group to produce a Member Health and Safety Policy.

Members were reminded that the following recommendations coming forward from this Committee were not for consideration at this point as they formed part of the following Agenda Items:

### Agenda Item 10

- Income and Savings Proposals 2025 / 26 to 2028 / 29

### Agenda Item 12 – 2025 / 26 Budget and Medium-Term Financial Strategy

- Capital and Investment Strategy for 2025 / 26, Minimum Revenue Provision Statement 2025 / 26 and Treasury Management Strategy 2025 / 26;
- 2024 / 25 Revised and 2025 / 26 Original Budget Estimates;
- Medium-Term Financial Strategy 2025 / 26 – 2027 / 28.

## **538. MINUTES OF MEETINGS OF THE COUNCIL**

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Wednesday 5 February 2025 for which Minutes had been published.

## **539. 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.

## **540. INCOME AND SAVINGS PROPOSALS 2025 / 26 TO 2027 / 28**

The Committee considered the report of the Interim Chief Finance Officer presenting Members with income and savings proposals to reduce the projected budget gap through the period of the Medium-Term Financial Strategy (MTFS) 2025 / 26 to 2028 / 29.

The report provided an update in respect of the MTFS, funding expected and the projected budget gap for future years. It was noted that a further drawdown of reserves would be required to balance the revenue budget in 2025 / 26. The Finance Working Group would be undertaking further work to address the remaining gap in future years, and this would be reported to the Strategy and Resources Committee during 2025 / 26.

Appendix 1 to the report set out a number of options to close the budget gap and each item had been given a Red, Amber, Green rating in terms of deliverability and impact.

It was noted that the Strategy and Resources Committee had considered this report at its meeting on 23 January 2025 and recommended that the savings identified be supported.

In response to questions, Members were provided with further information regarding some of the saving options identified.

Councillor A S Fluker proposed that the Council agree the recommendation and thanked the Interim Chief Finance Officer, commenting that the position was much better than that reported 12 months ago. This proposal was duly seconded and upon a vote being taken was agreed.

**RESOLVED** that the final list of income and savings options as set out in Appendix 1 to the report, be approved.

#### **541. RESUMPTION OF BUSINESS IN OPEN SESSION**

**RESOLVED** that the meeting of the Council resumed in open session at 8:03pm.

#### **542. 2025 / 26 BUDGET AND MEDIUM-TERM FINANCIAL STRATEGY**

The Council considered the reports of the Interim Chief Finance Officer (Section 151 Officer), on the recommendations of the Strategy and Resources Committee at its meeting on 23 January 2025 relating to the revenue budget and the proposed level of Council for 2025 / 26.

The Leader of the Council made a budget speech (attached at **APPENDIX 1** to these Minutes), during which he thanked the Interim Chief Finance Officer and his team for their hard work. He advised Members that the proposed budget and Medium-Term Financial Strategy (MTFS) provided a financial framework and strategic plan for the Council to deliver the priorities in its corporate plan. The Leader believed that the Council had the financial resources, workforce, leadership and determination to achieve the goals and looked forward to Members supporting the budget and MTFS presented.

In accordance with Procedure Rule 1(13)a, each of the Opposition Leaders responded to the budget speech.

Councillor J C Stilts, Leader of the District Support Group (DSG), thanked Officers for the work that went into presenting the budget and noted that it was a cross-party budget which supported the corporate plan and strategic priorities of the Council. She highlighted the importance of ensuring Maldon was a good place for the future and continuing to support businesses, tourism and residents. She advised that the DSG supported the recommendation, specifically not to introduce car parking fees in Burnham-on-Crouch, the proposed desilting of the Hythe Quay and reintroduction of green food waste sacks. Councillor Stilts informed the Council that the DSG was



committed to working in partnership with other Groups and ensuring collaboration with the Police and other organisations to keep services local for residents.

Councillor J Driver, Leader of the Liberal Democrat Group (LDG), thanked the Leader for his speech and he noted the number of significant achievements made by the Council along with the changes made since the last election in 2023. He referred to the collaborative working of the LDG with the other political groups and thanked the Interim Chief Finance Officer along with the Finance Working Group for all the work which resulted in a finance plan that reflected strategic priorities and community needs. Councillor Driver referred to the continuing aim to deliver and improve services for residents and commented on the reintroduction of green bags for food recycling in response to residents' concerns and the investment in community facilities such as play areas and skate parks. The Council needed to ensure it built a stronger voice in support of health, education, transport and affordable housing needs of the District. He commented how the Government's new planning policy placed greater pressure on the Council's planning department and the ongoing need to ensure the department was resourced and organised to meet these challenges. The Local Government Reform and Devolution presented significant challenges for the Council and Councillor Driver commented on the need for the Council to be strategically positioned to navigate them effectively. Overall, the LDG supported the budget which demonstrated strong financial planning and strategic investment, but Councillor Driver advised it was essential to remain vigilant in addressing the challenges ahead to secure a stable and sustainable future for the Maldon District.

Councillor S J Morgan, Leader of the Conservative Group, thanked the Leader for his speech and commented that the Council had been put together by all parties. He thanked the Finance Working Group (FWG) for the way it had carried out its tasks in relation to the budget and praised Officers, along with the Chief Executive who had assisted the FWG through their discussions arrive at the budget – the Council could be proud of what it had achieved. Councillor Morgan commended the budget to the chamber, commenting on the importance of the residents and the Council doing its best for its residents.

The Chairperson drew Members' attention to Agenda Item 12d Council Tax 2025 / 26 and revised Appendix A which had been circulated prior to the meeting.

The Chairperson proposed that the Council take the recommendations set out in reports 12a and 12c en-bloc. Upon a vote being taken these were agreed by assent.

### **Capital and Investment Strategy for 2025 / 26, Minimum Revenue Provision Statement 2025 / 26 and Treasury Management Strategy 2025 / 26**

**RESOLVED** that the Council approves:

- (i) the Capital and Investment Strategy 2025 / 26 (Appendix 1 to the report), which includes the Capital Programme for 2025 / 26 – 2028 / 29 (Appendix 1a) and new Capital Projects Bids (Appendix 1b);
- (ii) the Minimum Revenue Provision Statement 2025 / 26 (Appendix 2 to the report);
- (iii) the Treasury Management Strategy 2025 / 26 (Appendix 3 to the report), with the Treasury Management Practices (Appendix 3a).

## **2024 / 25 Revised and 2025 / 26 Original Budget Estimates**

The Chairperson moved the recommendations set out in the report.

In response to a question raised regarding the Leisure Contract and the assurance statement of the Interim Chief Financial Officer Members were advised that the risk identified relating to the volatility of the contract was because it was demand led, something which the Council could not control, and in response the Council had put mitigations in place which was the normal course of business. The Section 151 Officer had highlighted this within his report to ensure that Members and the public were fully aware of it and that measures had been put in place. A further question regarding sharing the details of the contract with Members, the Officer advised that he would advise Members outside of the meeting.

The Chairperson then put the recommendations and in accordance with earlier notification the voting was as follows:

For the recommendation:

Councillors V J Bell, D O Bown, S J Burwood, J Driver, M F L Durham, A Fittock, A S Fluker, L J Haywood, J C Hughes, K Jennings, W J Laybourn, S J N Morgan, M G Neall, R G Pratt, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, W Stamp, E L Stephens, J C Stilts, N J Swindle and M E Thompson.

Against the recommendation: None.

Abstain: None.

The Chairperson declared that these recommendations were therefore agreed.

### **RESOLVED**

- (i) that the following be approved:
  - (a) the Revised 2024 / 25 and Original 2025 / 26 General Fund Revenue Budget Estimates (Appendices 1, 2 and 3 to the report),
  - (b) an average Band D council tax of £232.01 (excluding parish precepts) (£6.74 increase) for 2025 / 26 (Appendix 1 to the report),
  - (c) policies on the designated use of financial reserves (Appendix 4 to the report).
- (ii) that the Council maintains the current policy of a minimum general fund balance of £2,600,000.
- (iii) that the Council gives due regard to the Interim Chief Finance Officer (Section 151 Officer) statement on the robustness of budgets and adequacy of reserves in Appendix 5 to the report.

### **Medium-Term Financial Strategy 2025 / 26 - 2027 / 28**

**RESOLVED** that the revised Medium-Term Financial Strategy (MTFS) for 2025/26 to 2028/29 (Appendix 1 to the report), as recommended by the Strategy and Resources Committee (and any subsequent necessary adjustments), be approved.

## **Council Tax 2025 / 26**

The Chairperson moved the recommendations set out in the report and this was duly seconded. In accordance with earlier notification the voting was as follows:

For the recommendation:

Councillors V J Bell, D O Bown, S J Burwood, J Driver, M F L Durham, A Fittock, A S Fluker, L J Haywood, J C Hughes, K Jennings, W J Laybourn, S J N Morgan, M G Neall, R G Pratt, R H Siddall, U G C Siddall-Norman, N D Spenceley, P L Spenceley, W Stamp, E L Stephens, J C Stilts, N J Swindle and M E Thompson.

Against the recommendation: None.

Abstain: None.

### **RESOLVED**

- (i) that Maldon District Council's Council Tax Requirement for 2025 / 26 is set at £6,230,489;
- (ii) that the Maldon District Council's Band D Council Tax (excluding Parish precepts) is set at £232.01, reflecting an increase of £6.74 (2.99%), all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iii) that the precept demands and level of Band D Council Tax of the Essex County Council, the Essex Police, Fire and Crime Commissioner Fire and Rescue Authority for both Police and Fire, and the various Parish Councils within the District be determined as set out in the report, all other bands being determined in accordance with the relevant Sections of the Local Government Finance Act 1992, as amended;
- (iv) that the Council agrees the resolution set out at Appendix A to the report.

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

There were none.

### **544. COUNCIL OFFICES PRINCES ROAD**

The Council considered the report of the Deputy Chief Executive seeking Members' confirmation of the Council office's location in the immediate term so that key dependencies could be progressed.

The report provided background information regarding the viability of the Council building at Princes Road, the initial intention of the Council to relocate from Princes Road and the pausing of the project whilst focus was given to establishing the Council's Asset Management Strategy. Members were advised that since this time a number of other initiatives relating to building maintenance and repair, set out in the report, had reached a stage where critical decisions were needed in order to be able to move forward.

With Devolution and Local Government Reorganisation the future of the building and its role within local authority was unclear. Officers were therefore recommending that the

Council confirmed its intention to remain in the Council Office building in the immediate term. This would enable critical operations and strategic decisions to be made regarding the Council's Net Zero, Repair, Maintenance and Refurbishment ambitions and for them to be delivered whilst wider decisions were made.

The Chairperson moved the recommendations set out in the report and these were duly seconded.

During the debate that ensued and in response to questions, the following information was provided by Officers:

- All the requests and references within the report were in principle. Confirmation of any spend would come back through the appropriate Committees or the Council for sign off and at that point the detail would be presented. This report was seeking approval to do further work around the work being requested.
- Three reports had been undertaken with regards to the Council building, one of these related to the efficiency of the building and what could be put in place with regards to Net Zero infrastructure. This was guidance and further work was required to provide more assurance.
- The monies detailed were an indicative indication of what could be spent. The Leader commented that of these monies it was expected that a large proportion would come from grants and the Net Zero Working Group had been looking at this.
- It was confirmed that a report on Net Zero, including some health and safety issues which had been considered by the Net Zero Working Group could be shared with Members.

The Chairperson put the recommendations which were duly agreed.

## **RESOLVED**

- (i) That Maldon District Council will continue to operate from the Council Offices at Princes Road;
- (ii) That Maldon District Council will not be seeking to develop another site or relocate the Council to another office building for the immediate term;
- (iii) That the principle of 2025 spend from reserves with the purpose of ensuring urgent maintenance items are progressed is approved and details of any spend will follow normal approval processes as specified;
- (iv) That the principle of progressing with Net Zero feasibility and for officers to secure relevant funding to support this activity is approved;
- (v) That the principle of progressing further work with regard to making improvements to the offices to ensure they remain fit for purpose for Members, Officers and the Council's tenants be approved along with spending from reserves (via the appropriate governance route) should it be agreed that these should be implemented.

## **545. CONSULTATION RESPONSE - STANDARDS AND CONDUCT FRAMEWORK**

The Council considered the report of the Monitoring Officer seeking Members agreement of a formal response on behalf of the Council to the Government consultation on member standards and conduct. A draft consultation response was attached at Appendix A to the report.

The Monitoring Officer explained that the consultation sought views on the introduction of a mandatory minimum code of conduct for local authorities in England, and measures to strengthen the standards and conduct regime in England to ensure consistency of approach amongst Councils investigating serious breaches of Member codes of conduct, including the introduction of the power of suspension. Following discussions with Group Leaders, a consultation response on behalf of the Council had been drafted. It was noted that any individual could also respond to the consultation using the link provided within the report.

The Chairperson put the recommendation as set out in the report and this was duly seconded.

In response to questions and queries from Members, the Monitoring Officer provided the following information:

- In respect of question 12 where a breach was found the investigation results would be published but would remain private if no breach was found. It was agreed that further clarity would be added to the response to question 12.
- It was not felt that a response was appropriate to questions 14 and 15 as these related more to an individual rather than a group.
- It was agreed that the response to question 17 would be updated to clarify that the Council did put measures in place to support staff and Members. Members were reminded that the Council's Employee Assistance Programme was available to Members as well as staff and was available 24/7, 365 days a year.
- In respect of question 25, Members were advised that there was no clear guidance, but the Officer would add further clarification.

The Chairperson moved the recommendations which were duly agreed. The Monitoring Officer advised that she would add a few points of clarification to the questions raised.

**RESOLVED** that subject to further clarification by the Monitoring Officer, the Council endorsed the draft consultation response to the Governments' consultation on member standards and conduct.

## **546. STATEMENT OF LICENSING POLICY 2025 - 2030**

The Council considered the report of the Deputy Chief Executive seeking Members' adoption of the reviewed Statement of Licensing Policy 2025 / 2030 (attached as Appendix A to the report), made as required under the Licensing Act 2005 (the Act).

The report set out the requirement on the Council (as a Licensing Authority) under the Act to publish a Statement of Licensing Policy (the Policy). The Policy outlined the Council's general approach to upholding the licensing objectives when making sections under the Act.

It was noted that the Licensing Committee had considered the revised Policy and since then a public consultation had taken place. Responses were received from three consultees and the details of these were set out in the report.

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

Councillor M F L Durham raised a query relating to Essex Outdoors, based at Bradwell, and licenses for its boats and boat operators. It was confirmed that Officers would pick this up outside of the meeting.

Councillor A S Fluker declared an interest in this item of business as he was a harbour commissioner.

**RESOLVED** that the Statement of Licensing Policy 2025 – 2030 be adopted.

#### **547. STREET COLLECTIONS POLICY 2025-2030**

The Council considered the report of the Deputy Chief Executive seeking Members' approval of the Street Collection Policy 2025 / 2030 (the Policy), attached as Appendix 1 to the report.

Members were advised that the Policy provided guidance relating to charitable street collections on how the Council administered applications for permits, applied the law / regulations and ensured fairness to charities. The existing policy had been updated to take into account current best practice and updated guidance.

The report informed of the Council's responsibility for issuing permits for charitable street collections within the District as directed by the 'Police, Factories etc. (Miscellaneous Provisions) Act 1916 and the requirements under this Act.

Following consideration by the Licensing Committee, the revised Policy had been published for public consultation and it was noted that no responses had been received to the consultation.

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

**RESOLVED** that the Street Collection Policy 2025 / 2030 be adopted.

#### **548. BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES CONSIDERED BY THE CHAIRPERSON TO BE URGENT**

There were none.

#### **549. 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 items 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.

## **550. PROCUREMENT OF CLEANING SERVICES FOR PUBLIC CONVENIENCES**

The Council considered the report of the Deputy Chief Executive seeking Members' agreement to appoint a contractor to provide cleansing services for Council facilities including public conveniences, promenade depot offices, welfare facilities and cemetery toilets and chapels.

It was noted that the Council's current Public Convenience Cleaning Contract (the Contract) was due to expire at the end of April 2025. The Strategy and Resources Committee on 13 June 2024 had agreed to re-tender the contract to ensure best value for money, along with allowing the introduction of additional Key Performance indicators and the implementation of enhanced cleaning schedules in order to meet the changing needs of the public. A Working Group had been established to discuss the proposed contract and details of this along with the Tender process and the results of this were set out in the report.

The Chairperson moved the recommendations set out in the report and this was duly seconded.

During the debate that ensued, Officers provided further clarification and information in response to questions raised.

The Chairperson put the recommendations which were duly agreed.

**RESOLVED** that the Public Convenience Cleaning Contract be awarded to Bidder A as per the recommendations detailed within Appendix 1 to the report.

There being no other items of business the Chairperson closed the meeting at 9.32 pm.

R PRATT  
CHAIRPERSON

## Leaders Budget Speech

**Good evening. Welcome Councillors, Officers, and members of the public.**

I am here to present the annual budget for 2025/26 for Maldon District Council, alongside the Medium-Term Financial Strategy (MTFS) for 2025/26 – 2028/29. The annual budget and MTFS are the result of months of collaborative work between officers and Members.

Together, we have developed a financial strategy that supports the Council's strategic priorities, as outlined in the revised Corporate Plan.

The financial outlook for the Council is generally positive, largely due to the recently approved leisure contract, which will provide significant commercial income over the long term. This of course, will require good contract management and diligence throughout the contract term.

Additionally, over the past year, we have implemented numerous improvements across the Council, demonstrating our commitment to efficiency, savings, and technological advancements, which have further strengthened our financial position.

The local government landscape however is a completely different situation to last year. Local Government reorganisation and Devolution changes some of our priorities and our focus as members. We need to ensure that we leave the Maldon District in a good place and that we have plans in place to ensure that we are focused upon what we can do for the long-term benefit of the district.

I would also like to thank Mr Cookson for getting to grips with the finances so quickly and I know we all appreciate the excellent Finance team we have at Maldon. That alongside our new Chief Executive Mr Wilkinson and our Deputy Mr Dodson, who, working with their assistant directors and budget managers have ensured we produce a balanced budget. I know we really appreciate officers work and the members of the working groups for their diligence, commitment, and constructive challenges, ensuring the proposed budget is robust, sustainable, and reflects the needs of our community.

With the revised corporate plan, we now have the opportunity to set the service plans to the budget. This will enable us to deliver on a council that works for its residents, businesses and visitors.

I want to thank members of all political groups and the nonaligned, in the way we have worked constructively together to enable a council that is stable and focused. This has improved how we are seen locally, in Essex, regionally and nationally. We have presence on both regional and national working groups and organisations. We can be proud of what we have achieved.

Our commitment to delivering good quality services continues, with officers delivering for our residents. There is more we can do to improve how some of our services are delivered.

We have listened to our residents and as part of the budget, we are reintroducing green bags for food recycling. This will help residents, to work with us in delivering the highest recycling rates in Essex and to continue to be one of the best councils in the country for our waste services.

As part of our corporate plan, we have a focus to support our local businesses and towns. I would therefore ask members to support the recommendation, not to introduce car parking charges in Burnham.



Across the council by introducing new systems, software and processes we have improved our services and become more efficient. This has brought benefits to our residents and increased savings.

The introduction of the new leadership structure has fostered closer collaboration between Officers and Members. This will continue this year and work with both officers and members will take place to identify and establish, the best way for the organisation to be structured. This will enable further efficiency and also support the organisation through the LGR process.

We have initiated several projects to enhance community facilities and accessibility. These include upgrading play areas at Prom Park, improving the BMX track, and adding a new accessible play site at Riverside Park. A new pontoon has been installed in Burnham on Crouch, replacing the one destroyed by a storm. New skateparks are being developed in Maldon and Burnham on Crouch.

With limited resources and a team effort, the Council successfully delivered its £1 million UK Shared Prosperity Funding allocation, investing in projects across the district. We also awarded 19 Rural England Prosperity grants, totalling £396K, to businesses in our rural community.

The council continues to collaborate with Essex Police on community safety and, with PFCC funding, has increased speed enforcement at district hotspots. The Community Engagement Team is expanding services like community patrols and speed enforcement from April 2025.

Our partnership with the NHS has been fruitful, delivering health and well-being activities, prevention campaigns, and the One Maldon District Partnership work. Through this collaboration, we have provided £63K of Thriving Places funding to community groups across the district. We have supported five community-based projects to enhance their delivery and further support residents in areas of mental health, reducing social isolation and access to services.

We have also strengthened our relationship with the NHS and Mid and South Essex Integrated Care Board. The challenge of the health services still exists in the district and the Chief Executive and I have been part of the working group to ensure that services remain in the district. We are also working with the community group. We do seem to be working towards a long-term solution, and the provision of health services in the district is in a much better position than this time last year.

It has been a successful year for delivering Public Health, Sports England, Active Essex, and Active Maldon funding. The Beat the Street programme saw over 5,000 residents participate, walking an impressive 38,650 miles. We have invested in various sporting activities, including swimming sessions for children with SEND needs, new football and tennis equipment, and after-school activity clubs.

Our Supporting Local Business programme has also been successful, with fully subscribed business events and support. The Let's Do Business Group has achieved remarkable results, delivering much more for our businesses at a fraction of the previous cost.

As part of our new corporate plan, we will be developing a culture and heritage strategy, this will enable the council to support tourism, culture, and heritage, which plays a vital role in our local economy.

Looking ahead, we will continue to improve processes to enhance the customer experience and organisational efficiency. We will be data-driven, updating corporate reporting and

performance indicators to measure the delivery of the new Corporate Plan and maintaining robust corporate governance processes, to deliver value for money. We can really focus on our budget and service delivery plans, so that they are tied together.

We will continue with the IT strategy roadmap, reducing systems and costs, developing more cost-effective contracts, and delivering new technology improvements; including the use of AI. We will develop our Organisational Development and Workforce Strategy to ensure we are well-resourced, and that staff are suitably trained.

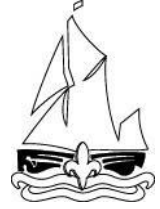
We will invest in our assets, updating and installing leisure equipment, and improving open spaces and parks. We will deliver an updated Local Development Plan and work with partners to attract inward investment.

The Chancellor's autumn budget confirmed another one-year allocation of UKSPF funding. We look forward to investing the £327K in more projects across the district. Members will see this evening that there is an opportunity to maximise this funding by using reserves to match fund the investment in our district. The intention is to ensure that we allocate funding to community projects across the district.

I am under no illusion as to the scale of the challenges we face; however I remain optimistic that by continuing with our collaborative working, and I am sure all members welcome the opportunity to continue with this, and that together with officers we will meet those challenges.

With the demands that we face, working with our external partners is crucial to the lives of residents and the success of organisations with the district. I am sure we can deliver the best possible outcomes for the district.

Members, the proposed budget and MTFS before you this evening provide a financial framework and strategic plan for us to deliver the priorities in our Corporate Plan. I believe we have the financial resources, workforce, leadership, and determination to achieve these goals. I look forward to you supporting the budget, and the medium-term financial strategy presented this evening.



**MINUTES of  
COUNCIL (EXTRAORDINARY)  
25 FEBRUARY 2025**

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**PRESENT**

Chairperson	Councillor K M H Lagan
Vice-Chairperson	Councillor R G Pratt
Councillors	M G Bassenger, S J Burwood, M F L Durham, CC, A Fittock, A S Fluker, L J Haywood, J C Hughes, K Jennings, S J N Morgan, C P Morley, M G Neall, R H Siddall, N D Spenceley, P L Spenceley, E L Stephens, J C Stilts, N J Swindle and M E Thompson

**566. CHAIRPERSON'S NOTICES**

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

**567. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors V J Bell, D O Bown, J Driver, W J Laybourn, U G C Siddall-Norman, W Stamp, S White and L L Wiffen.

**568. DECLARATION OF INTEREST**

Councillor M F L Durham declared that he was a cabinet member at Essex County Council and had on occasions been privy to information of a privileged nature. It noted that it would not prevent him from taking part and confirmed it was not a pecuniary interest.

**569. PUBLIC QUESTIONS**

None had been received.

**570. CHAIRPERSON'S ANNOUNCEMENTS**

The Chairperson advised that he would be suspending the need to stand in accordance with Part 4 Rule 8(3) of the Constitution.

The Chairperson referred to the sad passing of Councillor N G F Shaughnessy and the other recent tragic loss relating to Councillor M F L Durham. He advised that on behalf of the Council heartfelt wishes, condolences and sympathies were being sent to Councillor Shaughnessy's husband and family. The Chairperson spoke about Councillor Shaughnessy's commitment to the community and environment and how

she would leave an indelible mark on the Council and all who served with her. Those present then stood for a moments silence in memory of Councillor Shaughnessy.

#### **571. MINUTES OF MEETINGS OF THE COUNCIL**

The Council noted the list of Committees that had met before and since the last meeting of the Council, up until Monday 17 February 2025 for which Minutes had been published.

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

There were none.

#### **573. DEVOLUTION REPORT**

The Council considered the report of the Chief Executive providing a summary of the Government's English Devolution White Paper published on 16 December 2024 in respect of its proposals in this policy area and the Government's intentions for local government re-organisation; including the relevant timelines for the two separate but parallel strands of Government policy. The report also set out Essex County Council's (ECC) response to this paper to be a devolution priority area along with the Secretary of States decision in relation to Essex being accepted as a priority area and the deferral of elections scheduled for May 2025 and 2026.

The report provided detailed background information regarding devolution and Local Government Re-organisation (LGR). The default position for the Government was that Strategic Authorities should cover areas with a population of 1.5million or above and Appendix 1 to the report set out the powers of Strategic Authorities.

It was noted that 15 Councils in Essex had commissioned Grant Thornton to carry out a piece of work explore the costs, complexities and options for LGR within Essex and the results of this document were set out in the report and Appendix 2.

The Chief Executive took the Council through the different options, the indicative timeline and the recommendations set out in the report. He emphasised the importance of continuous updates and briefings as devolution and the LGR agenda progressed.

The Leader of the Council referred to meetings of the North Essex Leaders and Essex Leaders and provided the Council with details of the meetings that had taken place. It was noted that at these meetings ten authorities had voted in favour of the five unitary model, the details of which were set out in the report. Work was therefore taking place across all authorities regarding the principle of putting forward a model for five authorities. The Leader advised there was a need to move forward and supporting the model for five authorities would not preclude the Council from changing its view at a later point.

The Chairperson advised that he had called this extraordinary meeting as it was an important subject and for Members to receive an update, debate the conditions and review the recommendations. He then moved the recommendations as set out in the report and these was duly seconded.

During the debate that following a number of Members commented on the proposals, and there was some length discussions regarding the five unitary authority model.

Some Members felt that to agree in principle that this five unitaries option was the preferred model was premature. Reference was made further data due to be published within the next week which it was commented would show whether there was financial benefit to be gained from the different models.

Councillor M F L Durham updated the Council that Essex County Council had not expressed a precedence over the different models, but had decided to wait until further evidence (currently being collated) had been received. In response the Chief Executive acknowledged the point regarding the awaited evidence but highlighted the complexity of the process and the need to focus on one model (from the 16 that had been modelled) and explore the viability of that model. The report was seeking Members' support of the preferred model.

Following further discussion Councillor A S Fluker proposed that recommendation (v) be amended to read "*based on the information available* agrees in principle...".

After further debate the Chairperson moved recommendations (i) – (iv) and (vi). These were duly agreed. At the request of the Chairperson, Councillor Fluker repeated his earlier proposed amendment to recommendation (v). This was duly seconded and upon a vote being taken this was agreed.

**RESOLVED** that the Council:

- (i) receives the report for information;
- (ii) acknowledges that work will continue to ensure that Maldon District Council is in the best possible position as devolution progresses and/or local government re-organisation goes ahead;
- (iii) mandates that the Leader of the Council and Chief Executive seek to ensure that the voice of Maldon District (and north Essex more generally) is as strong as possible in any negotiations around devolution and local government re-organisation recognising its opportunities and challenges;
- (iv) recognises that Members and Officers will continue to deliver this Council's best value and other statutory duties for the benefit of its residents, businesses and communities every day that it exists;
- (v) based on the information available agrees in Principle that five Unitaries for Essex is the preferred model. Whilst acknowledging other councils reserve the right to advance different models;
- (vi) welcomes the intention to provide periodically, briefings to Members (and reports to this Council, as necessary) as the agenda around devolution and local government re-organisation develops locally.

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

Councillor P L Spenceley advised that she had been asked to raise a question to the Leader of the Council on behalf of Councillor U G C Siddall-Norman who was unable to attend the meeting. She referred to amendments to the Tobacco and Vapes Bill tabled by Caroline Dinanage MP (Member of Parliament) which were being backed by a cross party of MPs including Mary Glinden and Dr Danny Chambers. The amendments related to:

- the secretary of state conducting a review into the prevalence of the contaminated e-liquid from Vapes in England, Wales, Scotland and Northern Ireland
- To place a ban on the supply of plastic cigarette filters.

Councillor Spenceley advised that according to Councillor Siddall-Norman it had been found that on average 6,000 cigarette butts were put into landfill every day by all district councils in our country. It was a concern regarding what was going into landfill and with this in mind she asked the Leader if the Council could ask its MP Sir John Whittingdale to write a letter in support of this bill. In response the Leader of the Council advised that he would request Officers to write to both of the Council's MPs (Dame Priti Patel and Sir John Whittingdale) asking them to support the amendment to the bill to try and prevent this from happening in the future.

Councillor A S Fluker referred to work of the Car Park Task and Finish Working Group and the proposed policy change to introduce car parking charges in Burnham-on-Crouch. He commented that when the Working Group recommendations were brought forward to Committee Members of the Working Group had not supported the policy or the recommendations leaving the officer presenting the report in a difficult position. He asked the Leader of the Council if he agreed with him that, given the circumstances, the Members should apologise to the officer concerned and the Council for wasting resources. The Leader of the Council thanked Councillor Fluker for his question and provided some further information regarding the debate of this matter at the Committee meeting. If any officer was put in a difficult position he apologised on behalf of Members. He advised that in the future better awareness of the process of reporting from a Working Group to a Committee or the Council was required.

Councillor P L Spenceley referred to the Boundary Commission pausing its work and how this left Parish Councils, particularly her own Parish of Heybridge, in a terrible position. She gave an example of the North Heybridge Garden Suburb and how with the current boundaries 60% of this was in Great Totham who as a result would receive the related precept. Councillor Spenceley spoke of Heybridge West ward being the most deprived Ward in the Maldon District and how the Parish did not have the funds to serve its community. She referred to the need for the Parish Council to request a Community Governance review and asked the Leader if he would give assurance that Heybridge Parish Council would not be left when this Council potentially ceased to exist. She also asked the Leader to support her in her call for a Community Governance Review for the parish boundaries of Heybridge. In response, the Leader of the Council referred to the law in terms of Parish and boundary reviews and how every parish should have a parish review every 14 years. He gave an example of Little Totham and the work it had done to undertake a parish review. The Leader hoped that the Chief Executive and Lead Legal Specialist would expediate a parish review in terms of the boundaries between Heybridge and Great Totham. At this point the Leader advised that any Parishes that had not had a review in 14 years should request one.

Councillor Fluker commented that the Council had not consulted with the public over the Leisure Contract and that Members had chosen not to consult with the medical center or local businesses in respect of car parking charges at Burnham-on-Crouch. He asked the Leader of the Council if he would ensure that such consultations took place from now on. In response, the Leader explained that the difficulty with the Leisure Contract related to timing of the consultation when a private and confidential contract was being negotiated. In respect of the car parking at Burnham-on-Crouch it was difficult to determine at what point a consultation on such matters should take place. He commented that although it was not his role as Leader to create consultations, he was always open to communication from residents would support and raise things on their behalf.

Councillor K M H Lagan asked the Leader of the Council if he agreed with him that thanks and acknowledgement should be given for seeking the contribution of the public consultation with regards to the Promenade Park Management Plan. He referred to QR codes which had been put up around the Promenade Park asking people to 'have their say'. In response the Leader of the Council agreed with Councillor Lagan.

Councillor A S Fluker asked the Leader of the Council if he agreed that if a Vice-Chairperson of a programme Committee was unable to answer a question at a Council meeting and agreed to provide a written response that this should be done in a timely matter and in any event within five days. In response the Leader advised that some flexibility had to be given as there could at times be circumstances which might prevent this.

There being no other items of business the Chairperson closed the meeting at 8.30 pm.

K M H LAGAN  
CHAIRPERSON

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# MALDON DISTRICT COUNCIL

## *Financial Regulations and Financial Procedures*

*Updated January 2025*

## Changes log

Committee version	Change
C 2.1 changed to reflect audit committee responsibility as opposed to finance and corporate services.	June 2018
Throughout – Amend the references to Chief Executive and Assistant Directors titles in line with new structure.	October 2018
Appendix I reference to Deputy for Section 151 removed as this isn't a position.	January 2019
Amended wording relating to cheques as pre-signed cheques are now removed.	January 2019
Appendix G.9. Amended wording on BACS to reflect new BACS system of electronic signatures, and gave delegation of authorisations of BACS to Chief Finance Officer / S151 .	February 2019.
Combined B.1.3 and B.1.4 as no required distinctions.	February 2019
Updated to reflect new Committee Structure	October 2019
Further review and updating for presentation to Members to adopt as part of the Constitution	July 2020
Throughout – Replace references to Directors' titles with the Chief Executive, Deputy Chief Executive, Chief Finance Officer, and Assistant Director, as required, in line with the new leadership structure implemented in December 2024	January 2025

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# 1. Status of Financial Regulations

- 1.1. Financial regulations provide the framework for managing the Council's financial affairs. They apply to every member and officer of the Council and anyone acting on its behalf.
- 1.2. The regulations identify the financial responsibilities of the Council, the Committees, the Chief Executive, the Deputy Chief Executive, the Chief Financial Officer / Section 151 (S151) and the Assistant Directors. These officers must maintain a written record where decision making under the regulations has been delegated; [Delegated decisions made](#) and references in the regulations should be read as referring to them. Actions under the regulations may also be delegated, and again any such authorisations should be documented, however the responsibility to ensure that these actions are happening remains with the person specified in these regulations. (Appendix I)
- 1.3. All Council Members and staff have a general responsibility for taking reasonable action to provide for the security of the assets under their control, and for ensuring that the use of these resources is legal, properly authorised, provides value for money and achieves best value.
- 1.4. The Chief Financial Officer / S151 is responsible for maintaining a continuous review of the financial regulations and submitting any additions or changes necessary to the Council for approval. The Chief Financial Officer / S151 is also responsible for reporting, where appropriate, breaches of the financial regulations to the Strategy and Resources Committee. Any non-compliance with the Regulations must be reported to the Chief Financial Officer / S151. Anyone wishing to act outside the provisions of these regulations, in a specific instance, must seek the prior written approval of the Chief Financial Officer / S151 .
- 1.5. The Council's detailed financial procedures, setting out how the regulations will be implemented, are contained in the appendices to the financial regulations.
- 1.6. The Chief Financial Officer / S151 is responsible for ensuring that all staff are aware of the existence and content of the Council's financial regulations and other internal regulatory documents and that they comply with them.
- 1.7. The Chief Financial Officer / S151 is responsible for issuing advice and guidance to underpin the financial regulations that Members, Officers and others acting on behalf of the Council are required to follow. Notes and guidance may expand upon, but not contradict the Regulations. Any consultation required under these Regulations must allow sufficient time for a proper consideration of any issues.
- 1.8. All financial and accounting procedures must be carried out in accordance with the Regulations.

## **2. FINANCIAL REGULATIONS**

### **a) Financial Management**

#### **1. INTRODUCTION**

- 1.1 Financial management covers all financial accountabilities in relation to the running of the Council, including the policy framework and budget.

#### **2. THE COUNCIL**

- 2.1 The Council is responsible for adopting a Constitution and associated corporate governance arrangements (including Council and Committee Procedure Rules and Committee Terms of Reference), for approving the annual budget and the policy framework within which the Committees operate. It is also responsible for approving and monitoring compliance with the Council's overall framework of accountability and control. The framework is set out in its corporate governance arrangements. The Council is also responsible for monitoring compliance with the agreed policy and related Committee decisions.
- 2.2 The Council is responsible for approving procedures for recording and reporting decisions taken. This includes those key decisions delegated by and decisions taken by the Council and its Committees.

#### **3. THE COMMITTEES**

- 3.1 The Strategy and Resources Committee is responsible for proposing the annual budget to the Council, and for discharging its own functions in accordance with that budget and framework.
- 3.2 Once approved, the Strategy and Resources Committee is responsible for the administration of the budget for the services set out in its Terms of Reference.
- 3.3 Committee decisions can be delegated to an officer or a sub-committee.
- 3.4 The Committees are responsible for establishing protocols to ensure that decisions take account of legal and financial liabilities and risk management issues that may arise from the decision.
- 3.5 The Overview and Scrutiny Committee, has power to scrutinise decisions made, or action taken, in respect of any of the functions of the Council which have financial implications. It also has powers to make recommendations on future financial policy options and for reviewing the general financial policy and service delivery of the Council.
- 3.6 The Joint Standards Committee is established by the Council and is responsible for promoting and maintaining high standards of conduct amongst councillors. In particular, it is responsible for advising the Council on the adoption and revision of the Members' code of conduct, and for monitoring the operation of the code.

## 4. THE STATUTORY OFFICERS

4.1 The Council will appoint the Chief Executive, Deputy Chief Executive or a senior officer to the following statutory roles:

- Head of Paid Service – responsible for the co-ordination of the operational activity involved in delivering the Council’s services and functions, including the appointment and management of staff.
- Section 151 Officer or Chief Finance Officer – responsible for the proper administration of the Council’s financial affairs.
- Monitoring Officer – reports to the Council on cases of maladministration, the conduct of councillors and officers, and responsible for the review and updating of the Constitution (including the provision of advice and interpretation).

Further information on these roles is contained within the Council’s constitution although of particular relevance to these Regulations are the following statutory provisions:

### 4.2 Section 151 Officer (Chief Finance Officer)

4.2.1 The Officer appointed by the Appointments Board as the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the Council. This statutory responsibility cannot be overridden. The statutory duties arise from:

- a) Section 151 of the Local Government Act 1972;
- b) The Local Government Finance Act 1988;
- c) The Local Government and Housing Act 1989;
- d) The Accounts and Audit Regulations 2015;
- e) The Localism Act 2011.

4.2.2 The Section 151 Officer (Chief Finance Officer) is responsible for:

- a) the proper administration of the Council’s financial affairs;
- b) setting and monitoring compliance with financial management standards;
- c) advising on the corporate financial position and on the key financial controls necessary to secure sound financial management;
- d) providing financial information;
- e) preparing the [revenue budget](#) and [capital programme](#);

Operational responsibility for these matters is assigned to the Chief Finance Officer / S151.

4.2.3 Section 114 of the Local Government Finance Act 1988 requires the Chief Finance Officer (Section 151 Officer) to report to the Council, Committees and external auditor if the Council, Committees or one of its officers or members:

- a) has made, or is about to make, a decision which involves incurring unlawful expenditure;
- b) has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the Council;
- c) is about to make an unlawful entry in the Council’s accounts.

**Section 114 of the 1988 Act also requires:**

- d) the Chief Finance Officer to nominate a properly qualified member of staff to deputise should They be unable to perform the duties under section 114 personally;
- e) the Council to provide the Chief Finance Officer with sufficient staff, accommodation and other resources, including legal advice where this is necessary, to carry out the duties under section 114.

**5. CHIEF EXECUTIVE, DEPUTY CHIEF EXECUTIVE, ASSISTANT DIRECTORS**

- 5.1 The above officer's are responsible for ensuring that Committees are advised of the financial implications of all proposals and that the financial implications have been agreed by the Chief Finance Officer / S151;
- 5.2 They are responsible for signing contracts on behalf of the Council.
- 5.3 It is the responsibility of these officers and Committees to consult with the Chief Finance Officer / S151 and seek approval on any matter liable to affect the Council's finances, before any commitments are incurred.
- 5.4 The Chief Executive is responsible for keeping the Council's corporate governance arrangements up to date.

**6. OTHER FINANCIAL ACCOUNTABILITIES**

**6.1 Virement**

- 6.1.1 The Council is responsible for agreeing procedures for revenue and capital virements of expenditure or income between budget headings.
- 6.1.2 The Chief Executive, Deputy Chief Executive and Assistant Directors must consult the Chief Finance Officer / S151 on all virements, (see [Appendix F](#))

**6.2 Treatment of year-end balances**

- 6.2.1 The Chief Finance Officer / S151 is responsible for agreeing procedures for carrying forward under-spending on budget headings.

**6.3 Accounting policies**

- 6.3.1 The Chief Finance Officer / S151 is responsible for selecting accounting policies and ensuring that they are applied consistently.

**6.4 Accounting records and returns**

- 6.4.1 The Chief Finance Officer / S151 is responsible for determining the accounting procedures and records for the Council.



**6.5 The Annual Statement of Accounts**

- 6.5.1 The Chief Finance Officer / S151 is responsible for ensuring that the annual Statement of Accounts is prepared in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice for Local Authority Accounting in the United Kingdom and that the annual accounts are published by the deadline set out in the Accounts and Audit Regulations each year. The Performance, Governance & Audit Committee is responsible for approving the annual Statement of Accounts.

## **b) Financial Planning**

### **1. INTRODUCTION**

- 1.1 The Council is responsible for agreeing the Council's policy framework, in particular the Corporate Plan. It is also responsible for agreeing the budget, the main framework of which will be proposed by the Strategy and Resources Committee. In terms of financial planning, the key elements are:

- a) the revenue budget;
- b) the medium term financial strategy (MTFS);
- c) the capital programme.

### **2. POLICY FRAMEWORK**

- 2.1 The policy framework comprises a number of statutory plans and strategies, which are set out in the Councils corporate governance arrangements.
- 2.2 The Council is also responsible for approving procedures for agreeing variations to approved budgets, plans and strategies forming the policy framework and for determining the circumstances in which a decision will be deemed to be contrary to the budget or policy framework. The S151 Officer and/or Monitoring Officer, as appropriate, should refer decisions to the Council.
- 2.3 The Committees are responsible for taking in-year decisions on resources and priorities in order to deliver the budget policy framework within the financial limits set by the Council.

#### **2.4 Preparation of the Corporate Plan**

- 2.4.1 The Chief Executive or Assistant Director of Strategy, Partnerships and Communication is responsible for proposing the Corporate Plan to the Council for approval.

### **3. BUDGETING**

#### **3.1 Budget format**

- 3.1.1 The general format of the budget will be approved by the Strategy and Resources Committee and the Council on the advice of the Chief Finance Officer / S151. The draft budget should include current approvals updated for inflation and volume changes, proposals for growth and savings, together with the proposed taxation level.

#### **3.2 Budget preparation**

- 3.2.1 The Chief Finance Officer / S151 is responsible for ensuring that a revenue budget is prepared on an annual basis and a MTFS at least on a three-yearly basis for consideration by the Strategy and Resources Committee, before submission to the Council. The Council may amend the budget before approving it.

#### **3.3 Budget monitoring and control**

- 3.3.1 The Chief Finance Officer / S151 is responsible for providing appropriate financial information to enable budgets to be monitored effectively. They must monitor and control expenditure against budget allocations and report to the Strategy and Resources Committee on the overall position on a quarterly basis.

- 3.3.2 It is the responsibility of Assistant Directors to control income and expenditure within their areas and to monitor performance, taking account of financial information provided by the Chief Finance Officer / S151. They should also take any action necessary to avoid exceeding their budget allocation and alert the Chief Finance Officer / S151 to any problems.

**3.4 Resource allocation**

- 3.4.1 The Chief Finance Officer / S151 is responsible for developing and maintaining a resource allocation process that ensures due consideration of the Council's strategic and financial planning process.

**3.5 Preparation of the Capital Strategy**

- 3.5.1 The Chief Finance Officer / S151 is responsible for ensuring that the Capital Strategy and Capital Programme are prepared on an annual basis for consideration by the Strategy and Resources Committee before submission to the Council.

**3.6 Guidelines**

- 3.6.1 Guidelines on budget policies are issued by the Chief Finance Officer / S151 following approval of the Strategy and Resources Committee. The guidelines will take account of:
- a) legal requirements;
  - b) medium-term financial strategy;
  - c) the Corporate Plan;
  - d) available resources;
  - e) spending pressures;
  - f) other relevant guidelines issued by government or external audit;
  - g) other internal policy documents;
  - h) cross-cutting issues (where relevant);
  - i) external partnerships.

**4. MAINTENANCE OF RESERVES**

- 4.1 It is the responsibility of the Chief Finance Officer / S151 to advise the Strategy and Resources Committee on prudent levels of reserves for the Council.

## **c) Risk Management and Control of Resources**

### **1. INTRODUCTION**

- 1.1 It is essential that robust, integrated systems are developed and maintained for identifying and evaluating all significant operational risks to the Council. This should include the proactive participation of all those associated with planning and delivering services.

### **2. RISK MANAGEMENT**

- 2.1 The Performance, Governance and Audit Committee is responsible for approving the Council's Risk Management Policy and for reviewing the effectiveness of risk management.
- 2.2 The Assistant Director of Programmes, Performance and Governance is responsible for preparing the Council's Risk Management Policy and for promoting it throughout the Council and is responsible for advising the Committees on proper insurance cover where appropriate.

### **3. INTERNAL CONTROL**

- 3.1 Internal control refers to the systems of control devised by management to help ensure the Council's objectives are achieved in a manner that promotes economical, efficient, and effective use of resources and that the Council's assets and interests are safeguarded.
- 3.2 The Assistant Directors are responsible for advising on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. They should ensure that public funds are properly safeguarded and used economically, efficiently, effectively and in accordance with the statutory and other authorities that govern their use.
- 3.3 It is the responsibility of Assistant Directors to establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their financial performance targets.

### **4. AUDIT REQUIREMENTS**

- 4.1 The Accounts and Audit Regulations require every local Council to maintain an adequate and effective internal audit.
- 4.2 The Secretary of State for Communities and Local Government, via the Local Government Association has delegated the appointment of external auditors to each local authority to a body called Public Sector Audit Appointments Ltd (PSAA). The basic duties of the external auditor are governed by section 15 of the Local Government Finance Act 1982, as amended by the Local Audit and Accountability Act 2014.
- 4.3 The Council may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Revenues and Customs, which have statutory rights of access.

### **5. PREVENTING FRAUD AND CORRUPTION**

- 5.1 The Chief Finance Officer / S151, is responsible for the development and maintenance of an Anti-Fraud and Anti-Corruption Policy.

**6. ASSETS**

- 6.1 Assistant Directors should ensure that records of the Council's assets in excess of the limit set out in section 1.7 of **Appendix F** are properly maintained and securely held. They should also ensure that contingency plans for the security of assets and continuity of service in the event of disaster or system failure are in place. The Chief Finance Officer / S151 should ensure that all assets above the specified value are properly recorded in the asset register.

**7. TREASURY MANAGEMENT**

- 7.1 The Council has adopted CIPFA's Code of Practice for Treasury Management in Local Authorities.
- 7.2 The Strategy and Resources Committee is responsible for approving the treasury management policy and Treasury Management Practices (TMP's) setting out the matters detailed in CIPFA's Code of Practice for Treasury Management in Local Authorities. The Chief Finance Officer / S151 has delegated responsibility for implementing and monitoring the TMP's.
- 7.3 All money in the hands of the Council is controlled by the officer designated for the purposes of section 151 of the Local Government Act 1972, referred to in the Code as the Chief Finance Officer / S151.
- 7.4 Subject to the Council setting the overall borrowing limits in accordance with the Prudential Code, the day-to-day decisions on borrowing, investment or financing shall be delegated to the Chief Finance Officer / S151, who is required to act in accordance with CIPFA's Code of Practice for Treasury Management in Local Authorities.

**8. STAFFING**

- 8.1 The Head of Paid Service is responsible for providing overall management to staff. Assistant Directors will be responsible for ensuring that there is proper use of evaluation or other agreed systems for determining the remuneration of a job.
- 8.2 Assistant Directors, in consultation with the Chief Finance Officer / S151, are responsible for controlling total staff numbers by:
- a) advising the Council on the budget necessary in any given year to cover estimated staffing levels;
  - b) adjusting the staffing to a level that can be funded within approved budget provision, varying the provision as necessary within that constraint in order to meet changing operational needs;
  - c) the proper use of appointment procedures.

**d) Systems and Procedures**

**1. INTRODUCTION**

- 1.1 Sound systems and procedures are essential to an effective framework of accountability and control.

**2. GENERAL**

- 2.1 The Chief Finance Officer / S151 is responsible for the operation of the Council's accounting systems, the form of accounts and the supporting financial records. The Chief Finance Officer / S151 must determine any changes proposed by Chief Executive, Deputy Chief Executive or Assistant Directors to the existing financial systems or the establishment of new systems. However, Assistant Directors are responsible for the proper operation of financial processes in their own services.
- 2.2 Any changes to agreed procedures by Assistant Directors to meet their own specific service needs should be agreed with the Chief Finance Officer / S151.
- 2.3 The Chief Finance Officer / S151 should ensure that all staff receive relevant financial training.
- 2.4 Assistant Directors must ensure that, where appropriate, computer and other systems are registered in accordance with Data Protection legislation. Assistant Directors must ensure that staff are aware of their responsibilities under freedom of information legislation.

**3. INCOME AND EXPENDITURE**

- 3.1 It is the responsibility of Assistant Directors to ensure that a proper scheme of internal authorisation has been established within their area and that it is operating effectively. The scheme of delegation, or a system of internal recording, should identify in writing staff authorised to act on the Assistant Directors' behalf, or on behalf of the Council, in respect of payments, income collection and placing orders, together with the limits of their authority. The Strategy and Resources Committee is responsible for approving procedures for writing off debts as part of the overall control framework of accountability and control.

**4. PAYMENTS TO EMPLOYEES AND MEMBERS**

- 4.1 The Chief Finance Officer / S151 is responsible for all payments of salaries and allowances to all staff, including payments for overtime, and for payment of allowances to Members.

**5. TAXATION**

- 5.1 The Chief Finance Officer / S151 is responsible for advising Assistant Directors, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the Council.
- 5.2 The Chief Finance Officer / S151 is responsible for maintaining the Council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

**6. TRADING ACCOUNTS**

- 6.1 It is the responsibility of the Chief Finance Officer / S151 to advise on the establishment and operation of trading accounts.

**e) External Arrangement**

**1. INTRODUCTION**

- 1.1 The Council provides a distinctive leadership role for the community and brings together the contributions of the various stakeholders. It must also act to achieve the promotion or improvement of the economic, social, and environmental well-being of its area.

**2. PARTNERSHIPS**

- 2.1 Committees are responsible for approving frameworks for partnerships. The Committees are the focus for forming partnerships with other local public, private, voluntary and community sector organisations to address local needs.
- 2.2 While Committees can seek to delegate functions, including those relating to partnerships, to officers, any proposals to alter the Committee Terms of Reference and the Scheme of Delegation must be considered by the Performance, Governance and Audit Committee under the Council's corporate governance arrangements.
- 2.3 The Chief Finance Officer / S151 is responsible for promoting and maintaining the same high standards of conduct with regard to financial administration in partnerships that apply throughout the Council.
- 2.4 The Chief Finance Officer / S151, in consultation with the Council's Monitoring Officer, must ensure that the accounting arrangements to be adopted relating to partnerships and joint ventures are robust and comply with best practices. They must also consider the overall corporate governance arrangements and in consultation with the monitoring officer, legal issues when arranging contracts with external bodies. They must ensure that the risks have been fully appraised before agreements are entered into with external bodies.
- 2.5 Committees are responsible for ensuring that appropriate approvals are obtained before any negotiations are concluded in relation to work with external bodies.

**3. EXTERNAL FUNDING**

- 3.1 The Chief Finance Officer / S151 is responsible for ensuring that all funding notified by external bodies is received and properly recorded in the Council's accounts.

## **A. FINANCIAL MANAGEMENT PROCEDURES**

### **A.1. FINANCIAL MANAGEMENT STANDARDS**

#### **1.1 Why is this important?**

- 1.1.1 All staff and Members have a duty to abide by the highest standards of probity in dealing with financial issues. This is facilitated by ensuring everyone is clear about the standards to which they are working and the controls that are in place to ensure that these standards are met.

#### **A.1.2 Key controls**

- 1.2.1 The key controls and control objectives for financial management standards are
- (a) their promotion throughout the Council;
  - (b) a monitoring system to review compliance with financial standards, and regular comparisons of performance indicators and benchmark standards that are reported to the Performance, Governance and Audit Committee.

#### **A.1.3 Responsibilities of the Section 151 Officer**

- 1.3.1 To ensure the proper administration of the financial affairs of the Council.
- 1.3.2 To set the financial management standards and to monitor compliance with them.
- 1.3.3 To ensure proper professional practices are adhered to and to act as head of profession in relation to the standards, performance and development of finance staff throughout the Council.
- 1.3.4 To advise on the key strategic controls necessary to secure sound financial management.
- 1.3.5 To ensure that financial information is available to enable accurate and timely monitoring and reporting of comparisons of national and local financial performance indicators.

#### **A.1.4 Responsibilities of Assistant Directors**

- 1.4.1 To promote the financial management standards set by the Section 151 Officer in their service and to monitor adherence to the standards and practices.
- 1.4.2 To promote sound financial practices in relation to the standards, performance, and development of staff in their departments.

### **A.2. MANAGING EXPENDITURE**

#### **2.1 Scheme of Virement**

##### **2.1.1 Why is this important?**

- 2.1.1.1 The scheme of virement is intended to enable the Strategy and Resources Committee, Assistant Directors and their staff to manage budgets with a degree of flexibility within the overall policy framework determined by the Council, and therefore to optimise the use of resources.



**A.2.2 Key controls**

2.2.1 Key controls for the scheme of virement are:

- (a) it is administered by the Chief Finance Officer / S151 within guidelines set by the Council. Any variation from this scheme requires the approval of the Council;
- (b) the overall budget is proposed by the Strategy and Resources Committee and approved by the Council. Assistant Directors and budget holders are therefore authorised to incur expenditure in accordance with the estimates that make up the budget. The rules below cover virement (i.e. switching resources between approved budget headings of expenditure or income). For the purposes of this scheme, a budget heading is considered to be a line in the Budget Summary of the Budget Book;
- (c) virement does not create additional overall budget liability. Assistant Directors are expected to exercise their discretion in managing their budgets responsibly and prudently. For example, they should aim to avoid supporting recurring expenditure from one-off sources of savings or additional income, or creating future commitments, including full-year effects of decisions made part way through a year, for which they have not identified future resources. Assistant Directors must plan to fund such commitments from within their own budgets.

**A.2.3 Responsibilities of the Chief Finance Officer / S151**

- 2.3.1 To prepare jointly with the Assistant Directors, a report to the Strategy and Resources Committee where revenue and capital virements, between different directorates, in excess of specified financial limits, are proposed (see **Appendix F**).

**A.2.4 Responsibilities of Assistant Directors**

- 2.4.1 The Chief Executive and Deputy Chief Executive, in consultation with the Chief Finance Officer / S151 may exercise virement within the same directorate under his/her control for any amount. Virements between different directorates must be reported to the Strategy and Resources Committee. The authorisation limits are set out in **Appendix F**.
- 2.4.2 Amounts that require the approval of the Strategy and Resources Committee must specify the proposed expenditure and the source of funding and must explain the implications in the current and future financial years.
- 2.4.3 Virement that is likely to impact on the level of service activity of another Assistant Director should be implemented only after agreement with the relevant Assistant Director.
- 2.4.4 Where an approved budget is a lump-sum budget or contingency intended for allocation during the year, its allocation will not be treated as a virement, provided that:
- a) the amount is used in accordance with the purposes for which it has been established.
  - b) the Strategy and Resources will approve the basis and the terms, including financial limits, on which it will be allocated. Individual allocations more than the financial limits should be reported to that Committee.
- 2.4.5 Virements are not permitted in relation to asset charges or other budget headings which are outside the control of the Assistant Directors or where a proposal would adversely affect long term revenue commitments.

**A.3. ACCOUNTING POLICIES**

**A.3.1 Why is this important?**

- 3.1.1 The Chief Finance Officer / S151 is responsible for the preparation of the Council's Statement of Accounts, in accordance with proper practices as set out in the format required by the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom for each financial year ending 31 March.

**A.3.2 Key controls**

- 3.2.1 The key controls for accounting policies are:
- a) systems of internal control are in place which ensure that financial transactions are lawful.
  - b) suitable accounting policies are selected and applied consistently.
  - c) proper accounting records are maintained.
  - d) financial statements are prepared which present fairly the financial position of the Council and its expenditure and income.

**A.3.3 Responsibilities of the Chief Finance Officer / S151**

- 3.3.1 To select suitable accounting policies and to ensure that they are applied consistently. The accounting policies are set out in the Statement of Accounts, which is prepared at 31 March each year, and covers such items as:
- a) income and expenditure.
  - b) fixed assets.
  - c) treatment of leasing.
  - d) depreciation.
  - e) charges to revenue.
  - f) capital receipts.
  - g) debtors and creditors.
  - h) support services.
  - i) pensions.
  - j) government grants.
  - k) investments.
  - l) reserves.
  - m) stocks

**A.3.4 Responsibilities of Chief Executive, Deputy Chief Executive and Assistant Directors**

- 3.4.1 To adhere to the accounting policies and guidelines approved by the Chief Finance Officer / S151.

**A.4. ACCOUNTING RECORDS AND RETURNS**

**A.4.1 Why is this important?**

- 4.1.1 Maintaining proper accounting records is one of the ways in which the Council discharges its responsibility for stewardship of public resources. The Council has a statutory responsibility to prepare its annual accounts to present fairly its operations during the year. These are subject to external audit. This audit provides assurance that the accounts are prepared properly, that proper accounting practices have been followed and that quality arrangements have been made for securing economy, efficiency, and effectiveness in the use of the Council's resources.

**A.4.2 Key controls**

4.2.1 The key controls for accounting records and returns are:

- a) all Committees, finance staff and budget managers operate within the required accounting standards and timetables;
- b) all the Council's transactions, material commitments and contracts and other essential accounting information are recorded completely, accurately and on a timely basis;
- c) procedures are in place to enable accounting records to be reconstituted in the event of systems failure;
- d) reconciliation procedures are carried out to ensure transactions are correctly recorded;
- e) prime documents are retained in accordance with legislative and other requirements.

**A.4.3 Responsibilities of the Chief Finance Officer / S151**

4.3.1 To determine the accounting procedures and records for the Council. Where these are maintained outside his/her department, the Chief Finance Officer / S151 should consult with the Chief Executive or Deputy Chief Executive.

4.3.2 To arrange for the compilation of all accounts and accounting records under his/her direction.

4.3.3 To comply with the following principles when allocating accounting duties:

- a) separating the duties of providing information about sums due to or from the Council and calculating, checking and recording these sums from the duty of collecting or disbursing them;
- b) employees with the duty of examining or checking the accounts of cash transactions must not themselves be engaged in these transactions.

4.3.4 To make proper arrangements for the audit of the Council's accounts in accordance with the Accounts and Audit Regulations 2015.

4.3.5 To ensure that all claims for funds including grants are made by the due date.

4.3.6 To prepare and publish the audited accounts of the Council for each financial year, in accordance with the statutory timetable and with the requirement for the Audit Committee to approve the Statement of Accounts.

4.3.7 To administer arrangements for under-spending to be carried forward to the following financial year.

4.3.8 To ensure the proper retention of financial documents in accordance with the requirements set out in the Council's document retention guidelines.

**A.4.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

4.4.1 To consult and obtain the agreement of the Chief Finance Officer / S151 before making any changes to accounting records and procedures.

4.4.2 To maintain adequate records to provide a management trail leading from the source of income/expenditure through to the accounting statements.

4.4.3 To supply information required to enable the Statement of Accounts to be completed in accordance with guidelines issued by the Chief Finance Officer / S151.

**A.5. THE ANNUAL STATEMENT OF ACCOUNTS**

**A.5.1 Why is this important?**

- 5.1.1 The Council has a statutory responsibility to prepare its own accounts to present fairly its operations during the year. The Performance, Governance and Audit Committee is responsible for approving the statutory annual Statement of Accounts.

**A.5.2 Key controls**

- 5.2.1 The key controls for the annual Statement of Accounts are:

- a) the Council is required to make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of these affairs. In this Council, that officer is the Officer appointed by the Appointments Board as Section 151 Officer;
- b) the Council's Statement of Accounts must be prepared in accordance with proper practices as set out in the latest CIPFA Code of Practice on Local Authority Accounting in the United Kingdom.

**A.5.3 Responsibilities of the Chief Finance Officer / S151**

- 5.3.1 To sign and date the Statement of Accounts, stating that it presents a true and fair view of the financial position of the Council at the accounting date and its income and expenditure for the year ended 31 March.
- 5.3.2 To select suitable accounting policies and to apply them consistently.
- 5.3.3 To make judgements and estimates that are reasonable and prudent.
- 5.3.4 To comply with the latest accounting Code of Practice.
- 5.3.5 To draw up the timetable for final accounts preparation and to advise staff and external auditors accordingly.

**A.5.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 5.4.1 To comply with accounting guidance provided by the Chief Finance Officer / S151 and to supply him/her with information when required.

## **B. FINANCIAL PLANNING**

### **B.1. PERFORMANCE PLANS**

#### **B.1.1 Why is this important?**

- 1.1.1 The purpose of performance plans is to explain overall priorities and objectives, current performance, and proposals for further improvement.

#### **B.1.2 Key controls**

- 1.2.1 The key controls for performance plans are:
- (a) to meet the timetables set;
  - (b) to ensure that all performance information is accurate, complete and up to date;
  - (c) to provide improvement targets which are meaningful, realistic and challenging.

#### **B.1.3 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 1.3.1 To contribute to the development of performance plans in line with statutory requirements.
- 1.3.2 To contribute to the development of corporate and service targets and objectives and performance information.
- 1.3.3 To ensure that systems are in place to measure activity and collect accurate information for use as performance indicators.
- 1.3.4 To ensure that performance information is collected and monitored sufficiently frequently to allow corrective action to be taken if targets are not likely to be met.

### **B.2. BUDGETING**

#### **B.2.1 Format of the budget**

##### **2.1.1 Why is this important?**

- 2.1.1.1 The structure of the budget determines the level of detail to which financial control and management will be exercised. The structure shapes how the rules around virement operate, the operation of financial limits and sets the level at which funds may be reallocated within budgets.

#### **B.2.2 Key controls**

- 2.2.1 The key controls for the budget structure are:
- a) the structure complies with all legal requirements.
  - b) the structure reflects the accountabilities of service delivery.

#### **B.2.3 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.3.1 To comply with accounting guidance provided by the Chief Finance Officer / S151.

**B.2.4 Revenue budget preparation, monitoring and control**

**2.4.1 Why is this important?**

- 2.4.1.1 Budget management ensures that once the budget has been approved by the Council, resources allocated are used for their intended purposes and are properly accounted for. Budgetary control is a continuous process, enabling the Council to review and adjust its budget targets during the financial year. It also provides the mechanism that calls to account, managers responsible for defined elements of the budget.
- 2.4.1.2 By continuously identifying and explaining variances against budgetary targets, the Council can identify changes in trends and resource requirements at the earliest opportunity. The Council itself operates within an annual financial limit, approved when setting the overall budget. To ensure that the Council in total does not overspend, each service is required to manage its own expenditure within the budget allocated to it.
- 2.4.1.3 For the purposes of budgetary control by managers, a budget will normally be the planned income and expenditure for a service or policy area. However, budgetary control may take place at a more detailed level if this is required by the Assistant Directors scheme of delegation or by the Council.

**B.2.5 Key controls**

- 2.5.1 The key controls for managing and controlling the revenue budget are:
- a) budget managers should be responsible only for income and expenditure that they can influence;
  - b) there is only one nominated budget manager for each budget area;
  - c) budget managers accept accountability for their budgets and the level of service to be delivered and understand their financial responsibilities;
  - d) budget managers follow an approved certification process for all expenditure;
  - e) income and expenditure are properly recorded and accounted for;
  - f) performance levels/levels of service are monitored in conjunction with the budget and necessary action is taken to align service outputs and budget;
  - g) Managers should supervise the financial management of those reporting to them.

**B.2.6 Responsibilities of the Chief Finance Officer / S151**

- 2.6.1 To establish an appropriate framework of budgetary management and control that ensures that:
- a) budget management is exercised within annual financial limits unless the Council agrees otherwise;
  - b) each Manager has available timely information on receipts and payments on each budget which is sufficiently detailed to enable managers to fulfil their budgetary responsibilities;
  - c) all officers responsible for committing expenditure comply with relevant guidance, and the financial regulations;
  - d) each directly controllable cost centre has a single named responsible officer of either the Chief Executive, Deputy Chief Executive or Assistant Director as agreed with the Chief Finance Officer / S151. As a general principle, budget responsibility should be aligned as closely as possible to the decision-making process that commits expenditure;
  - e) significant variances from approved budgets are investigated and reported by budget managers regularly.

- 2.6.2 To administer the Council's scheme of virement.
- 2.6.3 To submit reports to the Strategy and Resources Committee and to the Council, in consultation with the Chief Executive, Deputy Chief Executive or relevant Assistant Director, where they are unable to balance expenditure and resources within existing approved budgets under their control.
- 2.6.4 To prepare and submit reports on the Council's projected income and expenditure compared with the budget on a quarterly basis.

- 2.6.5 To approve fees and charges where the budgeted income is less than or equal to £2,000.

**B.2.7 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.7.1 To maintain budgetary control within their services, in adherence to the principles in 2.6.1, and to ensure that all income and expenditure is properly recorded and accounted for.
- 2.7.2 To ensure that an accountable budget manager is identified for each controllable item of income and expenditure. As a general principle, budget responsibility should be aligned as closely as possible to the decision-making that commits expenditure.
- 2.7.3 To ensure that spending remains within the service's overall financial limit, and that individual budget headings are not overspent, by monitoring the budget and taking appropriate corrective action where significant variations from the approved budget are forecast.
- 2.7.4 To ensure that a monitoring process is in place to review performance levels/levels of service in conjunction with the budget and that it is operating effectively.
- 2.7.5 To ensure prior approval by the Council or the Strategy and Resources Committee for new proposals, of whatever amount, that:
  - a) create financial commitments in the current or future years;
  - b) change existing policies, initiate new policies or cease existing policies;
  - c) materially extend or reduce the Council's services.
- 2.7.6 To ensure compliance with the scheme of virement.
- 2.7.7 To agree with the Chief Executive or Deputy Chief Executive where it appears that a budget proposal, including a virement proposal, may impact materially on another service area or another Assistant Director's level of service activity.

**B.2.8 Budgets and the Medium-Term Financial Strategy (MTFS)**

**2.8.1 Why is this important?**

- 2.8.1.1 The Council is a complex organisation responsible for delivering a wide variety of services. It needs to plan effectively and to develop systems to enable scarce resources to be allocated in accordance with carefully weighed priorities. The budget is the financial expression of the Council's plans and policies.
- 2.8.1.2 A report on new proposals should explain the full financial implications, following consultation with the Chief Finance Officer / S151. Unless the Council or the Strategy and Resources Committee has agreed otherwise, the Chief Executive, Deputy Chief Executive and Assistant Directors must plan to contain the financial implications of such proposals within the relevant financial limit.

- 2.8.1.3 The revenue budget must be constructed so as to ensure that resource allocation properly reflects the business plans and priorities of the Council. Budgets (spending plans) are needed so that the Council can plan, authorise, monitor and control the way money is allocated and spent. It is illegal for a Council to budget for a deficit.
- 2.8.1.4 The annual strategic and financial planning process involves a cycle in which the Chief Executive, Deputy Chief Executive and Assistant Directors develop their own plans for submission to the relevant Committee. As each year passes, another future year will be added to the MTFS. This ensures that the Council is always preparing for events in advance.

### **B.2.9 Key controls**

- 2.9.1 The key controls for budgets and the MTFS are:
- a) specific budget approval for all expenditure;
  - b) budget managers are consulted in the preparation of the budgets for which they will be held responsible and accept accountability within delegations set by the Council for their budgets and the level of service to be delivered;
  - c) a monitoring process is in place to review regularly the effectiveness and operation of budget preparation and to ensure that any corrective action is taken.

### **B.2.10 Responsibilities of the Chief Finance Officer / S151**

- 2.10.1 To prepare and submit reports on budget prospects to the Strategy and Resources Committee including resource constraints set by the Government. Reports should take account of medium-term prospects, where appropriate.
- 2.10.2 To determine the detailed form of revenue estimates and the methods for their preparation.
- 2.10.3 To advise on the medium-term implications of spending decisions.
- 2.10.4 To encourage the best use of resources and value for money by working with the Chief Executive, Deputy Chief Executive and Assistant Directors to identify opportunities to improve economy, efficiency and effectiveness, and by encouraging good practice in conducting financial appraisals of development or savings options, and in developing financial aspects of service planning.
- 2.10.5 To advise the Council on proposals in accordance with his/her responsibilities under section 151 of the Local Government Act 1972.

### **B.2.11 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.11.1 To prepare estimates of income and expenditure, in consultation with the Chief Finance Officer / S151.
- 2.11.2 To prepare budgets that are consistent with any relevant financial limits, with the Council's annual budget cycle and with guidelines issued by the Chief Finance Officer / S151.
- 2.11.3 To integrate financial and budget plans into business planning, so that budget plans can be supported by financial and non-financial performance measures.
- 2.11.4 In consultation with the Chief Finance Officer / S151 and in accordance with the laid-down guidance and timetable, to prepare detailed draft revenue and capital budgets for consideration by the Strategy and Resources Committee.



- 2.11.5 When drawing up draft budget requirements, to have regard to:
- a) spending patterns and pressures revealed through the budget monitoring process;
  - b) legal requirements;
  - c) requirements as defined by the Council in the Strategic and Financial Policy Process;
  - d) initiatives already under way and any new service requirements that are likely to require funding within the financial year in question.

**B.2.12 Resource allocation**

**2.12.1 Why is this important?**

- 2.12.1.1 A mismatch often exists between available resources and required resources. A common scenario is that available resources are not adequate to fulfil need/desire. It is therefore imperative that needs/desires are carefully prioritised, taking account of the Council's legal responsibilities and that resources are allocated to meet the urgent priorities. Resources may include staff, money, equipment, goods and materials.

**B.2.13 Key controls**

- 2.13.1 The key controls for resource allocation are:
- a) resources are acquired in accordance with the law and allocated using an approved authorisation process;
  - b) resources are used only for the purpose intended, to achieve the approved policies and objectives, and are properly accounted for;
  - c) resources are securely held for use when required;
  - d) resources are used in the most efficient manner.

**B.2.14 Responsibilities of the Chief Finance Officer / S151**

- 2.14.1 To coordinate the Strategic and Financial Planning process to ensure that resources are devoted to the Council's stated priorities.
- 2.14.2 To advise on methods available for the funding of expenditure plans.

**B.2.15 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.15.1 To deliver the Council's key objectives within budget limits and to utilise resources allocated, and further allocate resources, in the most efficient, effective and economic way.
- 2.15.2 To identify opportunities to minimise or eliminate resource requirements or consumption without having a detrimental effect on service delivery.

**B.2.16 Capital programmes**

**2.16.1 Why is this important?**

- 2.16.1.1 Capital expenditure involves acquiring or enhancing fixed assets with a long-term value to the Council, such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way services are delivered in the long term and create financial commitments for the future in the form of financing costs and revenue running costs.

- 2.16.1.2 The Government controls the financing capacity of the Council through the CIPFA Prudential Code. This means that capital expenditure should be integrated into the Council's Treasury Management Strategy and should be carefully prioritised in order to maximise the benefit of scarce resources.

**B.2.17 Key controls**

- 2.17.1 The key controls for capital programmes are:
- a) the development and implementation of asset management plans;
  - b) specific approval by the Council for the programme of capital expenditure;
  - c) a scheme and estimate, including project plan, progress targets and associated revenue expenditure is prepared for each capital project, for approval by the Strategy and Resources Committee;
  - d) proposals for improvements and alterations to buildings must be approved by the Chief Executive or Deputy Chief Executive;
  - e) accountability for each capital project is accepted by a named manager;
  - f) monitoring of progress in conjunction with expenditure and comparison with approved budget;
  - g) capital spending plans are to be in line with the approved Capital Strategy.

**B.2.18 Responsibilities of the Chief Finance Officer / S151**

- 2.18.1 To prepare the capital programme and estimates jointly with Assistant Directors and to report them to the Strategy and Resources Committee for approval. The Committee will make recommendations on the capital programme and on any associated financing requirements to the Council.
- 2.18.2 To prepare and submit reports jointly with the officers defined as accountable for capital projects to the Strategy and Resources Committee on the progress of the capital programme compared with the approved estimates.
- 2.18.3 Having regard to regulations determine the definition of 'capital'.

**B.2.19 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.19.1 To comply with guidance concerning capital schemes and controls issued by the Chief Finance Officer / S151 .
- 2.19.2 To prepare and submit quarterly reports jointly with the Chief Finance Officer / S151 to the Strategy and Resources Committee on the progress of the capital programme compared with the approved estimates.
- 2.19.3 To prepare regular reports reviewing the capital programme provisions for their services. In consultation with the Chief Finance Officer / S151, to obtain authorisation from the Strategy and Resources Committee and/or the Council for individual schemes where the estimated expenditure exceeds the capital programme provision by more than a specified amount (see **Appendix F**).
- 2.19.4 To ensure that all capital proposals have undergone a project appraisal in accordance with guidance issued by the Chief Finance Officer / S151.
- 2.19.5 To ensure that adequate records are maintained for all capital contracts.

- 2.19.6 To proceed with projects only when there is adequate provision in the capital programme.
- 2.19.7 To prepare and submit reports, jointly with the Chief Finance Officer / S151, to the Strategy and Resources Committee, of any increase in contract costs in excess of the approved scheme and estimate, unless the excess can be met by virement from elsewhere within the capital programme. The authorisation limits for capital virements are set out in **Appendix F**.
- 2.19.8 To prepare and submit reports, jointly with the Chief Finance Officer / S151, to the Strategy and Resources Committee, where it appears that the final cost of a revenue or capital contract will exceed the approved contract sum by more than a specified financial limit (see **Appendix F**).
- 2.19.9 No leasing arrangements as defined by the Chief Finance Officer / S151 shall be entered into without prior approval.

### **B.3. MAINTENANCE OF RESERVES**

#### **B.3.1 Why is this important?**

- 3.1.1 The Council must decide the level of general reserves it wishes to maintain before it can decide the level of council tax. Reserves are maintained as a matter of prudence. They enable the Council to provide for unexpected events and thereby protect it from overspending, should such events occur. Reserves for specific purposes may also be maintained, such as the purchase or renewal of capital items.

#### **B.3.2 Key controls**

- 3.2.1 To maintain reserves in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom and agreed accounting policies.
- 3.2.2 For each reserve established, the purpose, usage and basis of transactions should be clearly identified and approved by the Strategy and Resources Committee.

#### **B.3.3 Responsibilities of the Chief Finance Officer / S151**

- 3.3.1 To advise the Strategy and Resources Committee and/or the Council on prudent levels of reserves for the Council.

#### **B.3.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 3.4.1 To ensure that resources are used only for the purposes for which they were intended.

## **C. RISK MANAGEMENT AND CONTROL OF RESOURCES**

### **C.1. RISK MANAGEMENT**

#### **C.1.1 Why is this important?**

- 1.1.1 All organisations, whether private or public sector, face risks to people, property and continued operations. Risk is the chance or possibility of loss, damage, injury or failure to achieve objectives caused by an unwanted or uncertain action or event. Risk management is the planned and systematic approach to the identification, evaluation and control of risk. Its objectives are to secure the assets of the organisation and to ensure the continued financial and organisational well-being of the organisation. In essence it is, therefore, an integral part of good business practice. Risk management is concerned with evaluating the measures an organisation already has in place to manage identified risks and then recommending the action the organisation needs to take to control these risks effectively.
- 1.1.2 It is the overall responsibility of the Council to approve the Council's risk management strategy, and to promote a culture of risk management awareness throughout the Council.

#### **C.1.2 Key controls**

- 1.2.1 The key controls for risk management are:
- a) procedures are in place to identify, assess, prevent or contain material known risks, and these procedures are operating effectively throughout the Council;
  - b) a monitoring process is in place to review regularly the effectiveness of risk reduction strategies and the operation of these controls;
  - c) managers know that they are responsible for managing relevant risks and are provided with relevant information on risk management initiatives;
  - d) provision is made for losses that might result from the risks that remain;
  - e) procedures are in place to investigate claims within required timescales
  - f) acceptable levels of risk are determined and insured against where appropriate;
  - g) the Council has identified business continuity plans for implementation in the event of disaster that results in significant loss or damage to its resources.

#### **C.1.3 Responsibilities of the Chief Executive and Assistant Director, Programmes, Performance and Governance**

- 1.3.1 To prepare and promote the Council's Risk Management Policy.
- 1.3.2 To develop risk management controls in conjunction with Assistant Directors.

#### **C.1.4 Responsibilities of the Chief Finance Officer / S151**

- 1.4.1 To include all appropriate employees of the Council in a suitable fidelity guarantee insurance.
- 1.4.2 To effect corporate insurance cover, through external insurance and internal funding, and to negotiate all claims in consultation with other officers, where necessary.

**C.1.5 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 1.5.1 To notify the Chief Finance Officer / S151 immediately of any loss, liability or damage that may lead to a claim against the Council, together with any information or explanation required by the Council's insurers.
- 1.5.2 To take responsibility for risk management, having regard to advice from the Director of Strategy, Performance and Governance and other specialist officers (e.g. fire prevention, health and safety).
- 1.5.3 To ensure that there are regular reviews of risk within their Service.
- 1.5.4 To notify the Chief Finance Officer / S151 promptly of all new risks, properties or vehicles that require insurance and of any alterations affecting existing insurances.
- 1.5.5 To consult the Chief Finance Officer / S151 and the Council's legal advisors on the terms of any indemnity that the authority is requested to give.
- 1.5.6 To ensure those employees, or anyone covered by the Council's insurances, do not admit liability or make any offer to pay compensation that may prejudice the assessment of liability in respect of any insurance claim.

**C.2. INTERNAL CONTROLS**

**C.2.1 Why is this important?**

- 2.1.1 The Council is complex and beyond the direct control of a single individual. It therefore requires internal controls to manage and monitor progress towards strategic objectives.
- 2.1.2 The Council has statutory obligations, and, therefore, requires internal controls to identify, meet and monitor compliance with these obligations.
- 2.1.3 The Council faces a wide range of financial, administrative and commercial risks, both from internal and external factors, which threaten the achievement of its objectives. Internal controls are necessary to manage these risks.
- 2.1.4 The system of internal controls is established in order to provide measurable achievement of:
  - a) efficient and effective operations;
  - b) reliable financial information and reporting;
  - c) compliance with laws and regulations;
  - d) risk management.

**C.2.2 Key controls**

- 2.2.1 The key controls and control objectives for internal control systems are:
  - a) key controls should be reviewed on a regular basis;
  - b) managerial control systems, including defining policies, setting objectives and plans, monitoring financial and other performance and taking appropriate anticipatory and remedial action. The key objective of these systems is to promote ownership of the control environment by defining roles and responsibilities;

- c) financial and operational control systems and procedures, which include physical safeguards for assets, segregation of duties, authorisation and approval procedures and information systems;
- d) an effective internal audit function that is properly resourced. It should operate in accordance with the principles contained in the Auditing Practices Board's auditing guideline Guidance for Internal Auditors, CIPFA's Code of Practice for Internal Audit in Local Government in the United Kingdom and with any other statutory obligations and regulations.

### **C.2.3 Responsibilities of the Chief Finance Officer / S151**

- 2.3.1 To assist the Council to put in place an appropriate control environment and effective internal controls which provide reasonable assurance of effective and efficient operations, financial stewardship, probity and compliance with laws and regulations.

### **C.2.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.4.1 To manage processes to check that established controls are understood and being adhered to and to evaluate their effectiveness, in order to be confident in the proper use of resources, achievement of objectives and management of risks.
- 2.4.2 To review existing controls in the light of changes affecting the Council and to establish and implement new ones in line with guidance from the Chief Finance Officer / S151 . Assistant Directors should also be responsible, after consultation with the Chief Finance Officer / S151 , for removing controls that are unnecessary or not cost or risk effective – for example, because of duplication.

## **C.3. AUDIT REQUIREMENTS**

### **C.3.1 Internal audit**

#### **3.1.1 Why is this important?**

- 3.1.1.1 The Accounts and Audit Regulations 2015 (para 5) require that a “relevant authority must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance”.
- 3.1.1.2 Internal Audit must be seen as independent. This is achieved through operating within a framework that allows unrestricted access to senior management, reporting in its own name and segregation as far as practical from line operations. The function reports directly to the Officer designated under Section 151 of the Local Government Act 1972 as responsible for ensuring the proper administration of the Authority's financial affairs. Internal Audit also reports directly to the Performance, Governance and Audit Committee.

### **C.3.2 Key controls**

- 3.2.1 The key controls for internal audit are:
  - a) that it is independent in its planning and operation;
  - b) the Audit Manager has direct access to the Chief Finance Officer / S151, all levels of management and directly to elected Members;

- c) Internal Auditors work towards complying with the UK Public Sector Internal Audit Standards (PSIAS), and effort is made to preserve objectivity by ensuring staff are free from conflicts of interest. Therefore as far as is practical, Internal Audit will not participate in the day to day operation of any systems of internal financial control.

### **C.3.3 Responsibilities of the Chief Finance Officer / S151**

- 3.3.1 To ensure that internal auditors have the authority to:
  - a) access Council premises at reasonable times;
  - b) access all assets, records, documents, correspondence and control systems ;
  - c) receive any information and explanation considered necessary concerning any matter under consideration;
  - d) require any employee of the Council to account for cash, materials or any other asset under his/her control;
  - e) access records belonging to third parties, such as contractors, when required;
  - f) obtain direct access to the Strategy and Resources Committee and the Performance, Governance and Audit Committee.
- 3.3.2 To approve the annual audit plans, prepared by the Audit Manager, and present to the Performance, Governance and Audit Committee for their approval.
- 3.3.3 To prepare terms of reference for the internal audit function, for approval by the Performance, Governance and Audit Committee.
- 3.3.4 To ensure that effective procedures are in place to investigate promptly any fraud or irregularity.

### **C.3.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 3.4.1 To ensure that internal auditors are given access at all reasonable times to premises, personnel, documents and assets that the auditors consider necessary for the purposes of their work.
- 3.4.2 To ensure that auditors are provided with any information and explanations that they seek in the course of their work.
- 3.4.3 To respond to internal and external audit reports in writing, within a timescale agreed by the Chief Executive, Deputy Chief Executive or appropriate Assistant Director and the Chief Finance Officer / S151 or External Auditor, detailing the action intended to address any recommendations.
- 3.4.4 To ensure that any agreed actions arising from audit recommendations are carried out in a timely and efficient fashion.
- 3.4.5 To ensure that their staff report any suspicion of fraud, corruption or other financial irregularity in respect of Council funds, either directly, or via the Chief Executive, Deputy Chief Executive or Assistant Directors to the Monitoring Officer or Chief Finance Officer / S151 for investigation.
- 3.4.6 The Monitoring Officer and Chief Finance Officer / S151 must then arrange for appropriate investigation of the matter.

- 3.4.7 The Monitoring Officer and Chief Finance Officer / S151, will decide whether any matter should be referred to the police for further investigation.
- 3.4.8 To ensure that the Chief Finance Officer / S151 is given an opportunity, in a timely manner before live operation, to evaluate the adequacy of new systems for maintaining financial records, or records of assets, or changes to such systems.

### **C.3.5 External audit**

#### **3.5.1 Why is this important?**

- 3.5.1.1 Under Schedule 1 of the Local Audit and Accountability Act 2014 all contracts for audit and related services, previously let by the Audit Commission, were transferred to Public Sector Audit Appointments Ltd on 1 April 2015. The external auditor has rights of access to all documents and information necessary for audit purposes (para 22 2014 Act).
- 3.5.1.2 The general duties of the external auditor are defined in the Local Audit and Accountability Act 2014 (para 20) and the Local Government Act 1999. In particular, Schedule 6 of the 2014 Act sets out that the Comptroller & Auditor General is responsible for preparing a code of audit practice, which external auditors follow when carrying out their duties. Schedule 1 of the code of audit practice sets out the auditor's statutory responsibilities across 3 main headings:
- a) Audit Scope;
  - b) Reporting;
  - c) Additional powers and duties.
- 3.5.1.3 The Council's accounts are scrutinised by external auditors, who must be satisfied that the Statement of Accounts 'presents a true and fair view' (Para 20 2014 Act) of the financial position of the Council and its income and expenditure for the year in question and complies with the legal requirements.

### **C.3.6 Key controls**

- 3.6.1 External auditors were initially appointed by Public Sector Audit Appointments Ltd, however subsequent appointments are to be made by the Local Authority for a maximum period of five years. The Comptroller & Auditor General (National Audit Office) prepares the code of audit practice, which external auditors follow when carrying out their audits.

### **C.3.7 Responsibilities of the Chief Finance Officer / S151**

- 3.7.1 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets that the external auditors consider necessary for the purposes of their work.
- 3.7.2 To work with the external auditor and advise the Council, and Assistant Directors on their responsibilities in relation to external audit.
- 3.7.3 To ensure there is effective liaison between external and internal audit.

### **C.3.8 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 3.8.1 To ensure that external auditors are given access at all reasonable times to premises, personnel, documents and assets which the external auditors consider necessary for the purposes of their work.



- 3.8.2 To ensure that all records and systems are up to date and available for inspection.

#### **C.4. PREVENTING FRAUD AND CORRUPTION**

##### **C.4.1 Why is it this important?**

- 4.1.1 The Council will not tolerate fraud and corruption in the administration of its responsibilities, whether from inside or outside the Council.
- 4.1.2 The Council's expectation of propriety and accountability is that Members and staff at all levels will lead by example in ensuring adherence to legal requirements, rules, procedures and practices.
- 4.1.3 The Council also expects that individuals and organisations (e.g. suppliers, contractors, service providers) with whom it comes into contact will act towards the Council with integrity and without thought of or actions involving fraud and corruption. It must guard against the possibility that these expectations will not be fulfilled in all respects.

##### **C.4.2 Key controls**

- 4.2.1 The key controls regarding the prevention of financial irregularities are that:
- a) the Council has an effective Anti-Fraud and Anti-Corruption Policy and maintains a culture that will not tolerate fraud or corruption;
  - b) all Members and staff act with integrity and lead by example as per the relevant Code of Conduct;
  - c) Managers are required to deal swiftly and firmly with those who defraud or attempt to defraud the Council or who are corrupt;
  - d) high standards of conduct are promoted amongst Members by the Joint Standards Committee;
  - e) the maintenance of a register of interests in which any hospitality or gifts accepted must be recorded;
  - f) "whistle blowing" procedures are in place and operate effectively;
  - g) legislation including the Public Interest Disclosure Act 1998 is adhered to.

##### **C.4.3 Responsibilities of the Chief Finance Officer / S151**

- 4.3.1 To maintain and review an Anti-Fraud Policy.
- 4.3.2 To maintain adequate and effective internal control arrangements.

##### **C.4.5 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 4.5.1 To ensure that all suspected irregularities are reported to the Chief Finance Officer / S151
- 4.5.2 To instigate the Council's disciplinary procedures where the outcome of an audit investigation indicates improper behaviour.

- 4.5.3 To ensure that where financial impropriety is discovered, the Chief Finance Officer / S151 is informed. Where sufficient evidence exists to believe that a criminal offence may have been committed, after consultation with the Chief Finance Officer / S151, Monitoring Officer and the Chief Executive or Deputy Chief Executive, to ensure that the matter is reported to the Police.

#### **C.4.6 Responsibility of the Monitoring Officer**

- 4.6.1 To maintain a register of Member interests.

### **C.5. ASSETS**

#### **C.5.1 Security**

##### **5.1.1 Why is this important?**

- 5.1.1.1 The Council holds assets in the form of property, vehicles, equipment, furniture and other items worth millions of pounds. It is important that assets are safeguarded and used efficiently in service delivery, and that there are arrangements for the security of both assets and information required for service operations. An up-to-date asset register is a prerequisite for proper fixed asset accounting and sound asset management.

#### **C.5.2 Key controls**

- 5.2.1 The key controls for the security of resources such as land, buildings, fixed plant machinery, equipment, software and information are:
- a) resources are used only for the purposes of the Council and are properly accounted for;
  - b) resources are available for use when required;
  - c) resources no longer required are disposed of in accordance with the law and the regulations of the Council so as to maximise benefits;
  - d) an asset register is maintained for the Council, assets are recorded when they are acquired by the Council and this record is updated as changes occur with respect to the location, value and condition of the asset;
  - e) all staff are aware of their responsibilities with regard to safeguarding the Council's assets and information, including the requirements of the Data Protection Act and software copyright legislation;
  - f) all staff are aware of their responsibilities with regard to safeguarding the security of the Council's Information Communication Technology (ICT) Systems, including maintaining restricted access to the information held on them and compliance with the Council's Information Communication Technology and internet security policies.

#### **C.5.3 Responsibilities of the Chief Finance Officer / S151**

- 5.3.1 To ensure that an asset register is maintained in accordance with good practice for all fixed assets with a value in excess of a specified financial limit (see **Appendix F**). The function of the asset register is to provide the Council with information about fixed assets so that they are:
- a) safeguarded;
  - b) used efficiently and effectively;
  - c) adequately maintained.

- 5.3.2 To receive the information required for accounting, costing and financial records from each Director.
- 5.3.3 To ensure that assets are valued in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom.

**C.5.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 5.4.1 A property database shall be maintained by the Chief Finance Officer / S151 for all properties, plant and machinery and moveable assets currently owned or used by the Council subject to the minimum values specified in **Appendix F**. Any use of property by a service other than for direct service delivery should be supported by documentation identifying terms, responsibilities and duration of use.
- 5.4.2 To ensure that lessees and other prospective occupiers of council owned land are not allowed to take possession or enter the land until a lease or agreement, in a form approved by the Council's legal advisor, has been established.
- 5.4.3 To ensure the proper security of all buildings and other assets under their control in accordance with laid down guidelines.
- 5.4.4 Where land or buildings are surplus to requirements, a recommendation for sale should be the subject of a joint report by the Director and the Chief Finance Officer / S151 (see **Appendix F**).
- 5.4.5 To pass title deeds to Land Charges / the Officer responsible for maintaining the central repository of all title deeds.
- 5.4.6 To ensure that no Council asset is subject to personal use by a Member or employee without prior agreement of the relevant Director.
- 5.4.7 To ensure the safe custody of vehicles, equipment, furniture, stock, stores and other property belonging to the Council.
- 5.4.8 To ensure that an inventory is maintained of moveable assets (subject to limits in **Appendix F**) in accordance with arrangements defined by the Corporate Leadership Team.
- 5.4.9 To ensure that assets are identified, their location recorded and that they are appropriately marked and insured.
- 5.4.10 To consult the Chief Finance Officer / S151 in any case where security is thought to be defective or where it is considered that special security arrangements may be needed.
- 5.4.11 To ensure cash holdings on premises are kept to a minimum.
- 5.4.12 To ensure that keys to safes and similar receptacles are kept secure by the person of those responsible at all times; loss of any such keys must be reported to the Chief Finance Officer / S151 as soon as possible.
- 5.4.13 To record all disposals or part exchange of assets that should normally be by competitive tender or public auction in accordance with **Contract Procedure Rules**, unless the Strategy and Resources Committee agrees otherwise.

- 5.4.14 To ensure that all employees are aware that they have a personal responsibility with regard to the protection and confidentiality of information, whether held in manual or computerised records. Information may be sensitive or privileged, or may possess some intrinsic value, and its disclosure or loss could result in a cost to the Council in some way.
- 5.4.15 To maintain inventories and record an adequate description of furniture, fittings, equipment, plant and machinery above a specified financial limit in value (see **Appendix F**).
- 5.4.16 To carry out an annual check of all items on the inventory in order to verify location and condition and to take action in relation to surpluses or deficiencies, annotating the inventory accordingly. Attractive and portable items such as computers and cameras should be identified with security markings as belonging to the Council.
- 5.4.17 To make sure that property is only used in the course of the Council's business, unless the Director concerned has given permission otherwise.

### **C.5.5 Asset disposal**

#### **5.5.1 Why is this important?**

- 5.5.1.1 It would be uneconomic and inefficient for the cost of assets to outweigh their benefits. Obsolete, non-repairable or unnecessary resources should be disposed of in accordance with the law and the regulations of the Council.

#### **C.5.6 Key controls**

- 5.6.1 Assets for disposal are identified and are disposed of at the most appropriate time, and only when it is in the best interests of the Council, and best price is obtained in accordance with ***Contract Procedure Rules*** and bearing in mind other factors, such as environmental issues.
- 5.6.2 Procedures protect staff involved in the disposal from accusations of personal gain.

### **C.5.7 Responsibilities of the Chief Finance Officer / S151**

- 5.7.1 To issue advice on disposal in accordance with ***Contract Procedure Rules***.
- 5.7.2 To ensure appropriate accounting entries are made to remove the value of disposed assets from the Council's records and to include the sale proceeds if appropriate.

## **C.6. TREASURY MANAGEMENT**

### **C.6.1 Why is this important?**

- 6.1.1 Millions of pounds pass through the Council's accounts each year. This requires the establishment of codes of practice. These aim to provide assurances that the Council's money is properly managed in a way that balances risk with return, but with the overriding consideration being given to the security of the Council's investment.

#### **C.6.2 Key controls**

- 6.2.1 That the Council's borrowings and investments comply with the CIPFA Code of Practice on Treasury Management and with the Council's treasury management practices (TMP's).

- 6.2.2 That the Strategy and Resources Committee receives reports on Treasury activity at least twice a year in accordance with the code of practice and that the Treasury Management Strategy is subject to annual scrutiny before it is agreed.

**C.6.3 Responsibilities of Chief Finance Officer / S151 – treasury management and banking**

- 6.3.1 To arrange the borrowing and investments of the Council in such a manner as to comply with the CIPFA Code of Practice on Treasury Management and the Council's treasury management practices and strategy.
- 6.3.2 To prepare reports for the consideration of the Strategy and Resources Committee.
- 6.3.3 To operate bank accounts as are considered necessary – opening or closing any bank account shall require the written approval of the Chief Finance Officer / S151 in accordance with the Banking Mandate (**Appendix G**).

**C.6.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors – treasury management and banking**

- 6.4.1 To follow the instructions on banking issued by the Chief Finance Officer / S151 .

**C.6.5 Responsibilities of Chief Finance Officer / S151 – investments and borrowing**

- 6.5.1 To ensure that all investments of money are made in the name of the Council.
- 6.5.2 To ensure that all securities that are the property of the Council and the title deeds of all property in the Council's ownership are held in the custody of Land Charges/relevant responsible Officer or under arrangements approved by the Chief Finance Officer / S151 .
- 6.5.3 To effect all borrowings in the name of the Council.
- 6.5.4 To maintain records of all borrowing of money by the Council.

**C.6.6 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors – investments and borrowing**

- 6.6.1 To ensure that loans are not made to third parties and that interests are not acquired in companies, joint ventures or other enterprises without the approval of the Council.

**C.6.7 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors – funds held for third parties**

- 6.7.1 To arrange, where funds are held on behalf of third parties, for their secure administration, approved by the Chief Finance Officer / S151, and to maintain written records of all transactions.

**C.6.8 Responsibilities of the Chief Finance Officer / S151 – imprest accounts**

- 6.8.1 To provide employees of the Council with cash imprest accounts to meet minor expenditure on behalf of the Council and to prescribe rules for operating these accounts. Minor items of expenditure should not exceed the prescribed amount.
- 6.8.2 To determine the petty cash limit and to maintain a record of all transactions and petty cash advances made, and periodically to review the arrangements for the safe custody and control of these advances.

6.8.3 To reimburse imprest holders, as often as necessary, to restore the imprests.

**C.6.9 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors – imprest accounts**

6.9.1 To ensure that employees operating an imprest account:

- a) obtain and retain vouchers to support each payment from the imprest account. Where appropriate, an official receipted VAT invoice must be obtained;
- b) make adequate arrangements for the safe custody of the account;
- c) produce upon demand by the Chief Finance Officer / S151 cash and all vouchers to the total value of the imprest amount;
- d) record transactions promptly;
- e) reconcile and balance the account at least monthly; reconciliation sheets to be signed and retained by the imprest holder;
- f) provide the Chief Finance Officer / S151 with a certificate of the value of the account held at 31 March each year;
- g) ensure that the float is never used to cash personal cheques or to make personal loans and that the only payments into the account are the reimbursement of the float and change relating to purchases where an advance has been made.

**C.7. STAFFING**

**C.7.1 Why is this important?**

7.1.1 In order to provide the highest level of service, it is crucial that the Council recruits and retains high calibre, knowledgeable staff, qualified to an appropriate level.

**C.7.2 Key controls**

7.2.1 The key controls for staffing are:

- a) procedures are in place for forecasting staffing requirements and cost;
- b) controls are implemented to ensure that staff time is used efficiently and to the benefit of the Council;
- c) checks are undertaken prior to employing new staff to ensure that they are appropriately qualified, experienced, lawfully resident and trustworthy.

**C.7.3 Responsibilities of the Chief Finance Officer / S151**

7.3.1 To act as an advisor to the Chief Executive, Deputy Chief Executive and Assistant Directors on areas such as Income Tax, National Insurance and pension contributions, as appropriate.

7.3.2 To ensure that staff costs are charged accurately to allow the Chief Executive, Deputy Chief Executive and Assistant Directors to monitor staffing budgets effectively.

**C.7.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

7.4.1 To monitor staff activity to ensure adequate control over such costs as sickness, overtime, training and temporary staff.

- 7.4.2 To ensure that the staffing budget is not exceeded without due authority and that it is managed to enable the agreed level of service to be provided.
- 7.4.3 To ensure that the Chief Finance Officer / S151 is immediately informed if the staffing budget is likely to be materially over- or under-spent.

**D. FINANCIAL SYSTEMS AND PROCEDURES**

**D.1. GENERAL**

**D.1.1 Why is this important?**

1.1.1 Services have systems and procedures relating to the control of the Council's assets. Services are reliant on computers for their financial management information. The information must therefore be accurate and the systems and procedures sound and well administered. They should contain controls to ensure that transactions are properly processed and errors detected promptly.

1.1.2 The Chief Finance Officer / S151 is responsible for ensuring that the authority's financial systems are sound and should therefore be notified of any new developments or changes.

**D.1.2 Key controls**

1.2.1 The key controls for systems and procedures are:

- a) basic data exists to enable the Council's objectives, targets, budgets and plans to be formulated;
- b) performance is communicated to the appropriate managers on an accurate, complete and timely basis;
- c) early warning is provided of deviations from target, plans and budgets that require management attention;
- d) operating systems and procedures are secure.

**D.1.3 Responsibilities of the Chief Finance Officer / S151**

1.3.1 To make arrangements for the proper administration of the Council's financial affairs, including to:

- a) issue advice, guidance and procedures for officers and others acting on the Council's behalf;
- b) determine the accounting systems, form of accounts and supporting financial records;
- c) establish arrangements for audit of the Council's financial affairs;
- d) approve any new financial systems to be introduced;
- e) approve any changes to be made to existing financial systems.

1.3.2 To ensure that effective contingency arrangements, including back-up procedures, exist for computer systems. Wherever possible, back-up information should be securely retained in a fireproof location, preferably off site or at an alternative location within the building.

1.3.3 To ensure that, where appropriate, computer systems are registered in accordance with Data Protection legislation and that staff are aware of their responsibilities under the legislation.

**D.1.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

1.4.1 To ensure that accounting records are properly maintained and held securely.

1.4.2 To ensure that vouchers and documents with financial implications are not destroyed, except in accordance with arrangements approved by the Chief Finance Officer / S151 .



- 1.4.3 To ensure that a complete management trail, allowing financial transactions to be traced from the accounting records to the original document, and vice versa, is maintained.
- 1.4.4 To incorporate appropriate controls to ensure that, where relevant:
  - a) all input is genuine, complete, accurate, timely and not previously processed;
  - b) all processing is carried out in an accurate, complete and timely manner;
  - c) output from the system is complete, accurate and timely.
- 1.4.5 To ensure that the organisational structure provides an appropriate segregation of duties to provide adequate internal controls and to minimise the risk of fraud or other malpractice.
- 1.4.6 To ensure there is a documented and tested disaster recovery plan to allow information system processing to resume quickly in the event of an interruption.
- 1.4.7 To ensure that systems are documented and staff trained in operations.
- 1.4.8 To consult with the Chief Finance Officer / S151 before changing any existing system or introducing new systems.
- 1.4.9 In consultation with the Chief Finance Officer / S151 to establish a scheme of delegation identifying officers authorised to act upon the Assistant Directors behalf in respect of payments, income collection and placing orders, including variations, and showing the limits of their authority.
- 1.4.10 To supply lists of authorised officers, with specimen signatures and delegated limits, to the Chief Finance Officer / S151, together with any subsequent variations.
- 1.4.11 To ensure that relevant standards and guidelines for ICT systems issued by the Chief Finance Officer / S151 or Lead Specialist ICT are observed.
- 1.4.12 To ensure that computer equipment and software are protected from loss and damage through theft, vandalism, etc.
- 1.4.13 To comply with the copyright, designs and patents legislation and, in particular, to ensure that:
  - a) only software legally acquired and installed by the Council is used on its computers;
  - b) staff are aware of legislative provisions;
  - c) in developing systems, due regard is given to the issue of intellectual property rights.

## **D.2. INCOME AND EXPENDITURE**

### **D.2.1 Income**

#### **2.1.1 Why is this important?**

- 2.1.1.1 Income can be a vulnerable asset and effective income collection systems are necessary to ensure that all income due is identified, collected, receipted and banked properly. It is preferable to obtain income in advance of supplying goods or services as this improves the Council's cash-flow and also avoids the time and cost of administering debts.

**D.2.2 Key controls**

2.2.1 The key controls for income are:

- a) all income due to the Council is identified and charged correctly, in accordance with an approved charging policy, which is regularly reviewed;
- b) all income is collected from the correct person, at the right time, using the correct procedures and the appropriate stationery;
- c) all money received by an employee on behalf of the Council is paid in without delay through the Council's payment facility, as the Chief Finance Officer / S151 directs, to the Council's bank account, and properly recorded. The responsibility for cash collection should be separated from that:
  - i. for identifying the amount due
  - ii. for reconciling the amount due to the amount received
- d) effective action is taken to pursue non-payment within defined timescales;
- e) formal approval for debt write-off is obtained;
- f) appropriate write-off action is taken within defined timescales;
- g) appropriate accounting adjustments are made following write-off action;
- h) all appropriate income documents are retained and stored for the defined period in accordance with the document retention guidelines;
- i) money collected and deposited is reconciled to the bank account by a person who is not involved in the collection or banking process.

**D.2.3 Responsibilities of the Chief Finance Officer / S151**

- 2.3.1 To agree arrangements for the collection of all income due to the Council and to approve the procedures, systems and documentation for its collection.
- 2.3.2 To approve all debts to be written off in consultation with the relevant Director and to keep a record of all sums written off up to the approved limit and to adhere to the requirements of the Accounts and Audit Regulations 2015.
- 2.3.3 To obtain the approval of the Strategy and Resources Committee in consultation with the relevant Director for writing off debts in excess of a specified financial limit (see **Appendix F**)
- 2.3.4 To ensure that appropriate accounting adjustments are made following write-off action.
- 2.3.5 To order and supply to services all receipt forms, books or tickets and similar items and to satisfy himself/herself regarding the arrangements for their control.

**D.2.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.4.1 To implement the charging policy for the supply of goods or services, including the appropriate charging of VAT (in consultation with the Chief Finance Officer / S151 where appropriate), and to review it regularly, in line with corporate policies.
- 2.4.2 To separate the responsibility for identifying amounts due and the responsibility for collection, as far as is practicable.
- 2.4.3 To establish and initiate appropriate recovery procedures, including legal action where necessary, for debts that are not paid promptly.

- 2.4.4 To issue official receipts or to maintain other documentation for income collection.
- 2.4.5 To ensure that at least two employees are present when post is opened so that money received by post is properly identified and recorded.
- 2.4.6 To hold securely receipts, tickets and other records of income for the appropriate period in accordance with the documentation retention policy.
- 2.4.7 To secure all income to safeguard against loss or theft, and to ensure the security of cash handling.
- 2.4.8 To ensure that income is paid fully and promptly into the appropriate Council bank account in the form in which it is received. Appropriate details should be recorded on paying-in slips to provide an audit trail. Money collected and deposited must be reconciled to the bank account on a regular basis.
- 2.4.9 To ensure personal cheques or other payments are not en-cashed.
- 2.4.10 To supply the Chief Finance Officer / S151 with details relating to work done, goods supplied, services rendered or other amounts due, to enable the Chief Finance Officer / S151 to record correctly the sums due to the Council and to ensure accounts are sent out promptly. Assistant Directors have a responsibility to assist the Chief Finance Officer / S151 in collecting debts that they have originated, by providing any further information requested about the debtor, and in pursuing the matter on the Council's behalf.
- 2.4.11 To notify the Chief Finance Officer / S151 of outstanding income relating to the previous financial year as soon as possible after 31st March in line with the timetable determined by the Chief Finance Officer / S151 and not later than 15th April.

### **D.3. ORDERING AND PAYING FOR WORK, GOODS AND SERVICES**

#### **D.3.1 Why is this important?**

- 3.1.1 Public money should be spent with demonstrable probity and in accordance with the Council's policies. Authorities have a statutory duty to achieve best value in part through economy and efficiency. The Council's procedures should help to ensure that services obtain value for money from their purchasing arrangements. These procedures should be read in conjunction with the Council's ***Contract Procedure Rules***.

#### **D.3.2 General**

- 3.2.1 Every Officer and Member of the Council has a responsibility to declare any links or personal interests that they may have with purchasers, suppliers and/or contractors if they are engaged in contractual or purchasing decisions on behalf of the Council, in accordance with appropriate codes of conduct.
- 3.2.2 Official orders must be in a form approved by the Chief Finance Officer / S151. Official orders must be issued for all work, goods or services to be supplied to the Council, except for supplies of utilities, periodic payments, petty cash purchases or other exceptions specified by the Chief Finance Officer / S151.
- 3.2.3 Each order must conform to the guidelines approved by the Council on procurement Standard terms and conditions and must not be varied without the prior approval of the Chief Finance Officer / S151.

- 3.2.4 Apart from petty cash, the normal method of payment from the Council shall be by BACS drawn on the Council's bank account by the Chief Finance Officer / S151. The use of direct debit shall require the prior agreement of the Chief Finance Officer / S151. The use of Council procurement/business cards by non card holders shall require the prior agreement of the Chief Finance Officer / S151.
- 3.2.5 Official orders must not be raised for any personal or private purchases, nor must personal or private use be made of Council contracts, except where there is a specific Council policy to the contrary.
- 3.2.6 Detailed regulations relating to Procurement are set out in the Council's ***Contract Procedure Rules***.
- 3.2.7 Where an order is not appropriate as discussed in section 3.2.2, authorisation must be provided on the specified form and attached to the invoice for payment. Authorisation thresholds for Officers are set out in **Appendix H**.

### **D.3.3 Key controls**

- 3.3.1 The key controls for ordering and paying for work, goods and services are:
- a) all goods and services are ordered only by authorised persons and are correctly recorded;
  - b) all goods and services shall be ordered in accordance with the Council's ***Contract Procedures Rules***;
  - c) goods and services received are checked to ensure they are in accordance with the order;
  - d) payments are not made unless goods have been received by the Council to the correct price, quantity and quality standards;
  - e) all payments are made to the correct person, for the correct amount and are properly recorded, regardless of the payment method;
  - f) all appropriate evidence of the transaction and payment documents are retained and stored for the defined period, in accordance with the document retention guidelines;
  - g) all expenditure, including VAT, is accurately recorded against the right budget and any exceptions are corrected by journal;
  - h) in addition, e-commerce requires that processes are in place to maintain the security and integrity of data for transacting business electronically.

### **D.3.4 Responsibilities of the Chief Finance Officer / S151**

- 3.4.1 To ensure that all the Council's financial systems and procedures are sound and properly administered.
- 3.4.2 To approve any changes to existing financial systems and to approve any new systems before they are introduced.
- 3.4.3 To approve the form of official orders and associated terms and conditions in consultation with the Council's legal advisors.
- 3.4.4 To make payments from the Council's funds on the Director's authorisation that the expenditure has been duly incurred in accordance with financial regulations.
- 3.4.5 To make payments, whether or not provision exists within the estimates, where the payment is specifically required by statute or is made under a court order.

- 3.4.6 To make payments to contractors on the certificate of the appropriate Director, which must include details of the value of work, retention money, amounts previously certified and amounts now certified.
- 3.4.7 To provide advice and encouragement on making payments by the most economical means, in accordance with the Council's Procurement Strategy and associated guidance.
- 3.4.8 To ensure that payment is not made unless a proper VAT invoice, where appropriate, has been received, checked and coded, confirming:
- (a) that the invoice has not previously been paid;
  - (b) that expenditure has been properly incurred;
  - (c) that prices and arithmetic are correct;
  - (d) correct accounting treatment of tax;
  - (e) that discounts have been taken where available;
  - (f) that appropriate entries will be made in accounting records.
- 3.4.9 To ensure that payments are not made on a photocopied or faxed invoice, statement or other document other than the formal invoice, except where the original invoice has been lost, in which case a check must be made to see if payment has been made and if it has not the copy annotated accordingly prior to payment.

**D.3.5 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 3.5.1 To ensure that official orders are issued via the e-procurement system for all goods and services, other than the exceptions as specified in 3.2.2.
- 3.5.2 To ensure that orders are only used for goods and services provided to the service. Individuals must not use official orders to obtain goods or services for their private use (see 3.3.5).
- 3.5.3 To ensure that only staff authorised to raise orders (Buyers) via the e-procurements system have access to the system. To ensure that only staff authorised to approve orders above the specified limit have access to the system. Buyers and Approvers should be satisfied that the goods and services ordered are appropriate and needed, that there is adequate budgetary provision, and that quotations or tenders have been obtained if necessary. Best Value principles should underpin the Council's approach to procurement. Value for money should always be achieved.
- 3.5.4 To ensure that goods and services are checked on receipt to verify that they are in accordance with the order. This check should, where possible, be carried out by a different officer from the person who authorised the order. Appropriate entries should then be made in inventories if necessary.
- 3.5.5 To ensure that the e-payment system is updated to show the receipt of goods, immediately after the goods are received.
- 3.5.6 Wherever possible to ensure that two authorised members of staff are involved in the ordering and receiving process.
- 3.5.7 To encourage suppliers of goods and services to receive payment by the most economical means for the Council. It is essential, however, that payments made by direct debit have the prior approval of the Chief Finance Officer / S151.

- 3.5.8 To ensure that the service obtains best value from purchases by taking appropriate steps to obtain competitive prices for goods and services of the appropriate quality. Due regard to be taken of the Council's procurement strategy and associated procurement guidance.
- 3.5.9 To ensure that employees are aware of the national code of conduct for local government employees specified in personnel policies.
- 3.5.10 To ensure that, loans, leasing or rental arrangements are not entered into without prior agreement from the Chief Finance Officer / S151.
- 3.5.11 To notify the Chief Finance Officer / S151 of outstanding expenditure relating to the previous financial year as soon as possible after 31st March in line with the timetable determined by the Chief Finance Officer / S151.
- 3.5.12 With regard to contracts for construction and alterations to buildings and for civil engineering works, to document and agree with the Chief Finance Officer / S151 the systems and procedures to be adopted in relation to financial aspects. This includes certification of interim and final payments, checking, recording and authorising payments, the system for monitoring and controlling capital schemes and the procedures for validation of subcontractors' tax status.
- 3.5.13 To notify the Chief Finance Officer / S151 immediately of any expenditure to be incurred as a result of statute/court order where there is no budgetary provision.
- 3.5.14 To ensure that all appropriate payment records are retained and stored for the defined period, in accordance with the document retention guidelines.

#### **D.4. PAYMENTS TO EMPLOYEES AND MEMBERS**

##### **D.4.1 Why is this important?**

- 4.1.1 Staff costs are the largest item of expenditure for most Council services. It is therefore important that payments are accurate, timely, made only where they are due for services to the Council and that payments accord with individuals' conditions of employment. It is also important that all payments are accurately and completely recorded and accounted for and that Members' allowances are authorised in accordance with the scheme adopted by the Council.

##### **D.4.2 Key controls**

- 4.2.1 The key controls for payments to employees and Members are:
  - (a) proper authorisation procedures are in place and that there is adherence to corporate timetables in relation to:
    - i. starters
    - ii. leavers
    - iii. variations
    - iv. enhancements
    - v. and that payments are made on the basis of timesheets or claims;
    - vi. frequent reconciliation of payroll expenditure against approved budget and bank account;
  - (b) all appropriate payroll documents are retained and stored for the defined period in accordance with the document retention guidelines;
  - (c) that HM Revenues and Customs regulations are complied with.

**D.4.3 Responsibilities of the Chief Finance Officer / S151**

- 4.3.1 To arrange and control the secure and reliable payment of salaries, compensation or other emoluments to existing and former employees, in accordance with procedures prescribed by him/her, on the due date.
- 4.3.2 To ensure that all appropriate payroll documents are retained and stored for the defined period in accordance with the document retention guidelines.
- 4.3.3 To record and make arrangements for the accurate and timely payment of tax, pensions and other deductions.
- 4.3.4 To make arrangements for payment of all travel and subsistence claims.
- 4.3.5 To make arrangements for paying Members travel or other allowances upon receiving the prescribed form, duly completed and authorised.
- 4.3.6 To ensure that adequate and effective systems and procedures are operated, so that:
  - (a) payments are only authorised to bona fide employees;
  - (b) payments are only made where there is a valid entitlement;
  - (c) conditions and contracts of employment are correctly applied, employees' names listed on the payroll are checked at regular intervals to verify accuracy and completeness.
- 4.3.7 To ensure that the Chief Finance Officer / S151 is notified of the details of any employee benefits in kind, to enable full and complete reporting within the income tax self-assessment system (P11d).

**D.4.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 4.4.1 To send an up-to-date list of the names of officers authorised to sign records to the Chief Finance Officer / S151, together with specimen signatures.
- 4.4.2 To ensure that payroll transactions are processed only through the payroll system. Assistant Directors should give careful consideration to the employment status of individuals employed on a self-employed consultant or subcontract basis. HM Revenues and Customs applies a tight definition for employee status, and in cases of doubt, advice should be sought from the Chief Finance Officer / S151.
- 4.4.3 To certify travel and subsistence claims and other allowances. Certification is taken to mean that journeys were authorised and expenses properly and necessarily incurred, and that allowances are properly payable by the Council, ensuring that cost-effective use of travel arrangements is achieved. Due consideration should be given to tax implications and the Chief Finance Officer / S151 is informed where appropriate.
- 4.4.4 To make, having regard to the particular circumstances of each case, ex gratia payments not exceeding a specified financial limit (see **Appendix F**) in any one case, subject to consultation with the Chief Finance Officer / S151. The circumstances of the proposed payment must not have the effect of circumventing other Council pay and allowance policies, tax rules or other legislation.
- 4.4.5 To notify the Chief Finance Officer / S151 of all appointments, terminations or variations that may affect the pay or pension of an employee or former employee, in the form and to the timescale required by the Chief Finance Officer / S151 .

- 4.4.6 To ensure appointments are made in accordance with the regulations of the Council and approved establishments, grades and scale of pay and that adequate budget provision is available.

**D.4.5 Responsibilities of Members and Officers**

- 4.5.1 To submit claims for travel and subsistence allowances on a monthly basis and, in any event, within one month of the year end.

**D.5. TAXATION**

**D.5.1 Why is this important?**

- 5.1.1 Like all organisations, the Council is responsible for ensuring its tax affairs are in order. Tax issues are often very complex and the penalties for incorrectly accounting for tax are severe. It is therefore very important for all officers to be aware of their role.

**D.5.2 Key controls**

- 5.2.1 The key controls for taxation are:
- (a) Finance staff remain abreast of tax legislation, in particular that relating to PAYE, NICs, CIS and VAT.
  - (b) budget managers are provided with relevant information and kept up to date on tax issues;
  - (c) budget managers are instructed on required record keeping;
  - (d) all taxable transactions are identified, properly carried out, accounted for within stipulated time-scales and paid through appropriate financial systems;
  - (e) records are maintained in accordance with instructions;
  - (f) returns are made to the appropriate authorities within the stipulated timescale.

**D.5.3 Responsibilities of the Chief Finance Officer / S151**

- 5.3.1 To complete all HM Revenues and Customs returns regarding PAYE and NIC's.
- 5.3.2 To complete a monthly return of VAT inputs and outputs to HM Revenues and Customs.
- 5.3.3 To provide details to HM Revenues and Customs regarding the construction industry tax deduction scheme in accordance with their deadlines.
- 5.3.4 To provide guidance for Council employees on taxation issues (including VAT).

**D.5.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 5.4.1 To ensure that the correct VAT liability is attached to all income due and that all VAT recoverable on purchases complies with HM Revenues and Customs regulations.
- 5.4.2 To ensure that, where construction and maintenance works are undertaken, the contractor fulfils the necessary construction industry tax deduction requirements.
- 5.4.3 To follow any guidance on taxation issued by the Chief Finance Officer / S151 .



**D.6. TRADING ACCOUNTS AND BUSINESS UNITS**

**D.6.1 Why is this important?**

- 6.1.1 Trading accounts have become more important as local authorities have developed a more commercial culture.

**D.6.2 General**

- 6.2.1 Trading activities must operate within the Council's overall arrangements and rules for financial, personnel and resource management. Exceptionally, where it can be demonstrated that this would lead to a unit being uncompetitive and losing work, special arrangements can be considered. While the Committees have an overall responsibility for the operations of trading activities, clearly trading activities need freedom within this framework to operate on a commercial basis. Trading activities must adhere to Financial Regulations, unless alternative arrangements are explicitly identified and agreed in writing with the Chief Finance Officer / S151 .

**D.6.3 Responsibilities of the Chief Finance Officer / S151**

- 6.3.1 To advise on the establishment and operation of trading accounts.

**D.6.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 6.4.1 To ensure that the control of the trading activity will be to the financial target (the 'bottom line') rather than to individual expenditure and income estimate headings
- 6.4.2 To ensure that as a minimum, a break even position should be achieved.
- 6.4.3 To report to the Strategy and Resources Committee, where a trading activity plans a significant item of expenditure (e.g. a capital scheme, the purchase of a major item of computer software or the creation of a major ongoing revenue commitment), prior to the expenditure being committed, unless already in an approved capital programme
- 6.4.4 To make a full report to the Strategy and Resources Services Committee, as soon as it is known that the trading activity may make a deficit.
- 6.4.5 To make a report to the Strategy and Resources Committee on the outturn of each trading activity compared to the financial plan.
- 6.4.6 To consult with the Chief Finance Officer / S151 and the Council's legal advisors where a trading activity wishes to enter into a contract with a third party where the contract expiry date exceeds the remaining life of their main contract with the Council. In general, such contracts should not be entered into unless they can be terminated within the main contract period without penalty.

**E. EXTERNAL ARRANGEMENTS**

**E.1. PARTNERSHIPS**

**E.1.1 Why is this important?**

1.1.1 Partnerships are likely to play a key role in delivering community strategies and in helping to promote and improve the well-being of the area. Local authorities are working in partnership with others – public agencies, private companies, community groups and voluntary organisations. Local authorities still deliver some services, but their distinctive leadership role is to bring together the contributions of the various stakeholders. They therefore need to deliver a shared vision of services based on user wishes.

1.1.2 Local authorities usually act as an “enabler” and will mobilise investment, bid for funds, champion the needs of their areas and harness the energies of local people and community organisations. Local authorities will be measured by what they achieve in partnership with others.

**E.1.2 General**

1.2.1 The main reasons for entering into a partnership are:

- a) the desire to find new ways to share risk;
- b) the ability to access new resources;
- c) to provide new and better ways of delivering services;
- d) to forge new relationships.

1.2.2 A partner is defined as either:

- a) an organisation (private or public) undertaking, part funding or participating as a beneficiary in a project or;
- b) a body whose nature or status give it a right or obligation to support the project.

1.2.3 Partners participate in projects by:

- a) acting as a project deliverer or sponsor, solely or in concert with others;
- b) acting as a project funder or part funder;
- c) being the beneficiary group of the activity undertaken in a project.

1.2.4 Partners have common responsibilities:

- a) to be willing to take on a role in the broader programme appropriate to the skills and resources of the partner organisation;
- b) to act in good faith at all times and in the best interests of the partnership’s aims and objectives;
- c) be open about any conflict of interests that might arise;
- d) to encourage joint working and promote the sharing of information, resources and skills between public, private and community sectors;
- e) to hold confidentially any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature;
- f) to act wherever possible as ambassadors for the project.

**E.1.3 Key controls**

1.3.1 The key controls for Council partners are:

- a) if appropriate, to be aware of their responsibilities under the Council's financial regulations and procedures together with ***Contract Procedure Rules***;
- b) to ensure that risk management processes are in place to identify and assess all known risks;
- c) to ensure that project appraisal processes are in place to assess the viability of the project in terms of resources, staffing and expertise;
- d) to agree and accept formally the roles and responsibilities of each of the partners involved in the project before the project commences;
- e) to communicate regularly with other partners throughout the project so that problems can be identified and shared to achieve their successful resolution.

**E.1.4 Responsibilities of the Chief Finance Officer / S151**

1.4.1 To advise on effective controls that will ensure that resources are not wasted.

1.4.2 To advise on the key elements of funding a project. They include:

- a) a scheme appraisal for financial viability in both the current and future years;
- b) risk appraisal and management;
- c) resourcing, including taxation issues;
- d) audit, security and control requirements;
- e) carry-forward arrangements.

1.4.3 To ensure that the accounting arrangements are satisfactory.

1.4.4 To maintain a register of all contracts entered into with external bodies.

1.4.5 To ensure that spending has occurred in line with the terms and conditions and any eligibility criteria.

**E.1.5 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

1.5.1 To ensure that, before entering into agreements with external bodies the Council's legal advisors are consulted.

1.5.2 To ensure that, before entering into agreements with external bodies, a risk management appraisal has been prepared.

1.5.3 To ensure that such agreements and arrangements do not impact adversely upon the services provided by the Council.

1.5.4 To ensure that all agreements and arrangements are properly documented.

1.5.5 To provide appropriate information to the Chief Finance Officer / S151 to enable a note to be entered into the Council's Statement of Accounts concerning material items.

**E.2. EXTERNAL FUNDING**

**E.2.1 Why is this important?**

- 2.1.1 External funding is potentially a very important source of income, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the Council. Local authorities are increasingly encouraged to provide seamless service delivery through working closely with other agencies and private service providers. Funds from external agencies provide additional resources to enable the Council to deliver services to the local community. However, in some instances, although the scope for external funding has increased, such funding is linked to tight specifications and may not be flexible enough to link to the Council's overall plan.

**E.2.2 Key controls**

- 2.2.1 The key controls for external funding are:

- a) to ensure that key conditions of funding and any statutory requirements are complied with and that the responsibilities of the accountable body are clearly understood;
- b) to ensure that funds are acquired only to meet the priorities approved in the policy framework by the Council;
- c) to ensure that any match-funding requirements and future revenue implications are given due consideration prior to entering into long-term agreements and that future revenue budgets reflect these requirements.

**E.2.3 Responsibilities of the Chief Finance Officer / S151**

- 2.3.1 To ensure that all funding notified by external bodies is received and properly recorded in the Council's accounts.
- 2.3.2 To ensure that the match-funding requirements are considered prior to entering into the agreements and that future revenue budgets reflect these requirements.
- 2.3.3 To ensure that audit requirements are met.

**E.2.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

- 2.4.1 To ensure that all claims for funds are made by the due date.
- 2.4.2 To ensure that the project progresses in accordance with the agreed project and that all expenditure is properly incurred and recorded.

**E.3. WORK FOR THIRD PARTIES**

**E.3.1 Why is this important?**

- 3.1.1 Legislation enables the Council to provide a range of services to other bodies. Such work may enable a unit to maintain economies of scale and existing expertise. Arrangements should be in place to ensure that any risk associated with this work is minimised and that such work is intra vires.

**E.3.2 Key controls**

3.2.1 The key controls for working with third parties are:

- a) to ensure that proposals are costed properly in accordance with guidance provided by the Chief Finance Officer / S151;
- b) to ensure that contracts are drawn up using guidance provided by the Chief Finance Officer / S151 and that the formal approvals process is adhered to;
- c) to issue guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

**E.3.3 Responsibilities of Chief Finance Officer / S151**

3.3.1 To issue guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

**E.3.4 Responsibilities of the Chief Executive, Deputy Chief Executive and Assistant Directors**

3.4.1 To ensure that the approval of the appropriate Committee is obtained before any negotiations are concluded to work for third parties.

3.4.2 To maintain a register of all contracts entered into with third parties in accordance with procedures specified by the Chief Finance Officer / S151.

3.4.3 To ensure that appropriate insurance arrangements are made.

3.4.4 To ensure that the Council is not put at risk from any bad debts.

3.4.5 To ensure that no contract is subsidised by the Council.

3.4.6 To ensure that, wherever possible, payment is received in advance of the delivery of the service.

3.4.7 To ensure that the service has the appropriate expertise to undertake the contract.

3.4.8 To ensure that such contracts do not impact adversely upon the services provided for the Council.

3.4.9 To ensure that all contracts are properly documented.

3.4.10 To provide appropriate information to the Chief Finance Officer / S151 to enable a note to be entered into the Statement of Accounts.

**F. FINANCIAL LIMITS**

**F.1. General**

- 1.1 Throughout these regulations, there are references to financial limits. These limits will need to be reviewed on a regular basis and, consequently, the latest figures have been consolidated in this appendix in order to facilitate any future changes. The regulations which contain financial limits are listed below:
- 1.2 Virements between Directorates require the approval of the Strategy and Resources Committee subject to the authorisation limits set out below. For the purpose of virements, salaries are to be considered as a Directorate in their own right.
- 1.3 The use of reserves is to be approved through the same authorisation process as virements where not approved as part of the annual budget or accounts processes or have specific delegation.
- 1.4 The financial limits for approval of revenue virements and revenue supplementary estimates are set out below:
- (a) Virements within same Directorate
- Chief Executive, Deputy Chief Executive and Chief Finance Officer / S151
- (b) Virements between different Directorates
- (i) Up to **£20,000** – Chief Executive, Deputy Chief Executive and Chief Finance Officer / S151 .
- (ii) Over **£20,000** up to **£50,000** - Chief Executive, Deputy Chief Executive and Chief Finance Officer / S151 in consultation with Chairman of the Strategy and Resources Committee and reported to the next Strategy and Resources Committee meeting;
- (iii) Over **£50,000** - the Strategy and Resources Committee.
- (c) Supplementary Estimates
- (i) Up to **£20,000** – Chief Executive, Deputy Chief Executive and Chief Finance Officer / S151 in consultation with the Chairman of the Strategy and Resources Committee and the Leader and reported to the next Strategy and Resources Committee;
- (ii) Over **£20,000** – the Strategy and Resources Committee.
- NB** One of the Council's budget policies is to only agree supplementary estimates in exceptional circumstances.
- 1.5 A capital scheme (an identifiable project) is where expenditure exceeds **£10,000**.
- 1.6 The financial limits for approval of capital virements and capital supplementary estimates are the same as for revenue.
- 1.7 Any excess expenditure over the approved contract sum of more than **5%** or **£10,000** whichever is the greater must be reported to the Strategy and Resources Committee (Appendix B paragraph 2.19.8).

## **APPENDIX 1**

### **Appendix F**

- 1.8 The asset register shall contain all assets with a value in excess of **£10,000** (Appendix C paragraph 5.3.1).
- 1.9 All items with a value in excess of **£500** shall be included in inventories (Appendix C paragraph 5. 4.15). IT assets (laptops, monitors, printers etc but excluding IT peripherals) are an exception to this limit as are more desirable, and are all recorded on the IT inventory.
- 1.10 Strategy and Resources Committee approval is required to declare land surplus to requirements where the value exceeds **£10,000** (Appendix C paragraph 5.4.4).
- 1.11 Strategy and Resources Committee approval is required to write-off bad debts in excess of **£10,000** (Appendix D paragraph 2.3.3), in the case of Non Domestic Rates Debts this is increased to **£20,000**.
- 1.12 Strategy and Resources Committee approval is required to make ex-gratia payments in excess of **£2,000** (Appendix D paragraph 4.4.4).
- 1.13 Finance limits relating to contracts are contained in the Council's ***Contract Procedure Rules***.

**G. BANK MANDATE**

- G.1. Cheques are only to be issued in emergencies and will be from the contingency cheque book.
- G.2. Cheques above £10,000 shall be countersigned by the Chief Finance Officer / S151 or, in their absence, the Chief Executive or Deputy Chief Executive.
- G.3. Amendments to cheques can be countersigned by the above and additionally the Resources Specialist Manager for cheques up to £10,000.
- G.4. Manual CHAPS payments shall be signed by any of the following:
- a) Chief Finance Officer / S151
  - b) Chief Executive
  - c) Deputy Chief Executive
- G.5. All arrangements with the Council's financial institutions shall be made by the Chief Finance Officer / S151 who shall be authorised to operate such banking accounts/investments/financial instruments as They may consider necessary.
- G.6. All cheques shall be ordered only on the authority of the Chief Finance Officer / S151 or under arrangements made by him/her.
- G.7. All cheques shall be ensured are kept in safe custody by the Chief Finance Officer / S151 until issue.
- G.8. All instructions relating to the Council's banking accounts, shall be authorised by the Chief Finance Officer / S151 or Officers authorised by them.
- G.9. Payments may be made by BACS or CHAPS electronic transmission subject to two electronic signatures; and submission by an authorised card holder authentication. Responsibility for the delegation of authorisation below Director level and limits applicable is set by the Chief Finance Officer / S151.



## **H. AUTHORISATION ARRANGEMENTS**

<b>Total Value</b>	<b>Category</b>	<b>Authorisation Level</b>
Up to £5,000	Electronic Orders	<i>Authorised buyer</i>
£5,001 to £50,000	Invoice Authorisations, Electronic Order Approvals, Mileage and Expenses Claims	<i>Line Manager</i>
Above £50,001*	Invoice Authorisations and Order/Contract Approvals	<i>Chief Executive or Deputy Chief Executive</i>

\* Note requirement for written contracts above £50,000 – See Section 15.2 of Contract Procedure Rules.

### **Definitions** (as per Contract Procedure Rules)

*Approved Buyer*- An Officer designated by an Assistant Director who is authorised to generate electronic orders on behalf of the Council.

*Line Manager* - An Officer designated by the Chief Executive or Deputy Chief Executive to exercise the role reserved to the line manager by the contract procedure rules, this will be a Level 3 Assistant Director.

*Chief Executive or Deputy Chief Executive* - responsible for delivery of services

**I. AUTHORISATIONS**

**I.1.1 Introduction**

- 1.1.1. The Status of financial regulations section (Section one in this document) refer to the Chief Executive, Deputy Chief Executive and Assistant Directors and Officers authorising others to exercise their responsibilities under these financial regulations. Authorisation should be given in writing, however there are instances where this isn't necessary or not possible due to sickness/leave. These delegations are only applicable where decisions/actions are required urgently, and the relevant officer is not available and written authorisation has not been made as not known required.
- 1.1.2. The Monitoring Officer and Returning Officer are able to appoint lawful Deputies who are able to act in the full capacity without separate authorisation unless the terms of their appointment state otherwise.
- 1.1.3. The Council's Constitution provides that any power or function delegated to the Chief Executive, Deputy Chief Executive or Assistant Director may, if that Chief Executive, Deputy Chief Executive or Assistant Director or any other Officer authorised by them is absent and unable to act, be exercised by the Chief Executive, Deputy Chief Executive or another Assistant Director should the need arise.

# Pay Policy Statement 2025/26



## Document Control Sheet

<b>Document title</b>	Pay Policy Statement
<b>Summary of purpose</b>	Compliance with Localism Act
<b>Prepared by</b>	Resources Specialist Services Manager
<b>Status</b>	Final
<b>Version number</b>	13
<b>Approved by</b>	Council
<b>Approval date</b>	3 April 2025 Reviewed May 2024 in line with restructure at Tier 1. Approved Council 29 May 2024. Updated Feb 25 to align pay award 24/25, Salary Sacrifice added, structural updates, inclusion of how pay is calculated.
<b>Date of implementation</b>	3 April 2025
<b>Review frequency</b>	Annual (or as necessary before then)
<b>Next review date</b>	01 April 2026
<b>Circulation</b>	All staff & Members
<b>Published on the Council's website</b>	Yes

**Validity Statement**

This document is due for review by the date shown above, after which it may become invalid.

## Pay Policy Statement

### Introduction

This Statement has been written to meet the statutory requirements of the Localism Act 2011 (the Act), Chapter 8 (Pay Accountability) Section 18 (1) and to aid transparency in respect of Maldon District Council's policy regarding pay to all staff.

The Council seeks to be able to recruit and retain employees in a way which is competitive and fair.

### **1. General policy**

- 1.1 For the purpose of this policy a chief officer and non-statutory chief officer under section 2 of the Local Government and Housing Act, 1989 includes the Chief Executive as Head of Paid Service, and Deputy Chief Executive.
- 1.2 The Chief Executive is responsible for the overall management of the Council and its resources. She/he has delegated authority to determine pay for all employees of the Council.
- 1.3 The appointment and dismissal of Assistant Directors and the Statutory Officers are determined under the Officer Employment and Disciplinary Procedure Rules. The Chief Executive leads on the development and the implementation of the Council's strategies and sets the framework for community engagement.
- 1.4 The Council's pay policy statement is underpinned by the principle of equal pay and recognises equal pay between both female and male officers as a legal right under employment law and ensures fair and non-discriminatory remuneration package across the authority.

### **2. Determination of Job Grades**

- 2.1 Maldon District Council has adopted the "Hay Job Evaluation Scheme" which systematically establishes the relative values of different jobs. The Scheme has been used to determine the grades of all existing posts and for new posts as they arise. It is the only mechanism within the Council for determining the grading of posts. Responsibility for administering and coordinating the Job Evaluation Scheme rests with Human Resources.
- 2.2 A job can only be considered for re-evaluation where there has been a significant change to the responsibilities and accountabilities of the post and where the post holder and the Manager agree a need for a review. The Manager will need to advise where the changes have come from as another post may be affected resulting in a decrease in the applicable grade of that post. If this results in an increase in grade, this will become effective from the date of the job evaluation panel was held. If this results in a decrease, pay protection will apply.

- 2.3 All roles in the Council are job evaluated and place all roles within a single unified pay scale approved by the Council. Any appointment outside of this pay scale, for reason of market forces for instance where there are recruitment challenges, would be agreed by Strategy and Resources Committee.
- 2.4 The Job Evaluation process was designed to achieve compliance with Equal Pay legislation and to standardise the contractual terms and conditions of staff. Remuneration of all Council employees is governed by agreed policy and procedures.
- 2.5 The Council's pay policy statement and its principles are applied consistently to all employees. For part-time employees, salary entitlement and the Council's conditions of service are applied pro-rata to comparable full-time employees.
- 2.6 Temporary employees' salary entitlement and the Council's conditions of service will be applied on the basis of an equivalent to that of permanent employees.

## **2. Policy on Payments**

### **2.1 Chief Officer Pay**

- 2.1.1 The Act defines Chief Officers as the following (the post titles in brackets identify the relevant posts within the council's senior management structure):
- The Head of Paid Service (Chief Executive)
  - A non-statutory chief officer (Deputy Chief Executive)
  - Chief Financial Officer Section 151 (Chief Finance Officer S151)
  - The Monitoring Officer (Lead Legal Specialist)

### **2.2 Pay and its calculation**

- 2.2.1 The Council's pay scales range from A1-P64. Each grade within the spinal column point consists of four spinal points.
- 2.2.2 To calculate hours pay, the employees' annual salary is divided by 365 (days), multiplied by 7 (days), divided by the number of hours worked.
- 2.2.3 For employees working less than 37 hours or those on average pay, the actual hours worked are divided by 37 (hours) then multiplied by the annual salary which gives the pro rata rate.
- 2.2.4 The pay line for Assistant Directors is subject to the same factors as the rest of staff pay, for example any annual pay award granted and aligns to the National Joint Council (NJC).

- 2.2.2 Any exception to this, such as a proposal to change the pay of senior staff out of line with normal pay awards would be subject to a report to the Council and approval being given.
- 2.2.3 The Chief Executive, Deputy Chief Executive and Assistant Directors have delegated powers to award discretionary points on an officer's salary scale within approved budgetary limits where they deem it to be in the interests of the Authority. This only applies to points up to the maximum of the salary band for that post.
- 2.2.4 New entrants will normally be placed at the bottom of the scale unless in exceptional circumstances, it can be demonstrated that they have had experience in the same role with the same level of responsibility in another organisation with the capability to work and function at a high level from the outset. Other considerations to merit an appointment at a higher scale point are when a case is made to establish demonstrable previous skills and experience against proven organisational need. These will need to be agreed by HR in consultation with the appropriate manager above Head of Service level. In the case of a Chief Executive appointment this will be confirmed by recommendation to the Council through the Appointments Board. The Deputy Chief Executive, Section 151 and Monitoring Officer will be confirmed by the Appointments Board however pay will be determined by the Deputy Chief Executive or Chief Executive.

### 2.3 Performance related pay and bonuses

- 2.3.1 Maldon District Council does not have performance related pay or bonus payments for any post. As there is no mechanism for linking pay and performance in this way 'earn back' arrangements are not appropriate.

### 2.4 Progression through the Pay Spine

- 2.4.1 New staff receive an increment after successful completion of their six-month probationary period. Internal movers may receive an increment at the six months anniversary under our performance management scheme. Those appointed at the top of the scale point in their grade will not achieve any movement.
- 2.4.2 Those at Assistant Director level will have their performance reviewed annually by the Chief Executive or Deputy Chief Executive.
- 2.4.3 The Deputy Chief Executive's performance is reviewed by the Chief Executive.
- 2.4.4 The Leader and the Deputy Leader of the Council will be responsible for reviewing the Chief Executive's performance.
- 2.4.5 Incremental increases are not paid if the individual is already at the top of their pay band, or, if they have received an incremental rise within the previous 6 months.





## 2.5 Fees, allowances, benefits in kind and expenses

2.5.1 The Chief Executive is also the Returning Officer for the District, meaning that the post holder has specific responsibilities in respect of all elections and national referenda held in the District. These duties attract fees that are variable depending on the election. For Parliamentary, Police, Fire and Crime Commissioner, European elections and national referenda these are set by the Government, for County elections by Essex County Council and for District and Parish elections these are set locally. The Chief Executive may delegate the Returning Officer duties to the Deputy Chief Executive and in doing so, delegates the allowance also.

2.5.2 Apart from these fees, allowances, benefits in kind or expenses are available to all staff and on the same basis.

2.5.3 Staff appointed as Deputy Returning Officer's by the Returning Officer can receive a proportion of the above fees dependent upon the responsibilities undertaken at each separate election, as determined by the Chief Executive as Head of Paid Service.

## 2.5 Pension

2.5.1 All staff are eligible to join the Local Government Pension Scheme in accordance with the terms of that scheme. No special considerations apply to the posts listed in 2.1.

2.5.2 The employee contribution rates for members of the Local Government Pension Scheme (LGPS) are reviewed on 01 April each year. The rates as effective from 01 April 2024 are as set out below:

		main scheme	50/50 scheme
up to	£17,600.00	5.50%	2.75%
£17,601.00	£27,600.00	5.80%	2.90%
£27,601.00	£44,900.00	6.50%	3.25%
£44,901.00	£56,800.00	6.80%	3.40%
£56,801.00	£79,700.00	8.50%	4.25%
£79,701.00	£112,900.00	9.90%	4.95%
£112,901.00	£133,100.00	10.50%	5.25%
£133,101.00	£199,700.00	11.40%	5.70%
£199,701.00	or more	12.50%	6.25%

2.5.3 Every three years an independent actuary calculates how much the Council should contribute to the Scheme. From 01 April 2023, the employer contribution rate uplifted from 19.9% to 20.9% contributory pay (this includes the administration levy).

2.6 Severance payments

- 2.6.1 Where senior staff leave in the normal course of business (resignation, retirement, etc.) the same procedures would be applied as for any other staff member and no additional payments would arise as a result.
- 2.6.2 Should a staff member leave as a result of a settlement agreement these, by their nature, are subject to negotiation with the individual and their representatives and so are variable in their terms. Such agreements are formal legal arrangements and confidentiality binding on both parties is a key component, so any payment arising from such an agreement would not be published. Authorisation of the payment would be in accordance with the Statutory Guidance on the Making and Disclosure of Special Severance Payments, the Council's Terms of Reference and Scheme of Delegation and it would need to represent value for money for the taxpayer in the circumstances.
- 2.6.3 Senior staff that were previously employed by the Authority and left with a severance or redundancy payment may be re-employed on a consultancy basis to cover short term staff pressures where it is considered appropriate and in the public interest to do so.
- 2.6.4 For the purposes of continuous service, employees with multiple roles may have different continuous service dates which reflect the start date within the role. The role being made redundant will be calculated on the correct continuous service date.

2.7 Additional Payments

- 2.7.1 When recruiting to a senior post the salary offered would be that applicable to the grade of the post, as determined by Job Evaluation, and within the established pay line. No additional payments would arise, unless a market supplement to enable recruitment was considered justified due to a recognised technical skill shortage in the job market. See also Market and Retention Supplements.
- 2.7.2 Employees with multiple jobs within the Council, as per HM Revenues and Customs (HMRC) guidelines, have their National Insurance (NI) liability amalgamated to reflect the correct deduction.

2.8 Statutory roles

- 2.8.1 The Monitoring Officer, Section 151 Officer and Head of Paid Service are not subject to any additional payment. The statutory nature of the roles are considered as part of the substantive role; these are aligned to when being considered under the Hay Job Evaluation Scheme.

## 2.9 Publication of remuneration of senior staff

2.9.1 This Pay Policy Statement, once approved by the Council, will be published on the Council's website.

2.9.2 The remuneration and pension contributions of senior staff whose remuneration and pension contributions are £50,000 and over are published annually in the Financial Statements of the Authority. These are placed on the Council's website.

## 3. **Lowest paid staff and The Real Living Wage**

### 3.1 Definition

3.1.1 Maldon District Council is committed to paying The Real Living Wage which is a voluntary rate of pay to apply. When The Real Living Wage increase is announced each year, it is requested that the increase is applied within 6 months. Therefore, it is commonplace to apply any inflated rate to employees pay the first date of the following month. Staff in Pay Bands A to C, on spinal points 1 to 9 are paid a supplement to bring their hourly rate of pay up to that of The Real Living Wage rate. The increased rate of £12.60 per hour was paid to employees from 01 November 2024.

### 3.2 Pay Policy in respect of lowest paid staff

3.2.1 No special considerations apply to the lowest paid staff. They are subject to identical terms and conditions, procedures and policies as all other staff. In some cases, these policies give slightly different benefits to different levels of staff. For example, for the lowest five pay bands (A to E) enhanced pay rates for overtime are paid. No enhancement above grade E is paid. In contrast the basic amount of annual leave increases with grade bands.

3.2.2 The Council employs Apprentices, but these are not included within the definition of 'lowest paid employees' and are not subject to The Real Living Wage rate as they are paid the legal pay rate for Apprentices.

## 4. **Pay Ratio's**

4.1 The Pay Multiple is the ratio between the highest taxable earnings and the median earnings figure for the whole authority in accordance with the Transparency Code 2014.

4.2 Maldon, as at end of quarter 3, December 2024, has the ratio between the Chief Executive salary and the median of all staff as 1:3.9. The Government has considered setting twenty to one as a maximum. As Maldon District Council's rate is currently below this amount it is not considered necessary to have a specific policy concerning the pay multiple. If the multiple starts to rise, for example above five to one, this could be reconsidered.

## 5. Pay Award / Negotiation

- 5.1 The NJC for local government services ('Green Book') negotiates pay on behalf for Local Authority staff. Maldon District Council is committed to paying its employees the nationally agreed pay award each year. The award for 2024/25 was aligned to the Council's own pay scale as below;
  - Spinal Column Point (SCP) A1 - J37: Increase of £1,290.00
  - SCP J38 – O60: Increase of 2.5%
- 5.2 Apprentice pay rates fall in line with the Apprenticeship rate of pay as set by the government.
- 5.3 Pay for the Chief Executive is paid at SCP P. The Deputy Chief Executive at SCP O. These SCP's are subject to pay awards as negotiated by the Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities. The pay negotiations for 2024-25 awarded 2.5% uplift.
- 5.3 Employees who have left the Council's employment prior to their pay award being implemented may submit a written request for payment of monies owing to them. Any monies due to that employee from 01 April to the last date of their employment will be paid.
- 5.4 Any agreed increase is published as soon as the agreed increase is known. This will usually be backdated to 01 April where this is agreed part way through a year OR as determined by the NJC / JNC negotiations. Payment to staff is managed as soon as is reasonably practical but usually uplifted the following month and any back payment made the next.
- 5.5 The Council does not employ any staff under the JNC for local authority Craftworkers ('Red Book').

## 6 Other pay

### 6.1 Market and Retention Supplements

- 6.1.1 There may be occasions when the evaluated salary for a post fails to attract any suitable candidates and consideration is given to increasing the salary by way of a market supplement. They may also be payable to maintain a skilled and experienced workforce. Managers will need to have tried to recruit at the evaluated level and provide HR with salary details of similar jobs within the market.
- 6.1.2 Supplements will be benchmarked against the salaries for similar jobs annually to ensure they are still required. This will be undertaken by the line manager in conjunction with HR. Should this research result in the market supplement no longer being required, there will be a three month pay protection before withdrawal of the supplement. Assistant Directors will then approve these at Management Team level.

- 6.1.3 Pay for Supplements will be capped at a maximum of 15% of the pro rata salary. These are not subject to cost of living / pay award increases and are reviewed on an annual basis.
- 6.1.4 Market and Retention supplements are time-limited and subject to annual review. They are identified separately from basic salary in all documentation and records, including pay slips. Market supplement payments will be subject to the following criteria;
- Subject to tax and national insurance contributions
  - Paid pro-rata to part time employees
  - Included in statutory calculations for the purposes of sick pay, redundancy pay, annual leave, maternity, adoption, paternity
  - Included in overtime
  - Not subject to increase under pay awards

6.2 Honorarium payments

- 6.2.1 This may be awarded in recognition of an employee taking on a special project or role for a limited time. This is capped at £500.

6.3 Additional Responsibility Allowances (ARA) payments

- 6.3.1 This may be awarded where an employee is covering part of the duties of a post at a higher level due to absence of a more senior member of staff (e.g. sickness or secondment) – for 4 weeks' or more. Payment is capped at a maximum of two spinal column points above the employees' substantive rate of pay.

6.4 First aid allowance

- 6.4.1 Employees that are designated first aiders will be paid a flat fee of £6 per month. Employees that are required for the purposes of their job to be first aid qualified will not receive the first aid allowance.

6.5 Events

- 6.5.1 From time to time, the Council may seek support on a corporate basis for employees to put themselves forward to work on a special event outside of their normal contract of employment. Employees will be paid the event rate. Events worked on will be within the district and/or that which the Council supports. A flat fee of £17.50 per hour will be payable regardless of the day and/or time of the week.

## 6.6 ICT Out of hours Payments

- 6.6.1 Disturbance payments of £166.67 per month are payable to identified individuals as a fee for working unsocial hours as and when required to meet with business needs.

## 6.7 Duty Rota Out of Hours (OOH) - Housing

- 6.7.1 For employees required to be on call for out of hours, specifically relating to homelessness response, payments will be made at the set fee of Monday to Friday £12 per hours, Saturday, Sunday and Bank holidays £20.00 per hour. Additional payments made per call at the employees SCP.

## 6.8 Overtime

- 6.8.1 The Working Time Regulations (WTD) amendment 01 January 2024, introduced 'rolled up holiday pay' for workers with irregular hours and part year workers. Where overtime is payable to employees, payment for overtime worked continuously over a 3-month period will receive an automatic uplift of 12.07% to their pay to ensure additional holiday accrual is accounted for, and separately identified on the payslip.

## 6.9 Irregular hour workers

- 6.9.1 The Council tries to minimise the number of persons engaged on a zero hours 'irregular worker' contract. However, where they are engaged, under the WTD, annual leave is accrued based on the number of hours they work. The Council manages this obligation by increasing the rate of pay by 12.07% and is itemised separately on the payslip.

## 6.10 Other pay

- 6.10.1 Information on the Council's policies on Occupational sick pay and maternity, shared parental leave, paternity and adoption leave can be obtained from the Council's Human Resources Team.

## **7 Other benefits**

- 7.1 All employees have access to Occupational Health provision and a fully funded Employee Assistance Programme (EAP) which provides access to Counselling services and 24/7 confidential support for the staff member and their immediate families. This also provides for a wider benefits platform area that offers discounts on a huge variety of shopping platforms.
- 7.2 Free on-site car parking is available to staff as well as a flexible working approach, flexi-time scheme and learning and development opportunities.
- 7.2 Staff are provided with login details to access Kaarp benefits, a free local government benefit site that provides lifestyle voluntary benefits service thought discounts on personal purchases.

- 7.4 A discount is offered to staff for local gym membership.
- 7.5 The Council offers a salary sacrifice scheme to employees through both a car scheme and cycle-to-work. Both initiatives provide staff by making agreed deductions from salary before tax, NI and pension (if applicable) deductions are made.
- 7.6 The LGPS has a provision within its regulations to allow an employer to contribute to an employee's Additional Voluntary Contribution (AVC) arrangement. This is known as a "Shared cost" AVC which would be administered through a salary Sacrifice.
- 7.7 Any deduction through a Salary Sacrifice Scheme at the Council will not affect any redundancy calculation by any detrimental effect. Should an individual lose their post through a reorganisation resulting in redundancy, it is proposed that 3 months' notice will be given as part of the Consultation process, to ensure they can withdrawal from the salary sacrifice scheme so as it does not have an detrimental impact on any severance payment.
- 7.8 The Essex Pension Fund have confirmed that the salary sacrifice shared cost AVC does not have any impact on provisions for ill-health retirement or death in service.

## **8 Reimbursement of expenditure**

- 8.1 All employees are required to make the best use of council resources and are obliged to consider the most cost-effective option when incurring any expenditure in the course of their duties.
- 8.2 Subsistence allowances are payable when employees incur additional expenditure on meals because they have been unable to follow their normal meal arrangements whilst out on business.
- 8.3 Examples of where an employee may need to incur expenditure on meals are as follows:
- Attendance at training courses or seminars where meals or refreshments aren't provided
  - Site visits
  - Meetings at other organisations
  - Travelling to locations as part of official duties
- 8.4 Subsistence amounts are stated in the Council's Mileage and Expenses Policy.

## **9 Pensions**

- 9.1 The Council's pension scheme is administered by Essex County Council. General details of the LGPS are available from Human Resources. Both the employee joining the scheme, and the Council contributes to the scheme.
- 9.2 The rules under which auto-enrolment operates will continue to apply to all Council employees. Eligible staff will be automatically enrolled unless they choose to opt out. This exercise will be repeated every three years on the anniversary of each eligible employee's enrolment.

## **10 Conclusion**

- 10.1 The Localism Act 2011 requires relevant authorities in England and Wales to prepare a Pay Policy Statement for each subsequent financial year. This paper sets out the Council's policy statement on pay for employees. The next statement will be reported to the Council for its approval next year.
- 10.2. Should there be a need to amend the existing Pay Policy Statement during the course of the year an appropriate recommendation will be made to the Council.



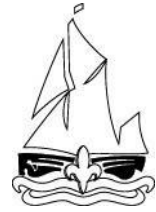
**Salary Bands 2024-25**

Pay Scales Subject to NJC rules for officers 1st April 2024					
Grade		SCP	1 April 2024 Pay	Monthly	Hourly
A	A1	1	20,547.88	1,712.32	10.65
	A2	2	21,388.92	1,782.41	11.09
	A3	3	21,532.14	1,794.35	11.16
	A4	4	22,058.72	1,838.23	11.43
B	B5	5	22,255.80	1,854.65	11.54
	B6	6	22,866.38	1,905.53	11.85
	B7	7	23,007.45	1,917.29	11.93
	B8	8	23,602.43	1,966.87	12.23
C	C9	9	23,883.95	1,990.33	12.38
	C10	10	24,737.06	2,061.42	12.82
	C11	11	25,602.97	2,133.58	13.27
	C12	12	26,558.46	2,213.21	13.77
D	D13	13	26,900.77	2,241.73	13.94
	D14	14	27,703.76	2,308.65	14.36
	D15	15	28,504.63	2,375.39	14.77
	D16	16	29,305.48	2,442.12	15.19
E	E17	17	29,651.00	2,470.92	15.37
	E18	18	30,258.84	2,521.57	15.68
	E19	19	30,872.02	2,572.67	16.00
	E20	20	31,481.99	2,623.50	16.32
F	F21	21	32,055.70	2,671.31	16.62
	F22	22	32,971.74	2,747.65	17.09
	F23	23	33,888.83	2,824.07	17.57
	F24	24	34,802.73	2,900.23	18.04
G	G25	25	34,920.03	2,910.00	18.10
	G26	26	36,444.97	3,037.08	18.89
	G27	27	37,973.11	3,164.43	19.68
	G28	28	39,501.25	3,291.77	20.47
H	H29	29	40,645.48	3,387.12	21.07
	H30	30	42,363.44	3,530.29	21.96
	H31	31	44,080.33	3,673.36	22.85
	H32	32	45,800.42	3,816.70	23.74
I	I33	33	46,372.00	3,864.33	24.04
	I34	34	48,100.92	4,008.41	24.93
	I35	35	49,807.91	4,150.66	25.82
	I36	36	51,526.94	4,293.91	26.71
J	J37	37	52,099.59	4,341.63	27.00
	J38	38	54,084.46	4,507.04	28.03
	J39	39	56,115.80	4,676.32	29.09
	J40	40	58,148.27	4,845.69	30.14

The Real Living Wage £12.60

Grade		SCP	1 April 2024 Pay	Monthly	Hourly
K	K41	41	58,756.87	4,896.41	30.46
	K42	42	60,992.59	5,082.72	31.61
	K43	43	63,228.32	5,269.03	32.77
	K44	44	65,464.04	5,455.34	33.93
L	L45	45	66,074.93	5,506.24	34.25
	L46	46	67,903.02	5,658.59	35.20
	L47	47	69,733.37	5,811.11	36.14
	L48	48	71,561.47	5,963.46	37.09
M	M49	49	72,782.10	6,065.17	37.72
	M50	50	74,406.94	6,200.58	38.57
	M51	51	76,032.92	6,336.08	39.41
	M52	52	77,660.03	6,471.67	40.25
N	N53	53	85,952.30	7,162.69	44.55
	N54	54	88,269.78	7,355.82	45.75
	N55	55	90,586.12	7,548.84	46.95
	N56	56	92,903.60	7,741.97	48.15
O					
	O60	60	102,335.37	8,527.95	53.04

Pay Scales subject to JNC rules for chief Officer 1st April 2024					
O	O57	57	95,174.18	7,931.18	49.33
	O58	58	97,501.88	8,125.16	50.54
	O59	59	99,888.58	8,324.05	51.77
	O60	60	102,335.37	8,527.95	53.04
P	P61	61	116,492.28	9,707.69	60.38
	P62	62	124,305.54	10,358.80	64.43
	P63	63	132,118.71	11,009.89	68.48
	P64	64	139,931.98	11,661.00	72.53



## REPORT of CHIEF EXECUTIVE

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to  
COUNCIL  
3 APRIL 2025

### POLLING PLACES REVIEW

#### 1. PURPOSE OF THE REPORT

- 1.1 Local Authorities within the United Kingdom are required to undergo a compulsory review of all Polling Districts and Polling Places within the district. Following the close of the consultation period, Members are asked to consider the outcome of a recent review and to confirm the designation of polling districts and polling places in the Maldon District.

#### 2. RECOMMENDATIONS

- (i) that no changes are made to the Polling Districts or Polling Places as outlined in **APPENDIX 1**;
- (ii) That where the current Polling District, Polling Place or Polling Station is considered or becomes unsuitable, Officers will provide provisional alternative options to Members for consideration. Members are to note, that these will need to be fully assessed for suitability by Officers prior to any changes being made.
- (iii) That Members confirm and approve the Polling Districts and Polling Places as detailed in **APPENDIX 1**.

#### 3. SUMMARY OF KEY ISSUES

##### 3.1 Terminology

- 3.1.1 For the purposes of this report, it is important that Members understand the following terminology:

- Polling District – an area created by the division of a constituency, ward or division into smaller parts, within which a polling place can be determined which is convenient to electors;
- Polling Place – the building or location where the polling station is situated;
- Polling Station – the room or area within the Polling Place where voting takes place.

##### 3.2 Introduction

- 3.2.1 The Electoral Registration and Administration Act 2013 advises of the timings for compulsory reviews of polling districts, polling places, and polling stations. The last

review was undertaken in 2019. The current compulsory review must be completed by 31 January 2025. The review was completed on time however there has been a slight delay in producing the report to the Council due to capacity challenges and a by-election.

- 3.2.2 The purpose of a review is to ensure that all electors have such reasonable facilities for voting as are practicable in the circumstances, and that so far as is practicable, the polling places the Council is responsible for are accessible to all electors, including those who are disabled. When considering the designation of a polling place, regard must be given to the accessibility needs of disabled persons.
- 3.2.3 As part of the 2012 review, each existing polling place was visited to carry out an access audit, taking account of the needs of people with disabilities, as set out in the criteria formulated by the Electoral Commission. A profile was prepared of each polling place, which included location maps and photo images of the actual polling stations, as well as other details such as dimensions, accessibility, mobile network availability and car parking. This information was further updated prior to the 2023 Elections, to ensure this information was correct, and could be displayed on the council Find my Polling Station lookup facility on the Council's website.
- 3.2.4 A large majority of our polling stations have adequate, if not, excellent facilities for electors with mobility problems. However, the Council does have some temporary access ramps that can be provided to locations where and when necessary, for polling days, to bring them up to a satisfactory standard. Where there are concerns that cannot be addressed with a ramp, and there are no suitable alternatives, staffing levels will be adjusted accordingly. Where issues are highlighted during any elections, polling station staff at the next election, will be made aware of those, so the issues can be managed accordingly.
- 3.2.5 The suitability and accessibility of polling stations continue to be monitored at election times both by the staff employed there and by Station Inspectors who will visit each station at least once during the election day.
- 3.2.6 Although the statutory requirement is to review the polling districts and places in relation to UK Parliamentary General Elections, the polling places and districts adopted pursuant to this review will be used at all future elections taking place within the district. It is worth noting that the Council is responsible for conducting the review and not the Electoral Registration Officer nor the Parliamentary Returning Officer.

### 3.3 The Consultation Process

- 3.3.1 The consultation began on 6 January 2025 and closed on 30 January 2025. The notice of review and schedule of existing and proposed polling districts and places were published on the Council's website on 6 January 2025. The schedule included comments from the Acting Returning Officer based on feedback from electors, members, and staff from all elections since 2023 in **APPENDIX 1**.
- 3.3.2 The principles underlying the proposals were:
- To ensure that all electors in the district have such reasonable facilities for voting as are practicable in the circumstances
  - To ensure that where possible, in line with Electoral Commission's guidelines, no more than 2,250 electors are allocated to each polling station.
  - To ensure that polling places are accessible to people with disabilities.
- 3.3.3 There were no proposed changes to either polling districts or polling places.

## 4. CONCLUSION

- 4.1 It is recommended that no changes to the polling districts or polling places are made.

## 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

### 5.1 Supporting our communities

- 5.1.1 The Polling District, Polling Place, and Polling Station Review supports our communities by enabling our electorate to carry out their democratic right to vote in the easiest and most convenient manner.

### 5.2 Investing in our District

- 5.2.1 This review ensure we are using local facilities within our district.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – The purpose of the review is to ensure, as far as is reasonably practicable, the Council enables all the electors in a polling district to have reasonable facilities for voting. The review is required to ensure that, as far as is reasonably practicable, polling stations are accessible to all electors, including those who are disabled.
- (ii) **Impact on Equalities** – This review supports the electorate of Maldon by ensuring they can carry out their democratic right to vote in the most accessible way possible.
- (iii) **Impact on Risk (including Fraud implications)** – There is a statutory requirement to undertake regular reviews of polling districts and polling places.
- (iv) **Impact on Resources (financial)** – This review is required to look at the viability of polling districts, places and stations. Whilst it is acknowledged that there could be an increase in the cost of the venues hired, especially when a temporary polling station is required, this is not something to be considered as part of this review when determining any changes.
- (v) **Impact on Resources (human)** – It is acknowledged that during an election, Council staff will be required to support the needs of the democratic process.
- (vi) **Impact on Devolution / Local Government Reorganisation** – Further reviews may be required if there are changes to boundaries for parish, town or district Councils.

### Background Papers:

The Electoral Registration and Administration Act 2013;  
Representation of the People Act 1983, Schedule 1A;  
Reviews of Polling Districts, Polling Places and Polling Stations Guidance; The Electoral Commission.

### Enquiries to:

Claire Hawken, Lead Elections and Democratic Services Manager

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District Name	Polling District Code	Polling Place	Returning Officers comments	Parliamentary Constituency	Properties	Electorate 01.12.2024	Electorate 2019	Change since 2019	Consultation Comments
A - Maldon (North)	A	United Reformed Church Hall, Market Hill, CM9 4QA	No Proposed Changes	Maldon	2,419	3,400	3446	-46	
AA - North Fambridge	AA	North Fambridge Village Hall, Ferry Road, CM3 6LS	No Proposed Changes	Maldon	456	903	723	180	
AB - Purleigh	AB	Purleigh Village Pavilion, Howe Green Road, CM3 6PX	No Proposed Changes	Maldon	545	1,014	1015	-1	
AC - St Lawrence	AC	St Lawrence Church Centre, 30 Main Road, CM0 7NA	No Proposed Changes	Maldon	664	1,111	1151	-40	
AD - Southminster	AD	Southminster Community Hall, King George V Playing Field, Station Road, CM0 7EW	No Proposed Changes	Maldon	2,031	3,550	3470	80	
AE - Steeple	AE	Steeple Village Hall, Garden Fields, CM0 7JY	No Proposed Changes	Maldon	223	387	386	1	
AF - Stow Maries	AF	Smythe Hall, Church Lane, CM3 6SL	No Proposed Changes	Maldon	93	169	172	-3	
AG - Tillingham	AG	Tillingham Village Hall, Vicarage Lane, CM0 7TW	No Proposed Changes	Maldon	487	888	876	12	
AHA(W) - Tollesbury (West)	AHA(W)	The Centre, East Street, CM9 8QD	No Proposed Changes	Witham	337	529	1637	-1,108	
AHB(W) - Tollesbury (East)	AHB(W)	The Centre, East Street, CM9 8QD	No Proposed Changes	Witham	912	1,634	568	1,066	
AJ(W) - Tolleshunt D'Arcy	AJ(W)	Tolleshunt D'Arcy Village Hall, Tollesbury Road, CM9 8UB	No Proposed Changes	Witham	468	867	863	4	
AK(W) - Tolleshunt Knights	AK(W)	Tolleshunt Knights Village Hall, Top Road, CM9 8ET	No Proposed Changes	Witham	438	893	895	-2	
AL(W) - Tolleshunt Major	AL(W)	St Nicholas Village Hall (formerly Church Rooms), Tolleshunt D'Arcy Road, CM9 8LN	No Proposed Changes	Witham	282	533	543	-10	
AM(W) - Ulting	AM(W)	Langford and Ulting Village Hall, Maldon Road, CM9 4SS	No Proposed Changes	Witham	65	121	122	-1	
AN(W) - Wickham Bishops	AN(W)	Wickham Bishops Village Hall, Church Road, CM8 3JZ	No Proposed Changes	Witham	859	1,589	1580	9	
AOA(W) - Woodham Mortimer (Hazeleigh)	AOA(W)	Woodham Mortimer & Hazeleigh Village Hall, Post Office Road, CM9 6SX	No Proposed Changes	Witham	116	174	94	80	
AOB(W) - Woodham Mortimer	AOB(W)	Woodham Mortimer & Hazeleigh Village Hall, Post Office Road, CM9 6SX	No Proposed Changes	Witham	215	436	440	-4	
AP(W) - Woodham Walter	AP(W)	Woodham Walter Village Hall, Rectory Road, CM9 6RE	No Proposed Changes	Witham	270	463	473	-10	
B - Maldon (South)	B	Scout Building, Brickhouse Farm Community Centre, Poulton Close, CM9 6NG	No Proposed Changes	Maldon	1,601	3,045	3092	-47	
C - Maldon (East)	C	The Stadium, Maldon Stadium (formerly Maldon & Tiptree FC), Park Drive, CM9 5JR	This replaced the Dance Studio at Blackwater Leisure Centre in 2021. No Proposed Changes	Maldon	1,116	1,828	1922	-94	
D - Maldon (West)	D	West Maldon Community Centre, Sunbury Way (Off Keeble Park), CM9 6YH	No Proposed Changes	Maldon	2,393	4,099	3188	911	
E - Heybridge (East)	E	Heybridge Swifts Football Club, Scraley Road, CM9 8FJ	This replaced Heybridge County Primary School on 2021. No Proposed Changes	Maldon	1,522	2,735	2819	-84	
F - Heybridge (West)	F	Plantation Hall, Colchester Road, CM9 4AL	No Proposed Changes	Maldon	2,038	3,500	3265	235	
G - Heybridge Basin	G	St George's Church, Basin Road, CM9 4RJ	No Proposed Changes	Maldon	274	510	507	3	
H - Althorne	H	Althorne Parish Hall, Summerhill, CM3 6BY	No Proposed Changes	Maldon	621	1,019	1067	-48	
J - Asheldham	J	Asheldham and Dengie Parish Room, Manor Road, CM0 7UH	No Proposed Changes	Maldon	78	157	134	23	
K - Bradwell-on-Sea	K	Bradwell on Sea Village Hall, South Street, CM0 7QJ	No Proposed Changes	Maldon	391	694	679	15	
L - Burnham-on-Crouch (North)	L	Ormiston Rivers Academy, Southminster Road, Burnham-on-Crouch, CM0 8QB	Burnham Village Hall was used in 2021 in place of Ormiston Academy. In 2023 Ormiston Academy was used. But for 2024 PFCC it revert to Burnham Village Hall, but only the use of the smaller hall, which is not suitable for 2 polling stations to be set up. For the General Election in July 2024 once again Ormiston Academy was used. It is recommended that Ormiston Academy is used in the future, as the space is suitable for 2 polling stations, although the facilities for staff are not ideal, but for the electorate this will be less confusing.  No Proposed Changes.	Maldon	2,401	4,196	3180	1,016	Alternative options have been investigated including Burnham Ramblers Football club, however access is via stairs only to the first floor facilities. The facilities themselves are suitable for use, but until the accessibility issues are resolved this venue is not an option.
M - Burnham-on-Crouch (South)	M	Town Council Offices, Chapel Road, CM0 8JA	No Proposed Changes	Maldon	2,133	3,303	3363	-60	
N - Cold Norton	N	Cold Norton Village Hall, Cherry Blossom Lane, CM3 6JQ	No Proposed Changes	Maldon	469	951	937	14	
O - Dengie	O	Asheldham and Dengie Parish Room, Manor Road, CM0 7UH	No Proposed Changes	Maldon	54	91	99	-8	
P(W) - Goldhanger	P(W)	Goldhanger Village Hall, Head Street, CM9 8AY	No Proposed Changes	Witham	336	601	597	4	
Q(W) - Great Braxted	Q(W)	Great Braxted Pavilion, Tiptree Road, CM8 3EF	No Proposed Changes	Witham	164	291	280	11	
R(W) - Great Totham (North)	R(W)	Great Totham United Reformed Church Hall, Chapel Road, CM9 8DA	No Proposed Changes	Witham	373	692	682	10	
S(W) - Great Totham (South)	S(W)	Great Totham Village Hall, Maldon Road, CM9 8NH	No Proposed Changes	Witham	974	1,825	1737	88	
T(W) - Langford	T(W)	Langford and Ulting Village Hall, Maldon Road, CM9 4SS	No Proposed Changes	Witham	83	153	163	-10	
U - Latchingdon	U	Latchingdon Parish Hall, Burnham Road, CM3 6EX	No Proposed Changes	Maldon	682	1,097	1018	79	
V - Mayland (Maylandsea)	V	Lawling Park Hall, Katonia Avenue, CM3 6AD	No Proposed Changes	Maldon	554	1,096	1132	-36	
W(W) - Little Braxted	W(W)	The Braxted Bakery, Homefield House, Witham Road, CM8 3ET	No Proposed Changes	Witham	60	137	135	2	
X(W) - Little Totham	X(W)	Little Totham Evangelical Church Hall, The Street, CM9 8JQ	No Proposed Changes	Witham	191	335	336	-1	

District Name	Polling District Code	Polling Place	Returning Officers comments	Parliamentary Constituency	Properties	Electorate 01.12.2024	Electorate 2019	Change since 2019	Consultation Comments
Y - Mayland	Y	Henry Samuel Hall, Steeple Road, CM3 6EG	This was changed to Lawling Park Hall in 2019 whilst Henry Samuel Hall was undergoing renovations, but Lawling Park Hall was outside this Polling District, so reverted back to Henry Samuel Hall in 2023, once renovations were complete.  No Proposed Changes	Maldon	1,038	1,927	2014	-87	A question from one elector in 2024 asked why the council reverted to using Henry Samuel Hall instead of Lawling Park Hall, as parking is an issue at Henry Samuel Hall, however Henry Samuel Hall is within the polling district, and Lawling Park is not.
Z - Mundon	Z	Mundon Victory Hall, Main Road, CM9 6PB	No Proposed Changes	Maldon	146	307	322	-15	
					0	53,250	51,122	2,128	





**REPORT of  
ASSISTANT DIRECTOR - CUSTOMERS AND OPERATIONS**

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**to  
COUNCIL  
3 APRIL 2025**

**PUBLIC SPACE PROTECTION ORDER REVIEW CONSULTATION**

**1. PURPOSE OF THE REPORT**

- 1.1 To request the approval to proceed with public consultation to review the existing Public Space Protection Order (PSPO) for dog control in publicly owned areas district wide which is due to expire on 18 July 2025.

**2. RECOMMENDATION**

That the Council begins a six-week public consultation starting on 7 April 2025 on the proposal to extend the PSPO for dog control in publicly owned areas district wide.

**3. SUMMARY OF KEY ISSUES**

- 3.1 On 20 October 2014, the Government implemented the Anti-Social Behaviour and Policing Act 2014 ("the Act"). The purpose of the Act is to give local authorities and the Police more effective powers to tackle Anti-Social Behaviour (ASB), providing better protection for victims and communities and the environment.
- 3.2 Amongst these tools and powers are PSPO's, which provide Councils with a flexible power to implement local restrictions to address a range of anti-social behaviour issues in public places in order to prevent future problems.
- 3.3 When considering implementing a PSPO local authorities must have particular regard to the rights of freedom of expression and the rights of assembly before making an order. In terms of any consultation, local authorities must consult with the Chief Officer of Police, the Police and Crime Commissioner, whichever community representatives the local authority deems appropriate and, as far as is practicable, with the owner or occupier of the land in question.
- 3.4 The local authority must also inform the County Council and any Parish or Community Council before making any Order. The Order must identify the public space as a 'restricted area' and must prohibit specified activities being carried out in the restricted area (prohibitions) or require specified things to be done by persons carrying out specific activities in that area (requirements), or both. Any prohibition or requirement must be reasonable in order to prevent the detrimental effect from occurring or reoccurring or must reduce the detrimental effect or reduce the risk of its occurrence, reoccurrence or continuance.
- 3.5 PSPOs can be made for a maximum of three years. The legislation provides they can be extended at the end of the period, but only for a further period of up to three

years. However, orders can be extended more than once. Local authorities can increase or reduce the restricted area of an existing order, amend or remove a prohibition or requirement, or add a new prohibition or requirement. They can also discharge an order, but further consultation must take place for varying or discharging orders.

- 3.6 The orders can be enforced by Police Officers, authorised Policy Community Support Officers (PCSOs), Council Officers and other designated groups, including officers under the Community Safety Accreditation Scheme.
- 3.7 Before making the order, the local authority must notify potentially affected people of the proposed order, inform those persons of how they can see a copy of the proposed order, notify them of how long they have to make representation, and consider any representations made. Any interested person can challenge the validity of a PSPO in the High Court, but the challenge must be made within six weeks. An 'interested person' means an individual who lives in the restricted area or who regularly works or visits that area.

#### **4. PSPO FOR DOG CONTROL**

- 4.1 It is proposed that the Council goes out to consultation to extend its PSPO for Dog Control by a further three years. The order allows for authorised Officers to enforce against dog fouling by way of issuing Fixed Penalty Notices (FPN) to those failing to 'pick up' after their dogs. It also allows for Officers to request dogs be placed on a lead when necessary to prevent nuisance and excludes dogs from the Council's playsites and enclosed sports pitches. It further stipulates seasonal conditions in areas detailed below where dogs are required to be on a lead at all times.
- 4.2 As a Local Authority the Council wants to continue to promote responsible dog ownership and to provide authorised Officers with the tools and powers to educate and enforce where necessary. Having reviewed complaints received and use of the tools and powers over the last three years it is deemed necessary to seek to continue the following controls:
- 4.3 **Dogs On Leads By Direction**
  - 4.3.1 It is proposed that authorised Officers continue to be given the power to request that owners place their dogs on a lead if their behaviour is having or is likely to have a detrimental effect on the local community. This equips authorised Officers witnessing behaviour of this nature with the powers to address the nuisance at the time. The order shall apply to all land within the administrative area of the Council which is open to the air to which the public are entitled or permitted to have access with or without payment.
- 4.4 **Dogs On Leads at all times**
  - 4.4.1 There are specific public places within the district that are of a more sensitive nature, it is proposed that in these places dogs will continue to be required to be on a lead at all times. These are: Cemeteries in Heybridge, Burnham-on-Crouch and Maldon (as detailed in **APPENDIX 1 – Maps 1, 2 and 3**).

#### 4.5 **Dogs on Leads at all times (seasonally 01 April – 30 September)**

4.5.1 In addition to those areas identified in section 4.4 above, it is proposed that in the following places dogs will continue to be required to be on a lead from 1 April to 30 September:

- Promenade Park, Maldon; the lake and café area and the path to Brythnoth (**APPENDIX 1 – Map 4**)
- Riverside Park, Burnham-on-Crouch sports pitches and adjacent quay front (**APPENDIX 1 – Map 5**)

#### 4.6 **Dog Exclusion Areas**

4.6.1 It is recognised by Maldon District Council that children's play sites are required to be safe and clean areas for children to use freely. As a result, all Council managed play sites have been identified as dog free zones. It is proposed to reinforce this request and extend this District wide by continuing to include all children's play sites as dog exclusion areas with the PSPO. It is further proposed that any enclosed sports pitches, such as tennis courts, bowls lawns etc. also continue to be designated as dog exclusion areas. This does not apply to Assistance Dogs.

#### 4.7 **Evaluation of existing PSPO**

4.7.1 The current PSPO has proven to be an invaluable tool for educating and provided the much needed powers for enforcing against dog nuisance since it was adopted back in February 2019. The table below gives a snapshot summary of how the Order has been utilised by authorised Officer across the District.

4.7.2 The current PSPO has proven to be an invaluable tool for educating and provided the much needed powers for enforcing against dog nuisance since it was adopted back in February 2019. The table below gives a snapshot summary of how the Order has been utilised by the Council's authorised Officer across the District.

	2019 - 2020	2020 - 2021	2021 – 2022	2022 – Current Date
<b>Complaints of nuisance dogs</b>	14	15	9	5
<b>Complaints of dog Fouling</b>	64	67	60	104
<b>FPNs issued for dog fouling</b>	8	3	0	0
<b>Reports of dog attacks</b>	35	39	18	26
<b>Complaints of dogs off lead in PSPO area</b>	0	3	4	2

4.7.3 The figures above demonstrate how the order supports a mix of education and enforcement by equipping Officers with both tools and powers to address the nuisance using the most appropriate method.

#### 4.8 Consultation Document

- 4.8.1 The consultation document (**APPENDIX 2**) will be published on the Council's website and emailed or posted to the requisite people or parties. The document consists of an explanation of the review consultation, maps of the proposed areas and a questionnaire to gain people's views.

### 5. CONCLUSION

- 5.1 The consultation for the review of the existing PSPO for Dog Control is a necessary part of the process to assess the appropriateness of extending the current conditions in the district. Should the consultation prove positive the Order will be brought back to the Council for final approval.

### 6. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

#### 6.1 Supporting our communities

- 6.1.1 Promote community safety initiatives that are delivered through our Community Safety Partnership programme.

#### 6.2 Protecting our environment

- 6.2.1 Taking action to preserve and enhance the environment.

### 7. IMPLICATIONS

- (i) **impact on Customers** – The proposals have been introduced as a consequence of complaints and customer demand. This is the opportunity for customers to demonstrate their support or opposition to dog control in the district.
- (ii) **Impact on Equalities** – The consultation document will be made available to as many user groups as possible.
- (iii) **Impact on Risk (including Fraud implications)** – The consultation results in emphatic demonstration against introduction of greater dog control.
- (iv) **Impact on Resources (financial)** – The costs will be minimal; consideration will be given to the cost for new signage. There is also the cost of advertising the Order.
- (v) **Impact on Resources (human)** – There will be some resource requirement in promoting the consultation document.
- (vi) **Impact on Devolution / Local Government Reform** – None.

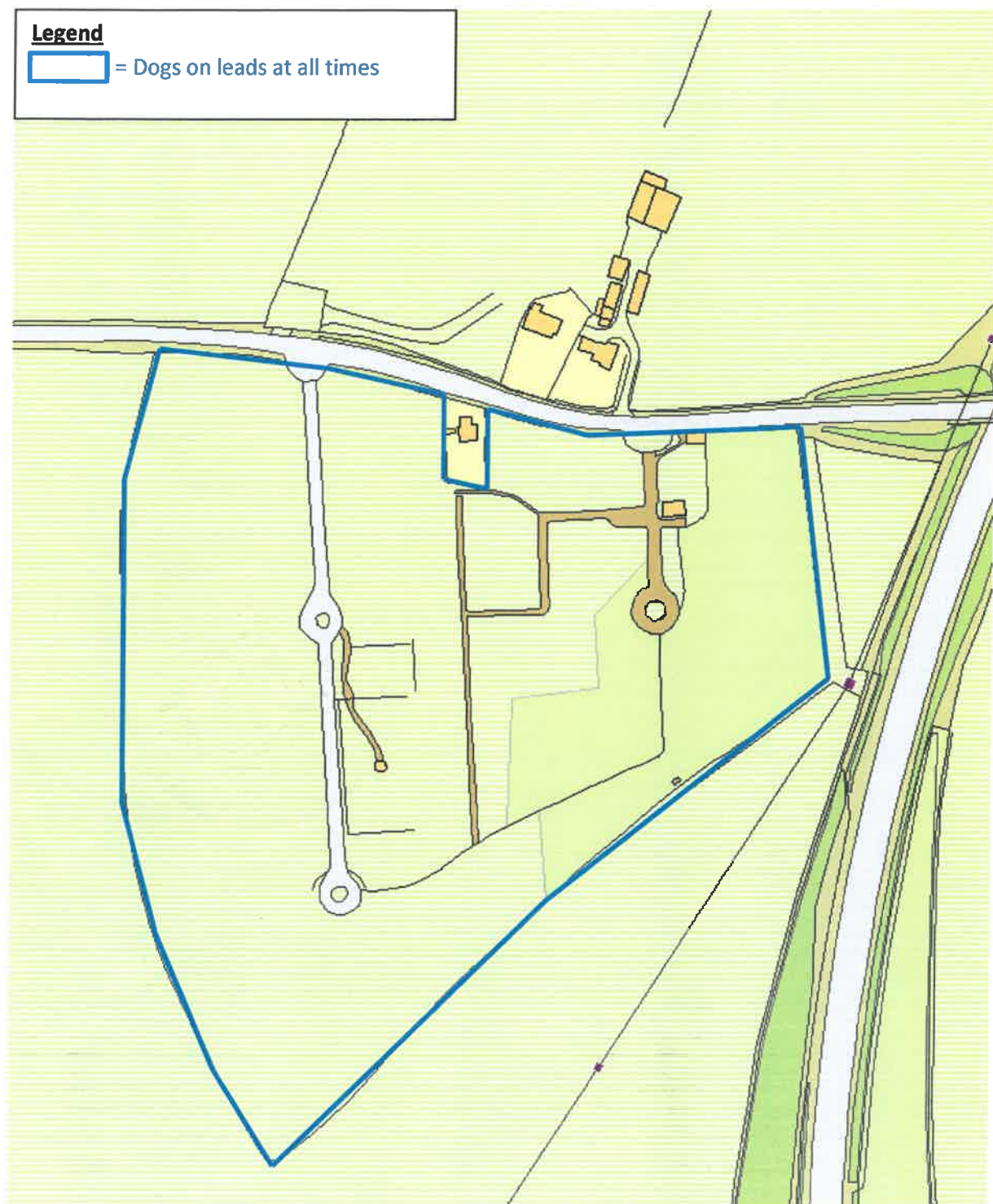
#### Background Papers:

Anti-social Behaviour and Policing Act 2014

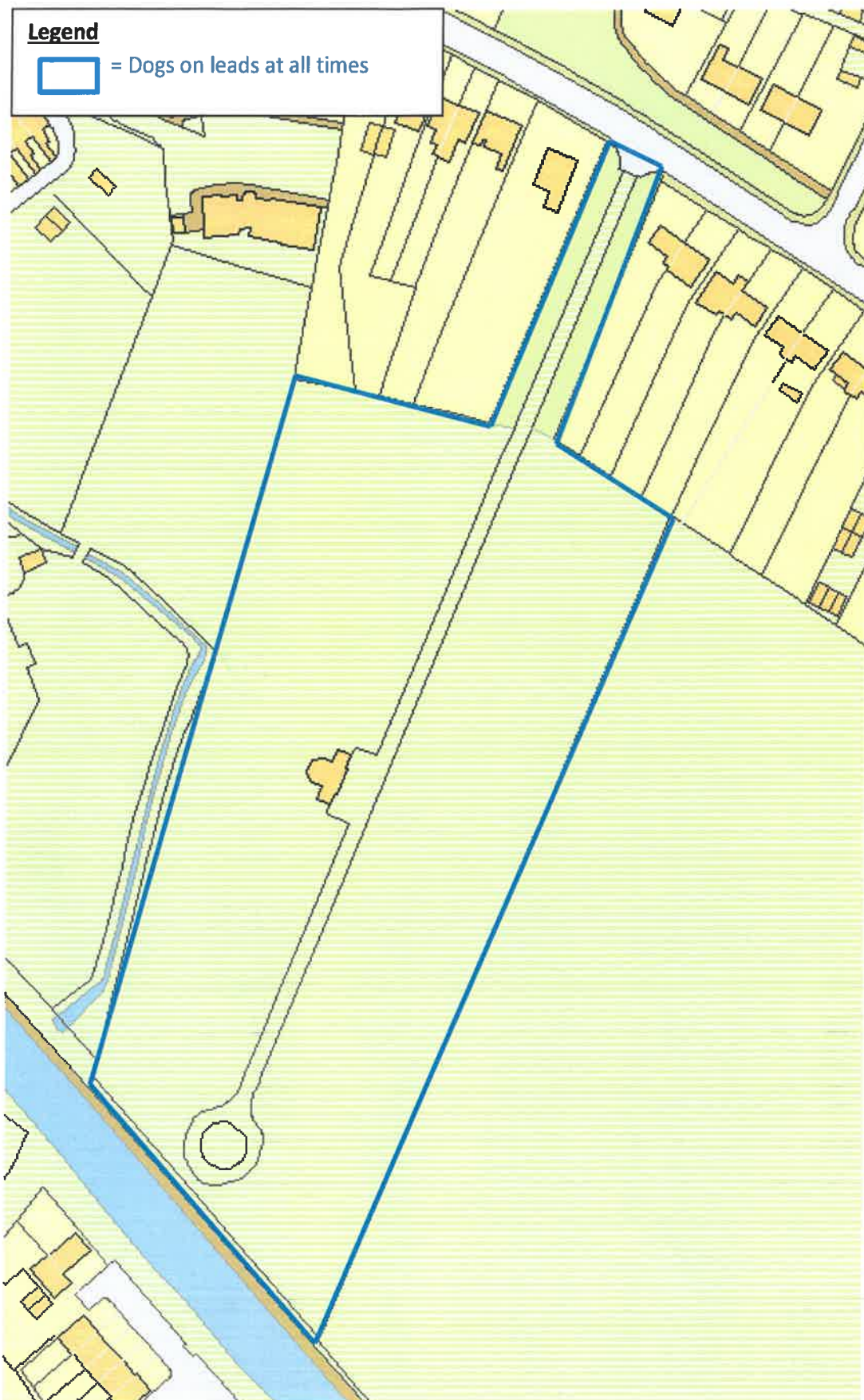
Home Office Statutory Guidance 2017

Enquiries to: Leanne Pateman, Community Safety and ASB Officer.

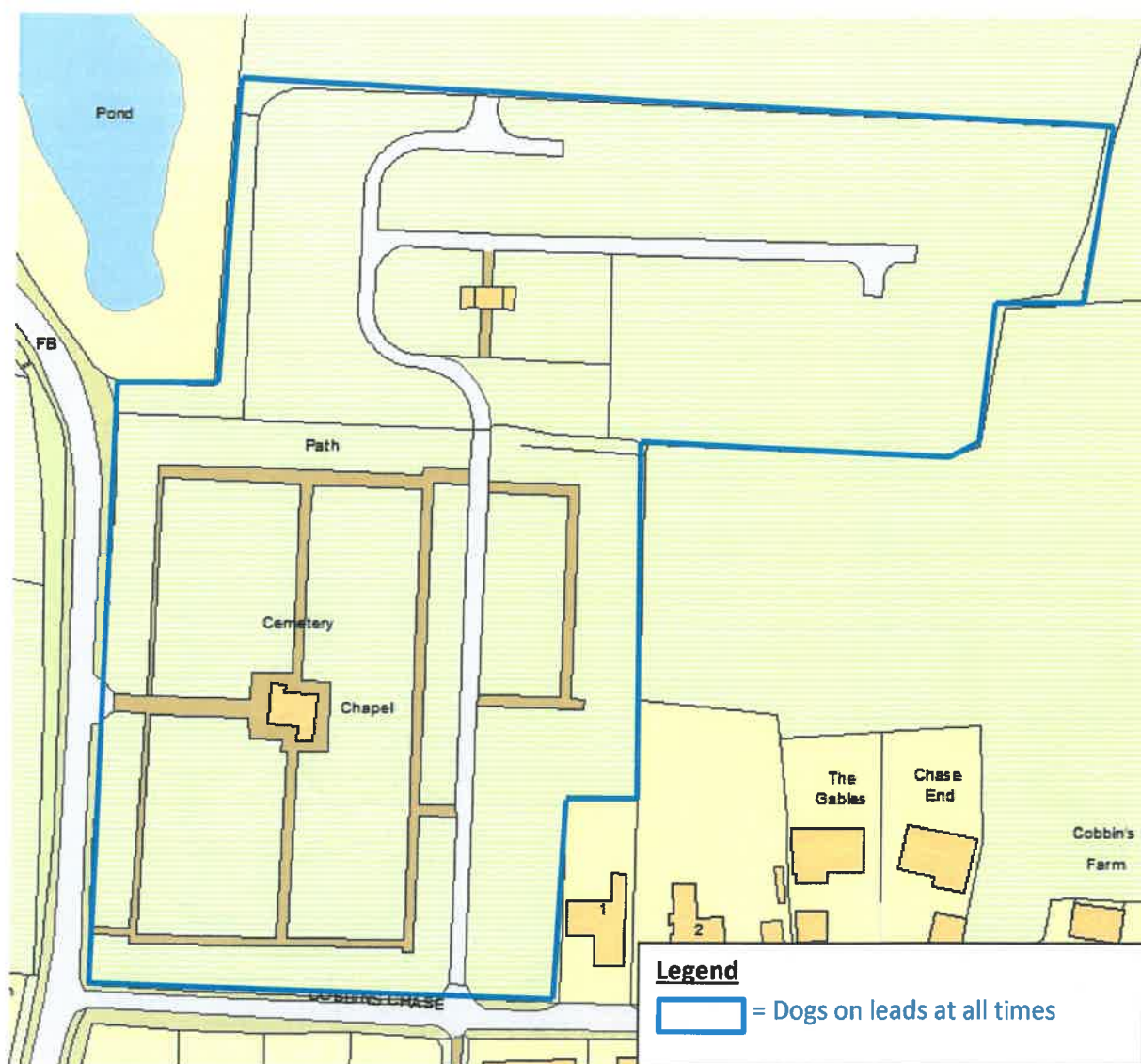
Maldon Cemetery PSPO Map 1





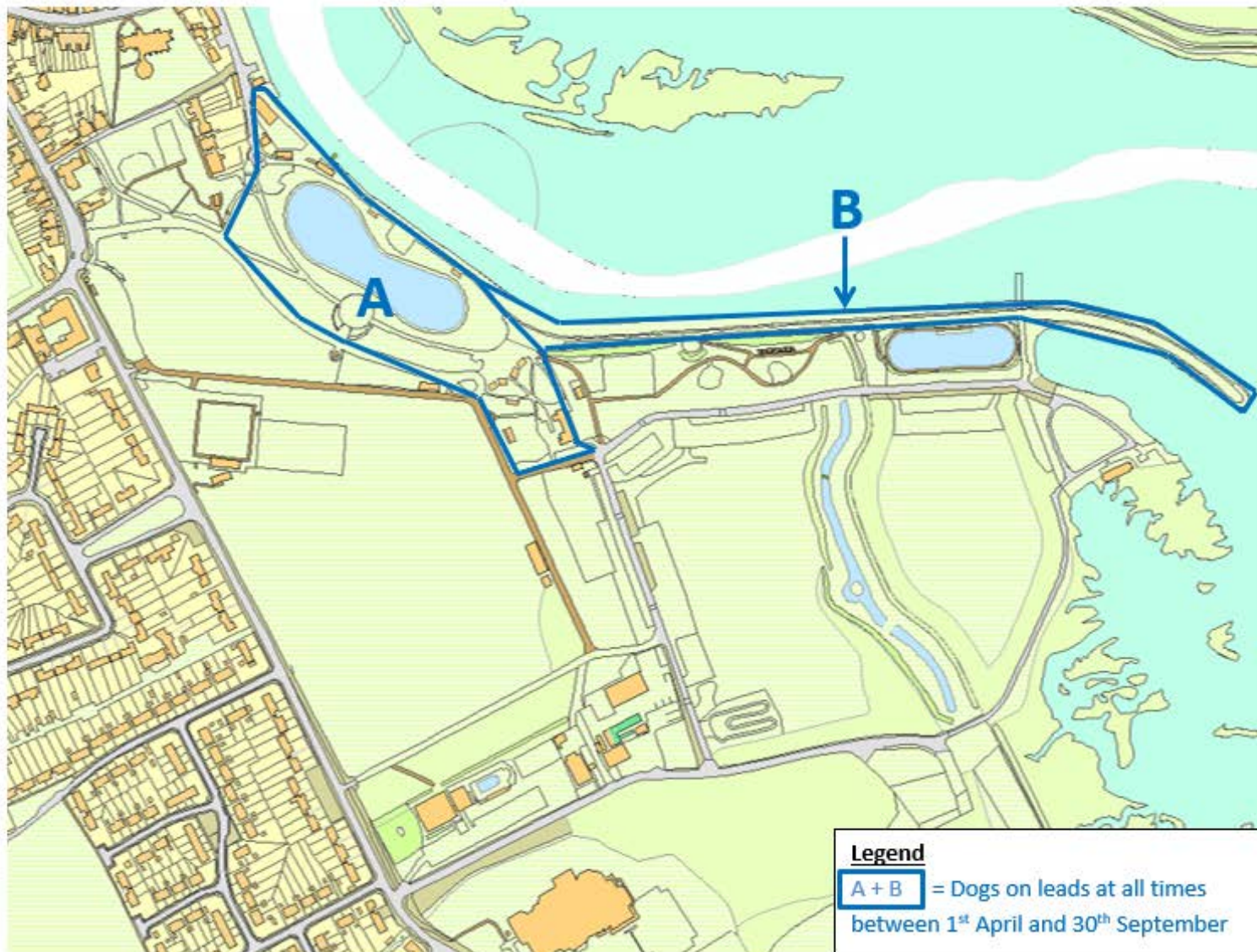
Heybridge Cemetery PSPO – Map 2

Map 3 - Burnham Cemetery PSPO



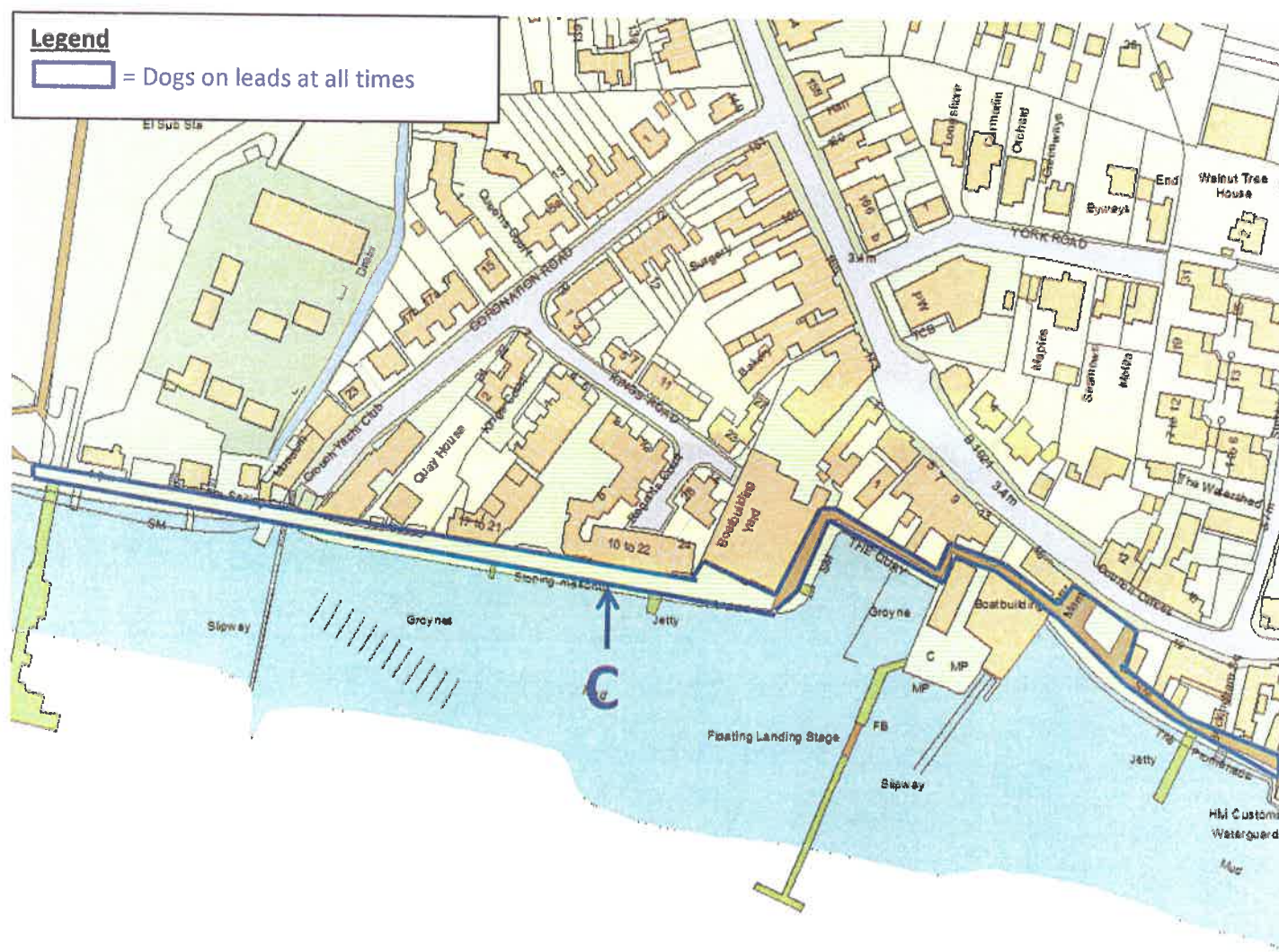


Promenade Park Dogs PSPO Map 4

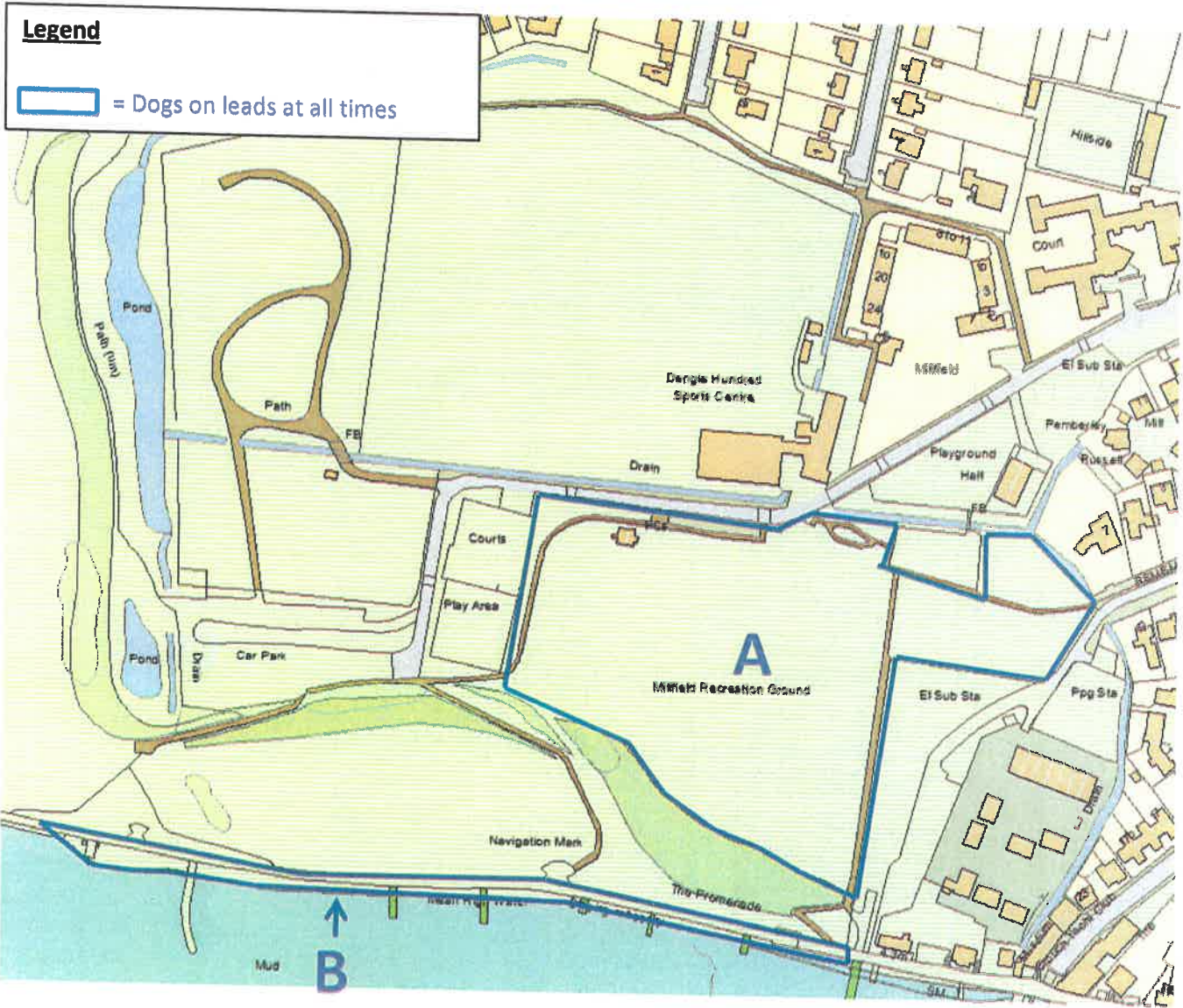




Burnham on Crouch Quay section 'C' Dogs PSPO – Map 5

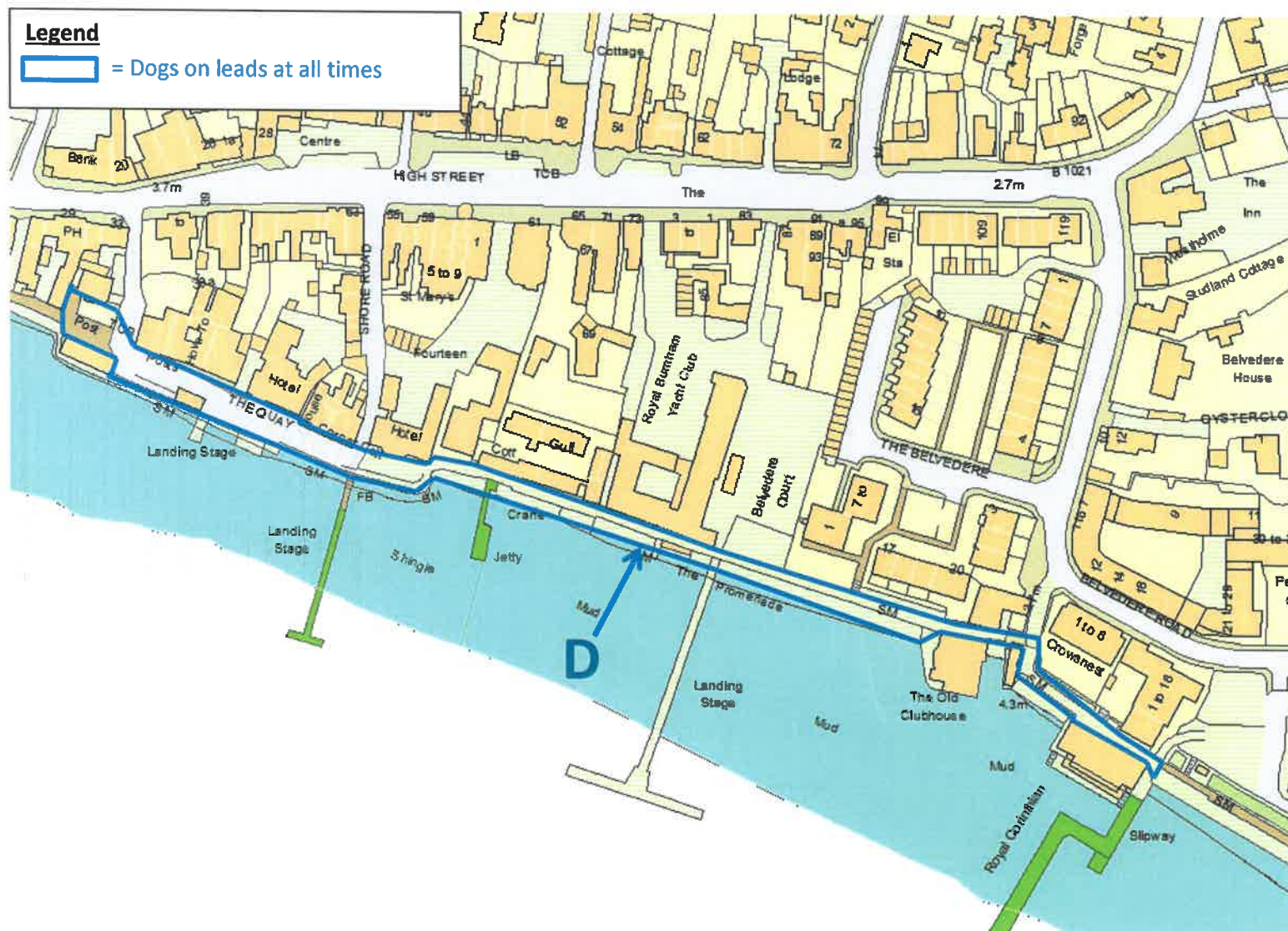


Riverside Park Dogs PSPO – Map 5





Burnham on Crouch Quay section 'D' Dogs PSPO – Map 5



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## Have Your Say! Dog ControlPublic Space Protection Order 2025

The Council's Public Space Protection Order (PSPO) allows for authorised Officers to enforce against dog fouling or those failing to 'pick up' after their dogs. All PSPOs run for three years, after which a full review including a public consultation must be carried out.

The current order expires this year so the Council is consulting on whether this should be adopted again.

Maldon District Council wants to promote responsible dog ownership and to provide authorised Officers with the powers to educate and enforce where necessary. Having reviewed the current tools and powers as a response to complaints from the public we are proposing to continue with the conditions of our existing order.

Full details of the proposed PSPO, including the maps referred to below, are available by going to Dog Control Order on the website at [www.maldon.gov.uk/consultations](http://www.maldon.gov.uk/consultations)

**This consultation starts on 7th April 2025 and will finish on 19th May 2025**

\* Required

### About You

1. Are you \*

- ☐ A resident of Maldon District
- ☐ A visitor to Maldon District

2. Please provide your postcode \*

This is only used to see where the responses are coming from across the District/County and check that the consultation is reaching people in the relevant communities.

3. Are you a dog owner? \*

- ☐ Yes
- ☐ No

**Your Views**

4. Do you agree that dog owners who fail to pick up their dog's excrement should be issued with a fine? \*

- ☐ Yes
- ☐ No
- ☐ Don't know

5. Comments on Q4

6. Do you agree with the requirement that dogs must be placed on a lead when directed to do so by an authorised Council Officer? This would apply across the whole District. \*

- ☐ Yes
- ☐ No
- ☐ Don't know

7. Comments on Q6

8. Do you agree that dogs should be excluded from all children's play sites across the District? \*

- ☐ Yes
- ☐ No
- ☐ Don't know

9. Comments on Q8

10. Do you agree that dogs should be excluded from enclosed sports pitches across the District?

\*

- ☐ Yes
- ☐ No
- ☐ Don't know

11. Comments on Q10

## Cemeteries

12. Do you agree that dogs should be kept on a lead at all times in the Council's cemeteries in Maldon, Heybridge and Burnham on Crouch? \*

Please see all the maps by going to [www.maldon.gov.uk/consultations](http://www.maldon.gov.uk/consultations)

- ☐ Yes
- ☐ No
- ☐ Don't know

13. Comments on Q12



Promenade Park, Maldon (Map 4)

Please see all the maps by going to [www.maldon.gov.uk/consultations](http://www.maldon.gov.uk/consultations)

14. Do you agree that dogs should be kept on a lead at all times between 1 April and 30 September each year **around the lake in Promenade Park** \*

Area A on Map 4

- ☐ Yes
- ☐ No
- ☐ Don't know

15. Do you agree that dogs should be kept on a lead at all times between 1 April and 30 September each year **along the extension to the Brythnoth statue in Promenade Park** \*

Area B on Map 4

- ☐ Yes
- ☐ No
- ☐ Don't know

16. Comments on Q14 and Q15

## Riverside Park, Quay Front West and Quay Front East – Burnham on Crouch

Please see all the maps by going to [www.maldon.gov.uk/consultations](http://www.maldon.gov.uk/consultations)

17. Do you agree that dogs should be kept on a lead at all times between 1 April and 30 September each year at Riverside Park and the Quay Front - specifically in **Riverside Park Sports Pitches, Millfields.**

Map 5

- ☐ Yes
- ☐ No
- ☐ Don't know

18. Do you agree that dogs should be kept on a lead at all times between 1 April and 30 September each year at Riverside Park and the Quay Front - specifically at the **Quay Front adjoining Riverside Park.**

Map 5

- ☐ Yes
- ☐ No
- ☐ Don't know

19. Do you agree that dogs should be kept on a lead at all times between 1 April and 30 September each year at Riverside Park and the Quay Front - specifically in **Burnham Quay Front (West)**

Map 6

- ☐ Yes
- ☐ No
- ☐ Don't know

20. Do you agree that dogs should be kept on a lead at all times between 1 April and 30 September each year at Riverside Park and the Quay Front - specifically in **Burnham Quay Front (East).**

Map 7

- ☐ Yes
- ☐ No
- ☐ Don't know

21. Comments on Q17, Q18, Q19 and Q20

## Comments

22. Do provide any feedback that hasn't so far been covered by this questionnaire

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 Microsoft Forms



## REPORT of CHIEF EXECUTIVE

to  
COUNCIL  
3 APRIL 2025

### UK SHARED PROSPERITY FUND 2025 / 26 ALLOCATION

#### 1. PURPOSE OF THE REPORT

- 1.1 To inform Members of the projects proposed for delivery under the 2025 / 26 UK Shared Prosperity Fund (UKSPF) allocation from the Ministry of Housing, Communities and Local Government (MHCLG) and the Council's 100% match funding.

#### 2. RECOMMENDATIONS

- (i) That Members note the work that has been undertaken to identify projects under the delegation granted to Corporate Leadership Team in consultation with the Leader of the Council and Chairperson of the Strategy and Resources Committee;
- (ii) that Members approve the proposed projects for delivery under **APPENDIX 1** of the report and delegate authority to the Corporate Leadership Team to progress within the funds provided;
- (iii) subject to approval of recommendation (ii), that Members approve the commencement of delivery from 1 April 2025, in advance of receiving the funding from the Ministry of Housing, Communities, Housing and Local Government (MHCLG). Updates on delivery will be provided to Performance, Governance and Audit Committee for the duration of the fund.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 In the Autumn Budget 2024, the Chancellor confirmed the continuation of the UK Shared Prosperity Fund (UKSPF) for a further year, which will allow local authorities to invest in local growth, in advance of wider funding reforms.
- 3.2 The MHCLG issued the UKSPF 2025 / 26 technical note and allocations on 13 December 2024. The release confirmed that the Maldon District would receive £327,146, split between capital and revenue expenditure. Maldon District Council is the Lead Local Authority (LLA) for administering and managing the fund.

2025 / 26	Min. Capital Expenditure	Max. Revenue Expenditure	Total allocation
Maldon District	£60,401	£266,745	£327,146

- 3.3 A report was brought to the Strategy and Resources Committee on 23 January 2025, which granted delegated authority to the Corporate Leadership Team to identify

projects for delivery in consultation with the Leader of the Council and Chairperson of the Strategy and Resources Committee.

- 3.4 That report also recommended to the Council 100% match funding of the UKSPF 2025 / 26 allocation be provided from the Council's Reserves. This recommendation was approved by the Council on 13 February 2025, meaning there is a total delivery fund of £654,292.
- 3.5 To maximise the delivery duration and impact, it is suggested not all the Council's match funding should be delivered simultaneously with the MHCLG allocation over 2025 / 26.
- 3.6 Officers across the Council have worked to identify projects suitable for delivery in accordance with the MHCLG issued guidance and were robustly reviewed as to the:
- **Need rating** – including strategic alignment to the Council's Corporate Plan 2025-2028 priorities.
  - **Deliverability** – can the proposed project be delivered in the 12-month funding duration.
  - **Reporting** – does the proposed project align to the outputs and outcomes reportable to MHCLG.
- 3.7 **APPENDIX 1** of this report sets out the projects proposed for delivery.
- 3.8 As agreed at the Strategy and Resources Committee on 23 January, One Maldon District Partnership, acting as the Council's Local Partnership Group, has approved the proposed delivery.
- 3.9 UKSPF allocations for 2025 / 26 will be paid in full upon the successful submission of a forecast report and agreement of a Memorandum of Understanding (MoU). The MoU has been signed and returned to the MHCLG as per the requirements. To ensure projects in **APPENDIX 1** are not delayed, the Council should commence delivery on 1 April 2025.
- 3.10 Members will note that **APPENDIX 1** does not include delivery of any projects identified from the Strategic Asset Working Group (SAWG). The SAWG has made a recommendation to the Council that a separate investment plan, funded from the Council's Reserves, is brought with the Promenade Park Management Plan to Council for consideration when presented in June 2025.
- 3.11 Updates on delivery will be provided to the Performance, Governance and Audit Committee for the duration of the fund.
- 3.12 On 4 March 2025, the Council received confirmation the Rural England Prosperity Fund would also be extended for a further year. An allocation and further details of this are expected imminently and a further report will be brought to Committee once received.

## **4. CONCLUSION**

- 4.1 UKSPF continues to present a significant opportunity for the District to support, through direct investment, in our economy, businesses and communities.

## **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 28**

### **5.1 Supporting our communities**

5.1.1 The UKSPF investment priority of Communities and Place directly supports this through the theme of:

- Healthy, Safe and Inclusive Economy

### **5.2 Investing in our district**

5.2.1 The UKSPF investment priority of Communities and Place directly supports this through the theme of:

- Thriving places

### **5.3 Growing our economy**

5.3.1 The UKSPF investment priority of Supporting Local Business directly supports this through the theme of:

- Supporting local business

### **5.4 Protecting our environment**

5.4.1 Projects delivered under UKSPF will aim to directly support the authority's Climate Action Strategy and yearly Climate Action Plan.

## **6. IMPLICATIONS**

- (i) **Impact on Customers** – Any project delivered will be designed to benefit residents / businesses and ensure there is significant customer benefit from its outputs.
- (ii) **Impact on Equalities** – Projects will be delivered in accordance with the Public Sector Equality Duty.
- (iii) **Impact on Risk (including Fraud implications)** – Delivery will be reported through the Council's Project Management Office monthly, which records and reports risk. A separate Fraud Risk Assessment, issued by MHCLG, is maintained. The Council faces increased reputation risk if it fails to deliver to the expectations of stakeholders.
- (iv) **Impact on Resources (financial)** – The authority has agreement to use 6% of its revenue allocation to support the management and administration of the UKSPF programme. However, with the cost of doing business and supply chain pressures still being significant, it will be prudent to regularly assess projects to ensure viability and value for money.
- (v) **Impact on Resources (human)** – The coordination work for UKSPF work will be undertaken by the Lead Specialist Prosperity. Project delivery will need to be well supported by resources drawn from the wider organisation, coordinated through the UKSPF Project Delivery Group.

- (vi) **Impact on Devolution / Local Government Reorganisation** – None, the funding is not affected by changes from Devolution and Local Government Reorganisation.

Background Papers:

**APPENDIX 1** – UKSPF 25/26 Proposed Projects for Delivery

[UK Shared Prosperity Fund 2025-26: Technical note - GOV.UK](#)

[UKSPF 2025-26 allocations - GOV.UK](#)

[Strategy and Resources Committee 23 January 2025, agenda item 14, UK Shared Prosperity Fund 2025 / 26 Allocation](#)

Enquiries to: Leanda Cable, Lead Specialist Prosperity.



## UK Shared Prosperity Fund (UKSPF) 2025 / 26 Proposed Projects for Delivery

Project number	Project	Est budget	On-going maintenance costs	Link to Corporate Plan Priority/ies	Ward	Notes
1	Ufest 2025	£4,000.00	No	Supporting our Communities	Delivered in Maldon East but benefits residents / visitors	
2	Saltmarsh Fest 2025	£10,000.00	No	Growing Our Economy	Across district	
3	Increase tourism budget	£12,000.00	No	Growing Our Economy	Across district	
4	Culture and Heritage Strategy	£25,000.00	No	Investing in our District Growing Our Economy	Across district	
5	North Essex Economic Board Business Support	£26,675.00	No	Growing Our Economy	Across district	
6	One Maldon District Partnership (OMDP) - Thriving Places Grant scheme	£60,000.00	No	Supporting Our Communities	Across district	
7	Victory in Europe (VE) Day Event	£3,000.00	No	Investing in our District	Delivered in Maldon East but benefits residents / visitors	
8	99 Wood Road Community Supermarket Location	£20,000.00	Existing asset - ongoing	Supporting Our Communities	Delivered in Heybridge West but benefits residents	
9	Management and Admin	£16,004.00	No	Admin	Not applicable	
10	Community Grants Scheme	£200,000.00	No	Cross cutting	Across district	Separated from UKSPF and core match funding delivery. To be delivered over 25/26 and 26/27.
11	Grade E Community Grant PM SPC17 - 18 months Fixed Term Contract (FTC)	£61,335.00	No	Cross cutting	Across district	25/26 - 12 months from UKSPF, remaining six months (in 26/27)

## UK Shared Prosperity Fund (UKSPF) 2025 / 26 Proposed Projects for Delivery

Project number	Project	Est budget	On-going maintenance costs	Link to Corporate Plan Priority/ies	Ward	Notes
						from Council's match fund.
12	Continued development of 'Secret Garden' at Promenade Park	£105,000.00	New assets - maintenance costs	Investing in Our District	Delivered in Maldon East but benefits residents / visitors	
13	Delivery of cultural event activities within the district	£25,000.00	No	Investing in our District Growing Our Economy	Delivered in Maldon East but benefits residents /visitors	
<b>TOTAL</b>		<b>£568,014.00</b>	<b>Allowing for £86,278 contingency</b>			



## **REPORT of DEPUTY CHIEF EXECUTIVE**

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**to  
COUNCIL  
3 APRIL 2025**

### **ADOPTION OF THE ELECTRIC VEHICLE CHARGING AND LOW EMISSIONS STRATEGY 2025-2028**

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

- 1.1 To seek approval for the adoption and implementation of the Electric Vehicle (EV) Charging and Low Emissions Strategy 2025-2028 (the Strategy) attached at **APPENDIX A.**

#### **2. RECOMMENDATIONS**

- (i) that the Electric Vehicle Charging and Low Emissions Strategy 2025-2028 be approved as a starting point for future action and investment in Electric Vehicle infrastructure and fleet optimisation, enabling transition across the district;
- (ii) that in consultation with the Leader of the Council, Officers are authorised to commence implementation, subject to funding availability and Council priorities.

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

##### **3.1 Background**

- 3.1.1 The Council is committed to achieving Net Zero emissions from its assets and services and achieving a carbon-neutral district by 2050.
- 3.1.2 Transport is the largest contributor to carbon emissions in the UK and accounts for 32% of total territorial emissions in Maldon District and one-third of the Council's operational emissions (2023 / 24). The UK Government has set a 2035 target to phase out new petrol, diesel, and hybrid vehicle sales, placing a responsibility on local authorities to facilitate the transition to low-emission transport.
- 3.1.3 The Maldon District is highly reliant on private vehicles due to its rural and semi-rural landscape, limited public transport, and commuter travel needs. Expanding EV charging infrastructure is essential to maintaining mobility while reducing emissions. Alongside reducing the need to travel and supporting alternative transport modes, Low-Emission Vehicles (LEVs) will play a key role in achieving carbon reduction targets.
- 3.1.4 The Council is committed to leading by example, promoting low-carbon initiatives through education, best practices, incentives, policy, and collaboration. This includes working with Essex County Council, Parish and Town Councils, local interest groups,

and other local authorities while engaging businesses, residents, and young people through the 'Our Home, Our Future' campaign to drive meaningful climate action.

- 3.1.5 Between December 2024 and now, the Strategy has been developed. This process has been informed by officers across the Council and Members of the Net Zero Working Group to ensure a coordinated approach to delivering a practical, demand-led, and future-proof EV charging network.

### **3.2 Electric Vehicle Charging in Maldon District**

- 3.2.1 The district currently has a limited number of public Electric Vehicle Charge Points (EVCP), with only nine locations and 32 individual EVCPs available. Only one of these locations, with two EVCPs, is on Council-owned land at the Princes Road Offices car park.
- 3.2.2 Projections indicate that 234 EVCPs will be required by 2030 and 470 by 2040 if EV ownership continues to rise at its current rate. Additionally, 21% of households lack off-street parking, making accessible public charging solutions essential. Expanding EV infrastructure will support residents, businesses, and visitors, ensuring the district keeps pace with growing demand.
- 3.2.3 The strategy sets out the Council's role in facilitating and supporting the expansion of EV charging infrastructure across the district. This includes developing a robust, future-proof network of reliable and accessible public EVCPs, ensuring fair pricing, and integrating emerging technologies to maintain long-term sustainability.
- 3.2.4 Council-owned car parks play a critical role in expanding EV infrastructure, particularly for destination and top-up charging, as vehicles remain parked for extended periods. Medium and large car parks are well-suited for installations, reducing parking conflicts and increasing visibility for EV users. Expanding EVCP provision within Council-owned car parks is a key action in supporting the district's transition to low-emission transport.
- 3.2.5 The Strategy recommends allocating approximately 4% of parking spaces in Council-owned car parks to EV charging where feasible. Future installations will be based on a demand-led approach, considering economic viability, site suitability, and evolving user needs to ensure sustainable infrastructure development.
- 3.2.6 The Strategy outlines the Council's commitment to working with private suppliers, Essex County Council, and other partners to expand EV charging across the district, ensuring a coordinated approach to infrastructure delivery.
- 3.2.7 The Strategy aligns EV charging infrastructure provision with multiple Council policies and strategies, including the Corporate Plan 2025-2028, Climate Action Strategy 2021-2030, Air Quality Action Plan 2020-2025, and the emerging Car Parking Strategy. These policies support the transition to low-emission transport and contribute to the Council's broader climate and sustainability objectives.

### **3.3 Council Fleet Optimisation and Future Transition**

- 3.3.1 The Strategy identifies the Council's fleet as a significant emissions source, accounting for approximately one-third of total emissions. A Fleet Decarbonisation Review carried out in 2024 / 25 determined that 70 of 79 Council-operated vehicles are viable for EV replacement - **APPENDIX B**. However, high upfront costs and infrastructure limitations require a phased transition.

- 3.4 The Strategy prioritises a structured transition, focusing on fleet optimisation, targeted vehicle replacement, and collaboration with outsourced contractors. Immediate actions include:
- a) Retaining and maintaining vehicles where replacement is not essential to avoid unnecessary costs.
  - b) Replacing non-essential vehicles and prioritising light commercial EVs where cost-effective.
  - c) Transitioning to Euro 6-compliant models and hybrid retrofits where full electrification is not yet viable.
  - d) Encouraging outsourced contractors to adopt low-emission solutions.
- 3.5 The Strategy highlights the need for expanded workplace EV charging to support fleet electrification and staff work related travel. Current provision is limited, and additional charge points will be required to meet future fleet transition demands.
- 3.6 Shared charging models with local businesses could improve cost-effectiveness and accessibility, ensuring long-term sustainability. Expanding charging infrastructure at Council sites will be critical to enabling fleet transition and operational efficiency.
- 3.7 **Implementation and Monitoring**
- 3.7.1 To ensure the effective delivery of this Strategy, the Council will monitor EVCP deployment by tracking the number of installed and operational charge points, review fleet transition progress by assessing vehicle composition and emissions reductions, engage with the community and businesses to encourage wider EV adoption, and conduct an annual review to assess progress and inform future actions.

## **4. CONCLUSION**

- 4.1 The Electric Vehicle Charging and Low Emissions Strategy 2025-2028 provides a clear framework for expanding EV infrastructure and transitioning the Council fleet to support the Net Zero 2050 commitment. It sets out a practical, demand-led approach to increasing publicly accessible charge points, ensuring the district keeps pace with rising EV adoption while addressing infrastructure gaps, particularly for residents without off-street parking.
- 4.2 The Strategy also outlines a phased transition for the Council's fleet, balancing emissions reduction with financial viability and operational needs. While full electrification remains a long-term goal, optimising fleet efficiency, replacing vehicles where feasible, and integrating workplace charging solutions will contribute to immediate carbon reductions.
- 4.3 Effective delivery will require ongoing collaboration with Essex County Council, private sector partners, and local stakeholders. Regular monitoring and alignment with wider Council policies will ensure that investments in EV charging and low-emission transport deliver long-term environmental, economic, and community benefits for the Maldon District.
- 4.4 Approval of this Strategy will enable the Council to progress towards Net Zero, improve air quality, and enhance transport sustainability, ensuring the district remains resilient, accessible, and forward-thinking in its approach to low-emission mobility.

## **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028**

### **5.1 Supporting our communities**

- 5.1.1 Encouraging the adoption of EVs contributes to improved air quality, reducing transport-related pollution and promoting healthier communities.

### **5.2 Investing in our District**

- 5.2.1 The strategy aligns with the Council's investment in infrastructure, ensuring that EV charging networks support residents, businesses, and visitors.

### **5.3 Growing our economy**

- 5.3.1 Expanding EV infrastructure supports local businesses by increasing visitor footfall and enhancing Maldon District's sustainability credentials.

### **5.4 Protecting our environment**

- 5.4.1 This strategy directly supports the Council's commitment to Net Zero 2050 by reducing carbon emissions from transport and encouraging cleaner alternatives.

### **5.5 Delivering good quality services.**

- 5.5.1 The provision of accessible and reliable EV charging facilities ensures that the Council delivers a forward-thinking, customer-focused service that aligns with modern transport needs.

## **6. IMPLICATIONS**

- (i) **Impact on Customers** – Increased access to EV charging facilities supports residents and visitors in transitioning to cleaner transport.
- (ii) **Impact on Equalities** – Ensuring equitable access to EV infrastructure across the district, including for those without home charging options.
- (iii) **Impact on Risk (including Fraud implications)** – Minimal risk; a clear governance framework will be in place for infrastructure deployment.
- (iv) **Impact on Resources (financial)** – Initial investment sought through Council funds, government grants, and private partnerships, with revenue generated through charge point fees.
- (v) **Impact on Resources (human)** – Requires Officer time to implement and monitor progress.
- (vi) **Impact on Devolution / Local Government Reorganisation** – There will be no impact as the Council will still need EV charging infrastructure in Maldon. The only change will be how this is funded when the Council becomes part of a combined authority. This Strategy will outline the requirements within the district, making it essential for securing the necessary funding.

Background Papers:

**APPENDIX A** – Draft Electric Vehicle Charging and Low Emissions Strategy 2025-2030

**APPENDIX B** - Maldon District Council Vehicle Fleet- study period 2024 / 25

Enquiries to: Claire Williamson, Technical Lead: Climate Action

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<b>Document title</b>	Electric Vehicle Charging and Low Emissions Vehicle Strategy
<b>Prepared by</b>	Claire Williamson
<b>Status</b>	Draft
<b>Version number</b>	D. 2
<b>Approved by</b>	To be approved by Council
<b>Approval date</b>	April 2025
<b>Date of implementation</b>	
<b>Review frequency</b>	3 years
<b>Next review date</b>	March 2028
<b>Circulation</b>	
<b>Published on the Council's website</b>	TBC

#### Validity Statement

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

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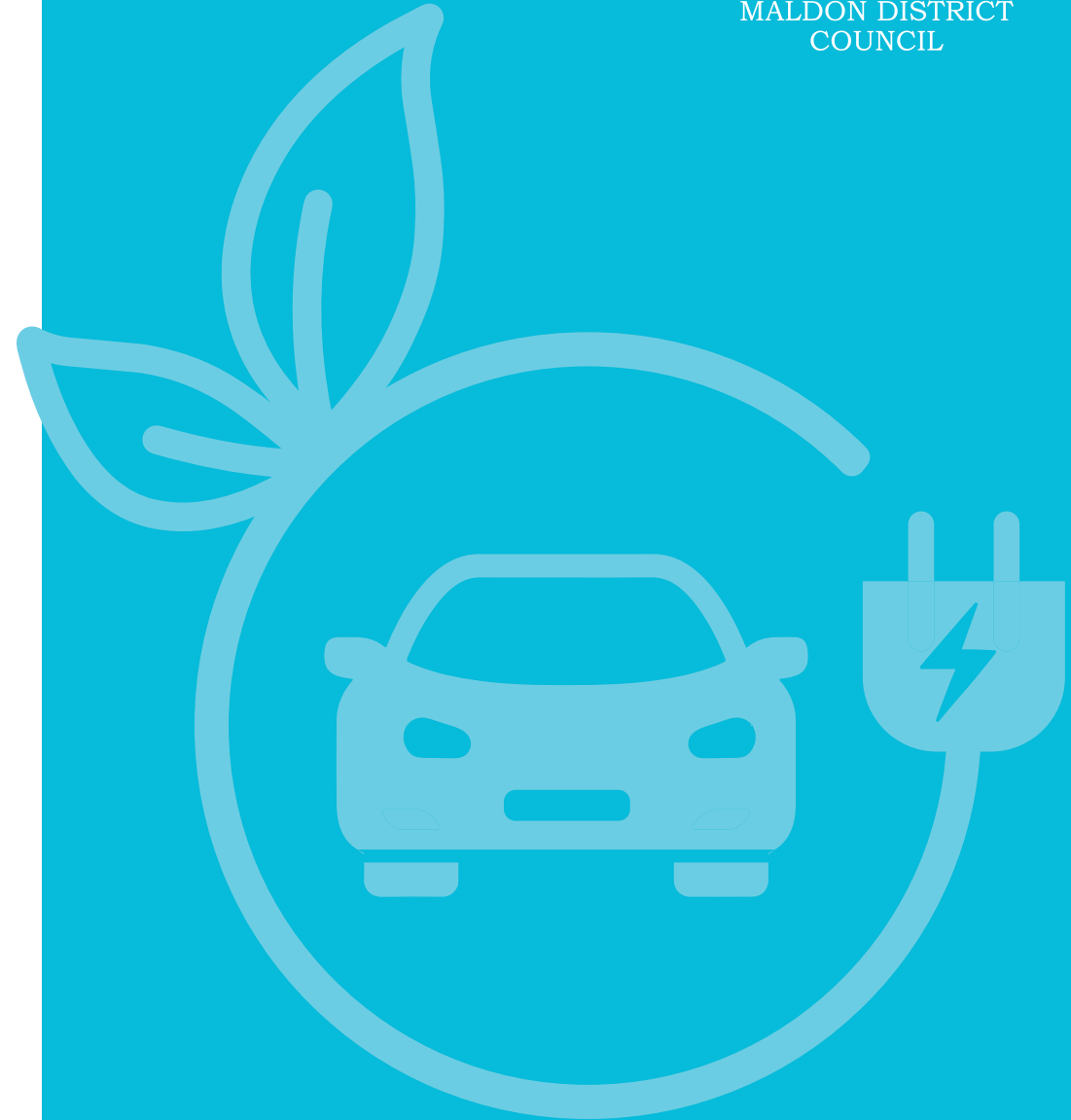


# Electric Vehicle Charging and Low Emissions Vehicle Strategy

April 2025

Version D. 2

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



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# Background and context


The shift to electric vehicles (EV) is a key opportunity to reduce emissions. The UK government aims to phase out new petrol, diesel, and hybrid vehicle sales by 2035, accelerating EV adoption.

Local authorities must facilitate the required charging infrastructure.

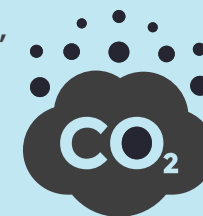
The Maldon District is particularly reliant on private vehicles due to its rural and semi-rural landscape, limited public transport options, and the necessity for residents to commute to larger towns and cities for work, education, and essential services. High car ownership levels, coupled with few viable transport alternatives, mean that private vehicles remain the dominant mode of travel. However, this reliance contributes significantly to carbon emissions and local air

pollution, reinforcing the urgent need for sustainable transport solutions. Expanding the electric vehicle charging infrastructure (EVCI) is key to encouraging the transition to EVs by ensuring convenient and accessible charging facilities. Strategic placement of charge points in residential areas, town centres, and along key commuter routes will accelerate the transition to low-emission transport, supporting the Council's Net Zero ambitions while maintaining mobility for local communities.

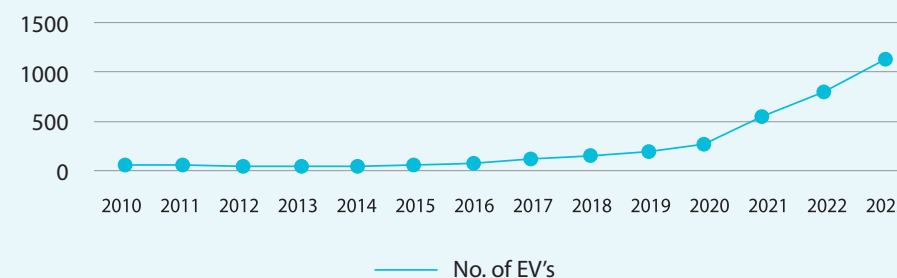
Locally, the Maldon District has experienced a notable rise in EV registrations since 2017 (see Figure 1). This reflects a broader shift in consumer behaviour, driven by improved technology, government incentives, and increased accessibility to EV infrastructure.

 **59%**  
of journeys were made by private vehicles in 2022.

In the East of England, transport accounts for **42%** of carbon emissions, exceeding the national average of 28%.



**Figure 1** Growth in EV registrations over time, highlighting year-on-year changes<sup>1</sup>.



<sup>1</sup> Source: Government Statistics- VEH0132: Licensed ultra low emission vehicles by local authority: United Kingdom. The annual statistics for EV registrations in the graph are only complete up until 2023. The published data for 2024 currently includes figures for Q1 and Q2 but not for the full year.

# Key Actions



## **Expanding EV Infrastructure:**

Develop a robust, future-proof network of public charge points that are reliable, fairly priced and accessible to all.



## **Adapting to Emerging Technologies:**

Ensure charging infrastructure evolves with technological advancements to maintain long-term sustainability.



## **Transitioning the Council Fleet:**

Where practicable and economically viable, replace fleet vehicles with ZEVs, contributing to the Council's target of achieving carbon net zero by 2050.



## **Improving Air Quality:**

Support initiatives that reduce transport-related emissions and mitigate existing or potential air quality concerns.



## **Integrating with Broader Policies:**

Ensure EV infrastructure and fleet strategies align with and enhance the Council's wider climate action and transport policies.



# Zero Emission Vehicles (Zevs)

ZEVs produce no tailpipe emissions, contributing to improved air quality and reduced carbon footprints. The primary types include:

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## **Battery Electric Vehicles:**

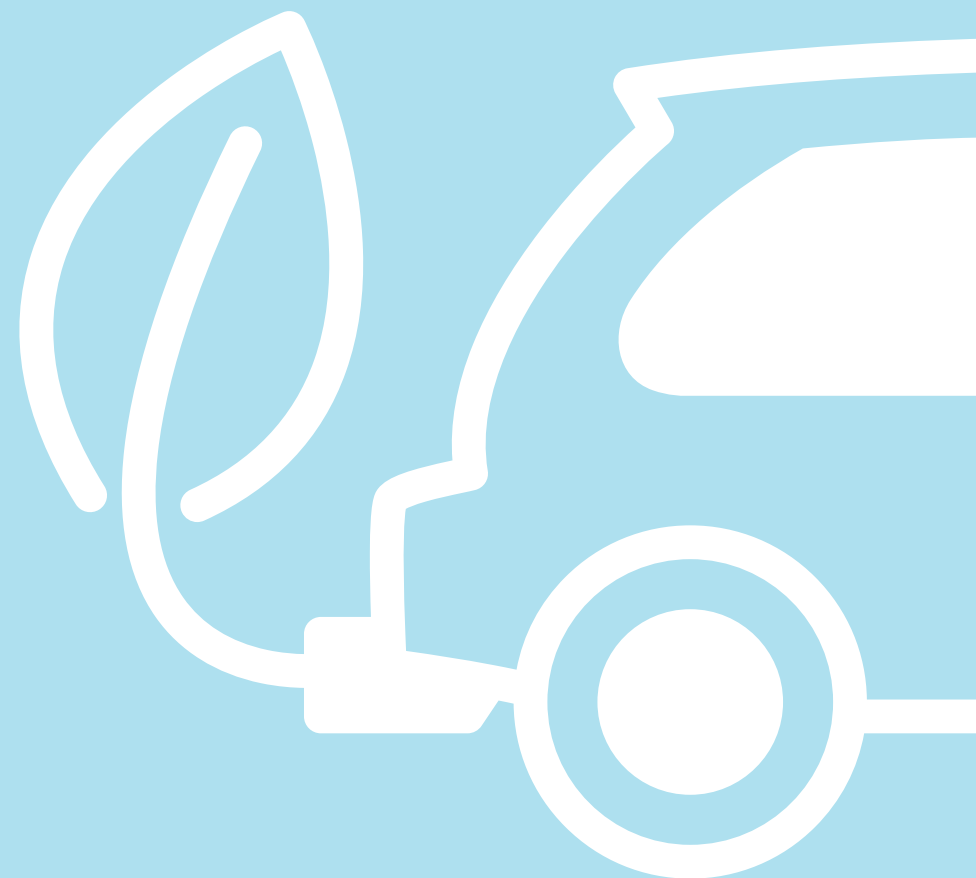
Fully powered by electricity stored in rechargeable batteries, BEVs produce no exhaust emissions. They rely on electric vehicle charging infrastructure for recharging.

- **Hydrogen Fuel Cell Electric Vehicles:** These vehicles generate electricity through a hydrogen fuel cell, emitting only water vapor as a by-product. While hydrogen fuel cell electric vehicles offer rapid refuelling and zero harmful air quality emissions, the technology and fuelling infrastructure remain in their

infancy. The lower efficiency of hydrogen production for fuel cells results in higher costs, increased energy consumption, and potential diversion of renewable energy from the grid, making it a less viable option.

- **Emerging Technologies:** Future advancements may introduce additional ZEV technologies, particularly for specialised transport sectors, further expanding zero emission options.

The strategy will primarily focus on the development of EV infrastructure, while keeping a watching brief on hydrogen advancements as the technology matures.



# Electric Vehicle Charging Points

Electric vehicle charging points (EVCPs) are available in various forms and can be installed in both on-street and off-street locations. The most common type is a freestanding unit.

The selection of EVCPs for a given location should be based on the needs of the intended users.

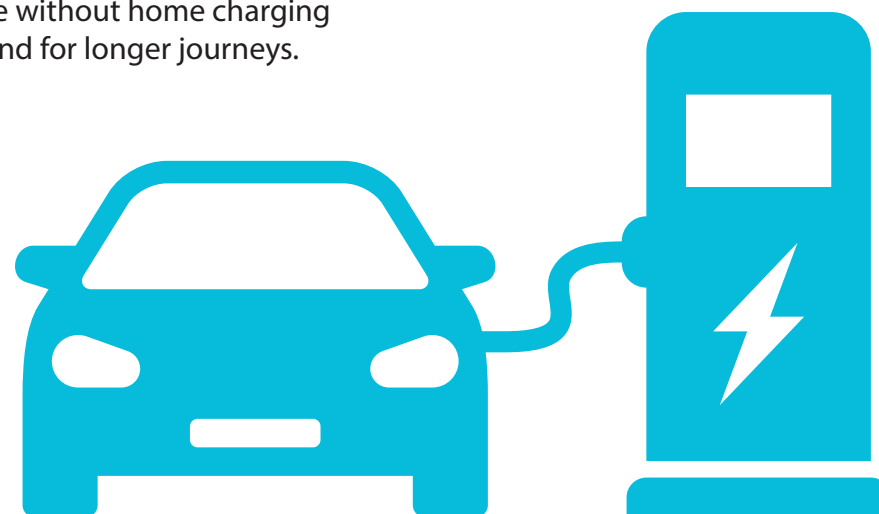
EVCPs are primarily classified by their power output and charging speed. The appropriate type of charger should be selected based on user demand and vehicle requirements. The most common categories are:

- **Slow (<3kW, 8-12 hrs):** Home overnight charging and long-term parking.
- **Fast (7-22kW, 1-4 hrs):** Public locations like shopping centres, medium term car parks and leisure sites.
- **Rapid (43-50kW, 30-60 min):** Service stations, short stay car parks and high-demand areas.
- **Ultra-rapid (>50kW, 20-40 min):** Hubs for quick top-ups.

Not all electric vehicle batteries are currently compatible with ultra-rapid chargers, and frequent use may impact battery capacity. However, as battery technology advances, newer models will improve compatibility.

Most EV owners charge at home using slow or fast chargers due to convenience and cost-effectiveness. However, public fast and rapid chargers are essential for those without home charging access and for longer journeys.

Additionally, not all vehicles require a full charge for every trip - many drivers only need to “top up” their range. A mix of charging options, including cost-effective fast chargers (7-22kW), is crucial for a practical and accessible EV charging network.

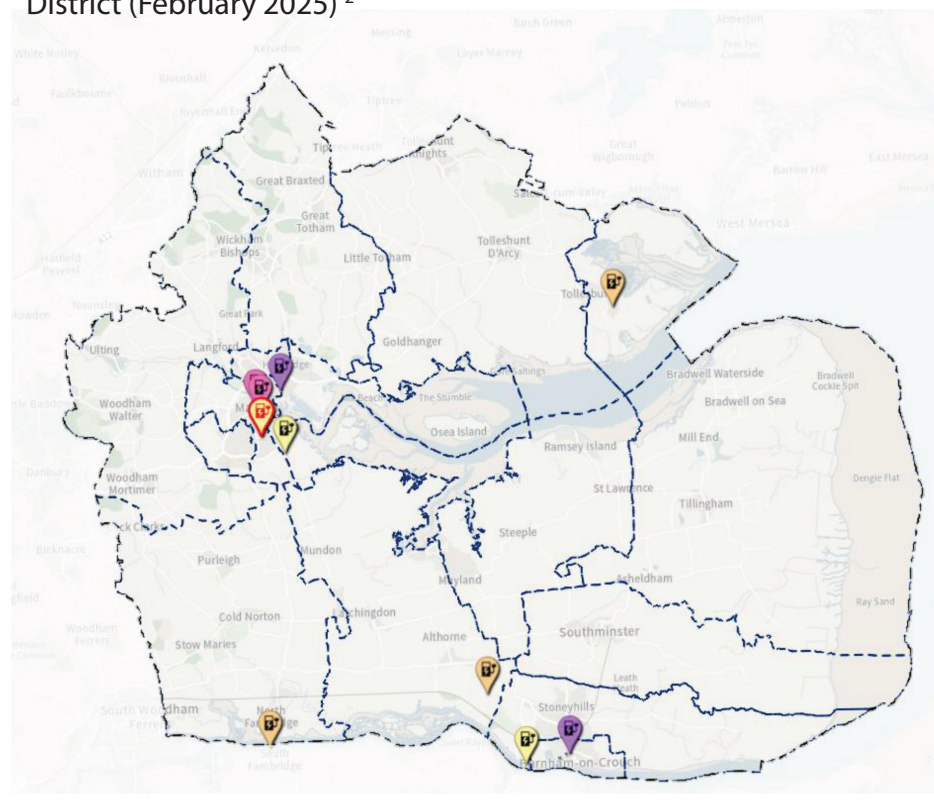


# Existing Ev Charging Infrastructure and Growth Forecast

The rise in EV ownership is driving increased demand for charging facilities from both residents and visitors. However, the district currently has a limited number of publicly accessible EVCPs. Expanding this infrastructure is essential to support EV adoption and meet the needs of the local community and visitor economy.

The Maldon District has a growing number of EV registrations. However, public EVCP provision remains low. Currently the district has publicly available charging points in 9 locations, which is one of the lowest in Essex. Figure 2 shows the type and distribution of charging points within the district.

**Figure 2** Distribution of Electric Vehicle Charging Points in Maldon District (February 2025) <sup>2</sup>



<sup>2</sup>Data source <https://www.zap-map.com/>



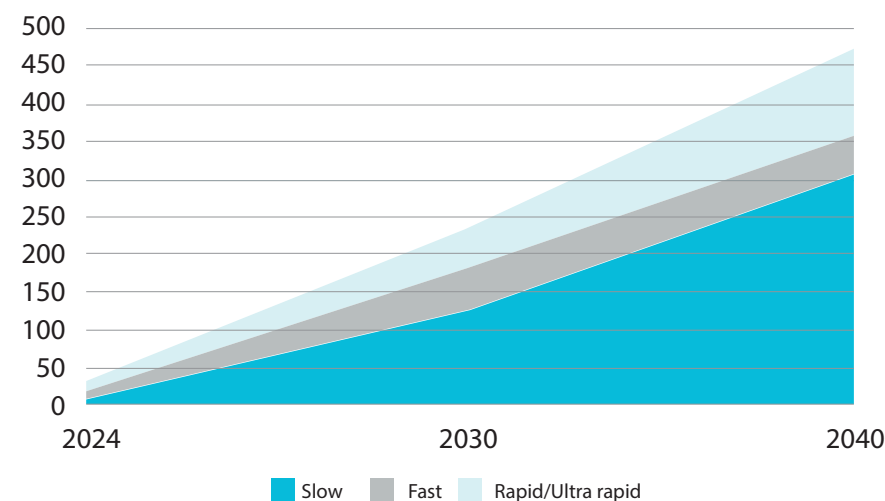
The demand for adequate EVCI will continue to grow as EVs become more affordable and efficient. This trend is expected to accelerate as more people transition from petrol or diesel vehicles ahead of the 2035 phase-out of new petrol and diesel car sales. Projections for the Maldon District indicate that by 2030, 234 charge points will be required, increasing to 470 by 2040. The anticipated growth in EV charging infrastructure for the Maldon District is outlined in Figure 3, based on projections from the National EV Insights and Support Service (NEVIS).

The majority of EV charging occurs at home, with an estimated 79% of households in Maldon District having access to off-street parking. These households are less reliant on public charging infrastructure.

However, 21% of households lack off-street parking, restricting their access to convenient charging options. To address this, the Council will work to close this gap through strategic planning and funding initiatives, including the Local Electric Vehicle Infrastructure (LEVI) fund.

The LEVI Fund supports Tier 1 authorities (unitary, county councils, and combined authorities) in England in planning and delivering charging infrastructure for residents without off-street parking. On 17 January 2025, the Department for Transport announced £37.8 million in resource funding and £343 million in capital funding over the next two financial years through LEVI allocations to Tier 1 local authorities.

**Figure 3** Predicted growth in EVCI required for Maldon District<sup>3</sup>



**79%**  
of households in  
Maldon District

**having access to  
off-street parking**

<sup>3</sup> Data Source National EV Insight & Support <https://nevis.cenex.co.uk/>

As a Tier 1 authority, ECC is leading the LEVI funding bid to secure funding for expanding onstreet, low-powered EV charge points in residential areas across Essex, including Maldon, improving accessibility for residents and communities reliant on public charging.

Page 150 While home charging remains the preferred option, many longer journeys require en-route or destination charging. Public charging points located at workplaces, transport hubs, visitor destinations including hospitality venues and key commercial areas are essential to supporting these trips and ensuring driver confidence in EV adoption.

In addition to their practical benefits, public EV charge points can stimulate local economic activity by encouraging drivers to shop, dine, or use services while charging.

Top-up charging plays a vital role in enabling EV users to extend their journeys without requiring a full charge cycle. This type of charging typically occurs in high-traffic locations such as:

- Retail parks and shopping centres, where drivers can charge their vehicles while shopping.
- Leisure and hospitality venues, allowing visitors to add charge while engaging in activities.
- Public transport hubs, enabling commuters to charge while using other modes of transport.
- Town centres, where strategically placed fast chargers can accommodate shortduration visits.

As EV adoption continues to grow, ensuring a balanced mix of home, workplace, and public charging solutions will be key to meeting the needs of residents, businesses, and visitors. The Council will continue to monitor trends, explore funding opportunities, and engage with stakeholders to support the development of a practical and accessible charging network across the district.



# Role of Maldon District Council in electric vehicle charging

The Council plays a key role in expanding and supporting EV charging infrastructure across the district. The Maldon District Corporate Plan 2025-2028 prioritises enhancing the EV charging network, ensuring that residents, businesses, and visitors can make greener and more sustainable transport choices. By encouraging the adoption of EVs and ZEVs, the Council aims to contribute to a cleaner, more sustainable future.

## EV Charging in Maldon District Council owned Car Parks

Public car parks are ideal locations for destination and top-up charging, as vehicles are often parked for extended periods. Medium and large public car parks are particularly well-suited for EVCP installations, as they minimise parking conflicts and increase visibility for future EV adopters.

The Council's emerging Car Park Strategy (CPS) includes a commitment to installing EVCPs in Council-owned public car parks as part of the Net Zero 2050 workstream. Currently, two 3kW slow chargers are installed at the Maldon District Council offices.

As part of the Council's strategy, consideration will be given to different charging models to support residents and visitors without home charging access. These models are particularly beneficial for high-density residential areas and maximise the use of Council-owned car parks during off-peak hours.

Potential charging models could include:

- **Subscription-based or pay-as-you-go access** for overnight charging.
- **Dynamic pricing models** to encourage efficient usage at different times of the day.
- **Partnerships with private operators** to deliver cost effective, scalable solutions.

These initiatives align with the Council's broader sustainability goals, ensuring EV accessibility while supporting carbon reduction efforts. Future updates to the Car Park Strategy will further explore the implementation feasibility of these models.

The Council is committed to expanding EVCPs across its car parks, depot, and offices to support growing demand. The proposed provision of EVCPs in Council-owned off-street public car parks is outlined in Table 1 overleaf:

The charging network will include a mix of slow (3kW), fast (7-22kW), and rapid (50kW) chargers to meet various user needs. (Refer to Table 1 for details on charger speeds and their suitable applications.)

When installing EVCPs in Council-owned assets, the following key factors will be considered:

- **Demand-Led Siting:**

Prioritising locations where demand is highest and aggregating usage across different user groups, including e-taxis and car clubs, to support longterm modal shift ambitions.

- **Minimising Parking Pressure:**

Ensuring installations do not significantly reduce general parking availability in high-demand areas.

- **Economic Viability:**

Selecting sites with sufficient demand to make EVCPs self-financing over time.

- **Logistical Feasibility:**

Assessing space availability, optimal positioning, and access to electricity supply for practical and efficient installation.

The transition to electric vehicles is still in its early stages, making it essential to develop a strong network of public EVCPs in off-street public car parks. A well-placed and accessible public charging infrastructure will encourage greater EV uptake and support the Council's broader sustainability and Net Zero goals.

**Table 1:** Maldon District Council Provision of EVCP in Maldon District Council car parks

Off-street capacity (car park spaces)	Number of EVCPs (approximately 4% car parking spaces)
25+	1
50+	2
100+	4

# Ev And Zev Transition in Council Strategy and Policy

This strategy supports the Council's Corporate Plan 2025-2028, Climate Action Strategy 2021-2030, Air Quality Action Plan 2020-2025, and Car Parking Strategy. It also aligns with Essex's EV Charge Point Strategy and the Maldon District Future Transport Strategy.

The Council will integrate EV policies with sustainable transport initiatives to enhance accessibility, air quality, and climate resilience.



# Maldon District Council Fleet

The Council directly owns 61 vehicles, comprising one EV and 60 diesel-powered vehicles. Additionally, 18 outsourced diesel-powered street cleansing vehicles contribute to fleet operations. In total, these 79 vehicles account for approximately one-third of the Council's total emissions.

The Council's directly owned fleet includes a mix of light commercial vehicles (LCVs), heavy goods vehicles (HGVs), refuse collection vehicles (RCVs), special purpose vehicles (SPVs), and pool cars (as shown in Table 2 opposite - this does not include outsourced vehicles).

Maldon District Council is committed to reducing fleet emissions while maintaining cost effectiveness. In 2024/2025 the Council carried out a Fleet Decarbonisation Review, which identified opportunities to transition to low-emission vehicles, with at least 70 of the Council's 79 fleet vehicles (including outsourced refuse and street cleansing vehicles) being suitable for EV replacement. However, significant challenges such as high capital costs, infrastructure constraints, and long-term cost uncertainties mean that a phased and pragmatic approach is required.

**Table 2:** Maldon Council Fleet 2024/2025<sup>4</sup>

Vehicle type	Fuel type	No. of vehicles
Small van	Diesel	3
Medium van	Diesel	3
Large van	Diesel	4
Tipper / Dropside	Diesel	5
4x4 pick up	Diesel	2
Special purpose vehicles**	4	10
Medium Van (Suez)	Diesel	2
Heavy goods vehicles (HGVs) up to 7.5tonnes (operated by Suez)	Diesel	12
RCV (operated by Suez)	Diesel	20
	Total	61

\*\*this consists of mowing machines, Gators and agricultural tractors

<sup>4</sup>Data source MDC Fleet review 2025/2026



## Fleet optimisation priorities

The Council will focus on targeted fleet optimisation, strategic vehicle replacement, and lowcost interventions, ensuring that emissions reduction efforts align with operational and financial priorities. The strategy prioritises:

- **Retain and maintain vehicles** where replacement is not essential to avoid unnecessary spending.
- **Replace vehicles with Euro 6-compliant models** where full electrification is not yet viable, ensuring lower emissions in the short term.
- **Encourage outsourced contractors** to adopt lower-emission solutions, including the use of Euro 6 or low-carbon fuel vehicles, to align with the Council's overall emissions reduction objectives.

- **Transition cost-effective fleet segments** to electric vehicles (EVs) first, such as light commercial vehicles (LCVs), where viable alternatives exist, while ensuring replacements meet the highest available emissions standards.
- **Investigate alternative fuel types**, such as hydrogen and hydrotreated vegetable oil, as potential interim or long-term solutions to reduce fleet emissions where full electrification is not yet practical.
- **Exploring lower-cost alternatives**, such as hybrid retrofits to reduce emissions without significant capital investment.

## Optimising fleet operation

Transitioning to low-carbon vehicles is only part of the solution optimising fleet operations is equally important. Reducing unnecessary travel and improving route efficiency can significantly cut emissions while maintaining an effective and efficient service.

As part of this approach, a waste collection round review was conducted in 2024, aiming to reduce fleet mileage by at least 5%, thereby lowering emissions and the Council's overall carbon footprint.

The Council will continuously assess fleet operations to identify opportunities for further emissions reductions and cost savings. Future improvements will take into account:

- Evolving legislation impacting vehicle emissions and fleet management.
- New work practices that support sustainability and efficiency.
- Technological advancements in electric and low-emission vehicles.

This proactive approach will ensure the Council remains at the forefront of sustainable fleet management.

# Workplace EV charging infrastructure

Workplace EV charge points are essential for supporting the transition to EVs by providing convenient and reliable charging for both operational and staff vehicles. This strategy acknowledges the critical role of workplace charging in facilitating EV adoption within business operations.

By ensuring fleet vehicles have access to workplace charging, organisations can:

- Enhance operational efficiency by reducing vehicle downtime.
- Support sustainability goals through cleaner transport solutions.
- Encourage a wider shift towards low-emission mobility.

Workplace charging infrastructure will play a key role in creating a resilient, future-proof transport system, helping the Council and local businesses accelerate the transition to sustainable transport solutions.

The Council will explore shared charging infrastructure models, allowing multiple stakeholders to access EV chargers, maximising efficiency and cost-effectiveness.





# Ambitions and Action's

The Council have committed to the following Net Zero 2050 Actions:

- Promote low carbon travel
- Improve the electric vehicle charging network across the district
- Reduce the emission from our fleet and transition to a zero-carbon emissions vehicle wherever practicable

To facilitate the transition to a low-emission transport system, the Council will implement the following key actions:

- **Expand the Electric Vehicle (EV) Network:** Increase the number of charging points in Maldon District Council-owned public car parks and on Council-owned land.
- **Support Installation Projects:** Back suitable schemes and projects to install charging points throughout the district.
- **EV Charging in New Developments:** Ensure new developments include provisions for EV charging as required by Building Regulations Part S.
- **Collaborate for New Charging Options:** Continue working with ECC, as the Tier 1 Authority for the LEVI fund allocations and other partners to explore new charging options.
- **Reduce Fleet Carbon Emissions:** Implement strategies to reduce carbon emissions from the fleet, including reducing fleet mileage and replacing the existing fleet with electric and low-carbon alternatives where feasible and as soon as possible.
- **Assist with Charging Point Installation:** Support residents, businesses, and communities in installing suitable charging points by providing information on available grants and funding opportunities.
- **Fleet Transition:** Gradually replace the Council's fleet with electric or low-emission alternatives, in line with the Council's vehicle renewal strategy, to reduce emissions.
- **Officers will provide regular project updates** to the Net Zero Working Group and the Car Park Task and Finish Working Group.

# Evaluation and Review

To ensure the effective delivery of this Strategy, the Council will monitor EVCP deployment by tracking the number of installed and operational charge points, review fleet transition progress by assessing vehicle composition and emissions reductions, engage with the community and businesses to encourage wider EV adoption, and conduct an annual review to assess progress and inform future actions.

By integrating best practices and aligning with regional and national policies, the Council aims to achieve an effective, scalable, and sustainable transition to a low-emission transport system by 2050.

## **EVCP Deployment –**

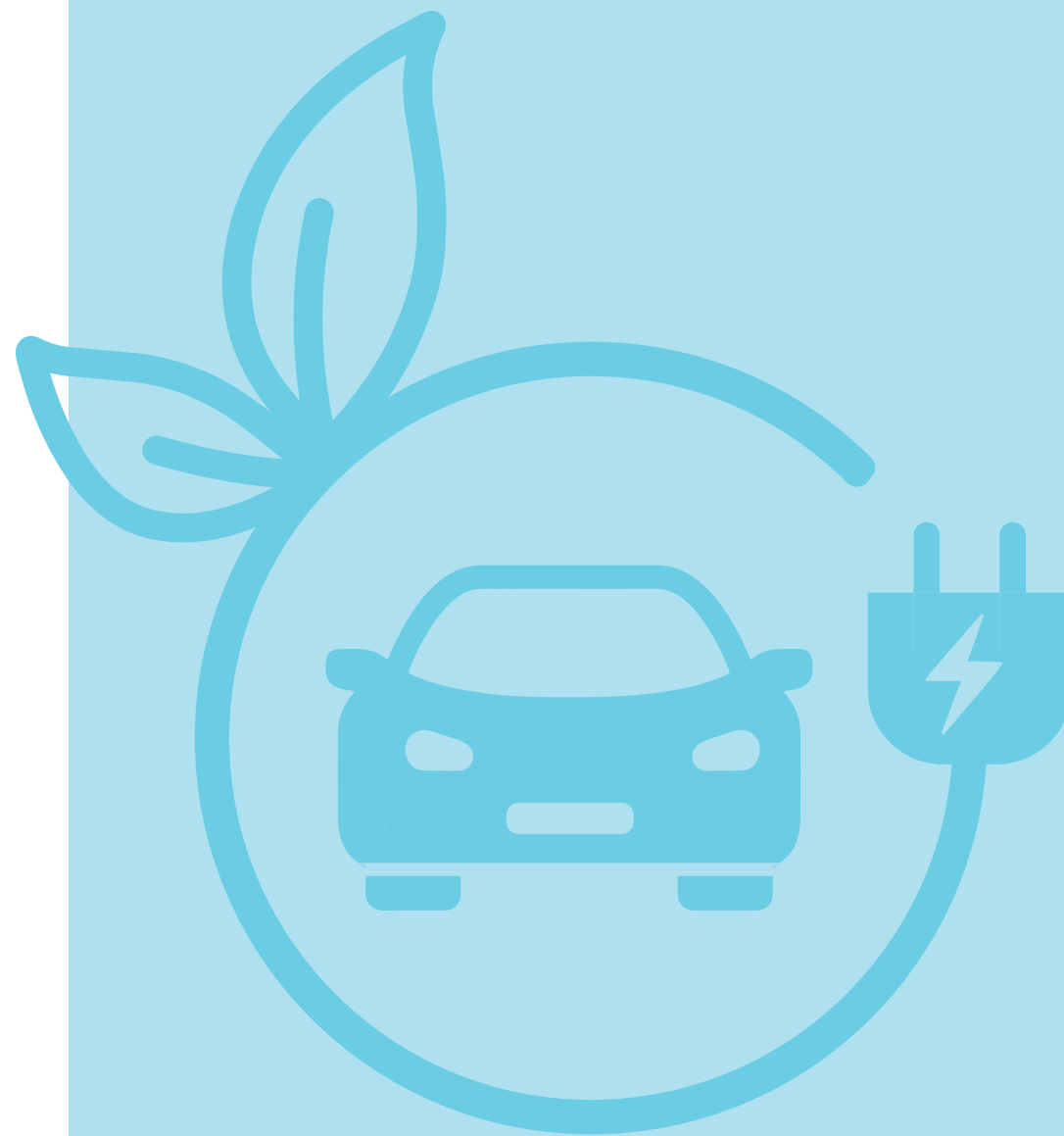
- Number of installed and operational EVCPs across the District.

## • **Fleet Transition**

- Composition of the Council's fleet and associated emissions reductions.

## • **Community Engagement**

- Levels of public and business participation in EV adoption initiatives.



**maldon.gov.uk**

Where Quality of Life Matters'



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## Maldon District Council (MDC) Vehicle Fleet – study period 2024/2025

Table 1-1 MDC's scope 1 emissions vehicles (including Suez operated vehicles). Note this table only refers to vehicles currently on the fleet i.e. it excludes vehicles sold during the study period. Machinery and equipment without a registration plate has also been excluded

Fleet category	Total number of vehicles*	No. of vehicles operationally suited to BEVs	No. of vehicles where additional confirmation is needed	No. of vehicles where 2025 BEV products are not yet operationally suitable
Small van	3	3	-	-
Medium van	3	3	-	-
Large van	4	4	-	-
Tipper/Dropside	5	5	-	-
4x4 Pickup	2	-	2	-
Special purpose vehicles**	10	9	1	-
Medium van (operated by Suez)	2	2	-	-
Heavy goods vehicles (HGVs) up to 7.5 tonnes (operated by Suez)	12	12	-	-
RCV (operated by Suez)	20	20	-	-
Totals	61	59	2	0
Totals (%)	100%	97%	3%	0%

\*this column (and the other columns to the right) assumes all vehicles which can be replaced will be (i.e. that all vehicles have replacements plans).

\*\*this consists of mowing machines and agricultural tractors

Table 1-2 MDC's scope 3 emissions vehicles (those operated by Appleton's). Note this table only refers to vehicles currently on the fleet i.e. it excludes vehicles sold during the study period. Machinery and equipment without a registration plate have also been excluded

Fleet Category	Total number of vehicles	No. of vehicles operationally suited to BEVs	No. of vehicles where additional confirmation is needed	No. of vehicles where 2025 BEV products are not yet operationally suitable
Car	1	1	-	-
Small van	1	1	-	-
Medium van	1	1	-	-
Large van	1	1	-	-
Tipper/dropside	1	1	-	-
4x4 Pickup	6	-	6	-
Special purpose vehicles*	4	4	-	-
Sweeper	2	2	-	-
Artic	1	0	1	-
Totals	18	11	7	0
Totals (%)	100%	61%	39%	0%

\*this consists of one material handler, one loading shovel and two hydraulic excavators

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## REPORT of CHIEF EXECUTIVE

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to  
COUNCIL  
3 APRIL 2025

### MALDON DISTRICT COUNCIL'S RESPONSE TO THE GREATER ESSEX DEVOLUTION CONSULTATION

#### 1. PURPOSE OF THE REPORT

- 1.1 To seek approval from Members for the proposed Greater Essex devolution consultation response.

#### 2. RECOMMENDATION

That Members approve the response to the Greater Essex Devolution consultation as set out in **APPENDIX 1**.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 In December 2024, the government published the English Devolution White Paper. This sets out plans to move power out of Westminster and back to local communities, ensuring that every part of England is covered by devolution.
- 3.2 Local council leaders from Essex County Council, Thurrock Council and Southend-on-Sea City Council have since written to government expressing their interest in taking forward devolution within their area through the establishment of a Mayoral Combined County Authority, with the first election for a Mayor taking place in May 2026. Before taking a decision on whether to proceed with the making of the necessary legislation, the government is seeking views from interested parties, including those who live and work in the area.
- 3.3 The consultation led by the Ministry of Housing, Communities and Local Government (MHCLG) runs for eight weeks and closes on 13 April 2025. It seeks views on a proposal to form a Mayoral Combined County Authority for the local government areas of Essex County Council, Thurrock Council and Southend-on-Sea City Council (referred to as Greater Essex in this consultation).

#### 4. CONCLUSION

- 4.1 This consultation provides Maldon District Council the opportunity to give its views on the impacts of the establishment of a Mayoral Combined County Authority for Greater Essex. It does not prevent any parties or individuals from submitting separate responses.

## 5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028

5.1.1 None at this stage.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – None at this consultation stage.
- (ii) **Impact on Equalities** – None at this consultation stage.
- (iii) **Impact on Risk (including Fraud implications)** – None at this consultation stage.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – Engagement with the proposed plans for devolution is currently absorbed by the current establishment and led by senior members of staff and the Leader of the Council.
- (vi) **Impact on Devolution / Local Government Reorganisation** – Demonstrates the Council is engaged with the Devolution proposal for Greater Essex.

Background Papers:

[Greater Essex devolution consultation - GOV.UK](#)

Enquiries to:

Georgina Button, Assistant Director, Strategy, Partnerships and Communications.



# Maldon District Council Devolution Consultation Response

<b>Purpose of Document</b>	Maldon District Council (MDC) response to <b>seven</b> questions in HMG public consultation on Devolution for Greater Essex. Draft document for input from Leader and Group Leaders.
<b>Version Number</b>	Draft V 0.1
<b>Status</b>	Draft
<b>Author</b>	Georgina Button, Assistant Director Strategy, Partnerships and Communication
<b>Date</b>	
<b>Approved by</b>	
<b>Date Approved</b>	

## Consultation Questions

Your name                      Maldon District Council  
 email address                Georgina.button@maldon.gov.uk

## What best describes your response?

- ☐ I am a member of the public, giving my views as an individual.
- ☒ I am responding on behalf of, or as a representative of, a business or organisation.

## Please tell us how you found out about this consultation?

- ☐ Social media
- ☐ Email
- ☐ GOV.UK website
- ☐ Local council website
- ☐ Poster/ leaflet
- ☐ In Person Event
- ☐ Word of mouth
- ☐ News outlet (newspaper / TV / online)
- ☒ **Other: Communication with Government**

What is the first part of your postcode where you live or are based? For example, if your postcode is AB1 2CD, you would write AB1

**CM9**

We ask this so that we can identify what Local Authority you are in and understand a bit more about the area where you located. We do not use this information to identify you.

For those responding as an Organisation

**Organisation details**

Organisation Name: **Maldon District Council (MDC)**

What is the first part of your postcode where you are based: **CM9**

Your position: **Assistant Director, Strategy, Partnerships and Communications**

**What best describes your organisation?**

- ☐ Business
- ☐ County Council
- ☐ Unitary council
- ☒ **District Council**
- ☐ Town Council
- ☐ Parish Council
- ☐ Health Body
- ☐ Registered Provider
- ☐ Voluntary and community sector or charity
- ☐ Academic
- ☐ Elected representative
- ☐ Other (Please Specify)
- ☐ Prefer not to say

## Consultation Questions

### Question 1

To what extent do you agree or disagree that establishing a Mayoral Combined Authority over the proposed geography will deliver benefits to the area?

- ☐ Strongly agree
- ☐ Agree
- ☒ **Neither agree nor disagree**
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know
- ☐ Prefer not to say

Please explain your answer.

Before setting out MDC's views, we would like to state that there is a significant difference between the words "will" and "could" as set out in the questions below.

Therefore, MDC has scored all of the questions in this consultation on the basis of them stating that the mayor and MCCA "will improve/provide benefits" when actually at this moment in time, "could" is far more appropriate, based on the current level of unknowns.

### Potential benefits to the Maldon District area

The Maldon district is one of the most rural areas in the county of Essex providing homes and premises to 66,000 residents and 3,690 businesses. As a rural and coastal community, just 40 miles from London, it is in severe need of investment in transport options and further education provision to be able to access local services and to gain skills and jobs. Maldon is a beautiful coastal district with a maritime heritage and 75 miles of saltmarsh coastline. The district is known for its world leading brands including Maldon Salt and is famous for its Michelin star restaurants, oysters, and award-winning breweries and vineyards. It offers a great place to live, work and visit and welcomes over 4 million visitors a year. The mayor's ability to attract funding for culture, heritage and sport would help to sustain and raise the district's tourism and culture offer.

Transport improvements led by the mayor could better connect the district's isolated rural and coastal communities.

The district faces a severe lack of access to key services including hospitals and access to GPs. Crucially, the Mayor will have a statutory duty to improve public health and reduce inequalities, integrating efforts across the NHS, local authorities, and economic planning.

The Devolution White Paper outlines Climate and Environment as one of the core competencies for Strategic Authorities. This will provide Greater Essex with a strong mandate for local, place-based leadership to unlock low carbon initiatives, clean power; ensure our natural environment is protected from the impacts of climate change; and provide

the basis for enhancing the environment for the benefit of residents, visitors, businesses, and future generations.

Mayoral Devolution if done well could offer an opportunity to unlock funding and deliver infrastructure and services where they are needed the most in the district.

MDC is concerned it will lose the ability to voice the needs of the district and its community. It would support the inception of a locality board to ensure the needs of the district are prioritised and act as a fast track to access the devolved powers and resources to deliver the Council's five priorities in its Corporate Plan, they are: Supporting our Communities, Growing our economic growth, Investing in our District, Protecting our Environment and Delivering good quality services.

## Question 2

To what extent do you agree or disagree with the proposed **governance arrangements for the Mayoral Combined Authority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☒ **Strongly disagree**
- ☐ Don't know
- ☐ Prefer not to say

Please explain your answer.

MDC does not support the proposed governance arrangements set out in the consultation document and do not think they will serve the people of the Maldon district well.

Although this consultation relates to what is likely to be an 'interim' structure, if all Essex councils are abolished in 2028 through LGR, it is important that the MCCA starts well and wins the trust of all residents.

MDC strongly believes that the proposed 3:2:2 membership (ECC, Thurrock, Southend respectively) does not give fair representation to the 66,000 residents who live in the Maldon district area and across the north of Essex. A 3:2:2 voting distribution gives a disproportionate weight to Southend and Thurrock as constituent members. It also concentrates voting power in the South of the devolved area. Southend and Thurrock represent less than 20% of the region's residents and the south of the county less than 40%.

We propose a higher membership to ensure districts and north Essex are fairly represented and to ensure all political representation is part of the membership as currently this only includes the Labour Party and the Conservative Party. MDC hopes that the CCA members will be able to take a pan Essex view and operate on the basis of the best interests of the whole region, but it is likely that sense of collective purpose will change over time.

The proposed governance arrangements must be changed to initially increase representation from district councils before LGR completes in 2028, to ensure a balance between the north and the south and to give all residents of Essex, not just those in the south of the county fair weight in decision making.

### Question 3

To what extent do you agree or disagree that working across the proposed geography through the Mayoral Combined Authority **will support the economy of the area?**

☐ Strongly agree

☒ **Agree**

☐ Neither agree nor disagree

☐ Disagree

☐ Strongly disagree

☐ Don't know

☐ Prefer not to say

Please explain your answer.

The region faces economic, social, climate and infrastructure challenges that could limit its long-term economic growth and exacerbate the need for access to key services and transport in the district as well as the need for investment in further education vocational provision. A Mayoral Combined County Authority (MCCA) offers a transformative opportunity to address these issues, attract investment, and secure vital investment in the Maldon district.

The Maldon district has the potential to advance in growth sectors such as clean energy, advanced manufacturing, construction, and Agri-Tech. Alongside economic opportunity devolution needs to support climate action, helping to future-proof businesses and homes against the increasing risks of flooding, coastal erosion, and overheating.

Partnership working must continue. North Essex plays a significant role in contributing to the Greater Essex economy, one of the UK's most competitive regions. A Mayoral Combined County Authority (MCCA) would have the opportunity to drive economic growth by attracting investment, improving infrastructure, and developing a skilled workforce.

MDC is a member of the North Essex Economic Board (NEEB). It is through this board that a tactical approach is taken to support local business and the North Essex Economy. MDC is also contributing to the development of the North Essex Growth Plan; a clear opportunity for the Mayor and MCCA to energise growth in North Essex and to secure longer term investment.

The Maldon District currently offers no further vocational education provision and economic growth is limited by a lack of skills attainment in high value sectors. The adult workforce in

the district is lower skilled, this is compounded by a lack of educational provision in the district. The percentage of students in the district achieving Grade 5 or above in English and maths GCSE is lower than the national average. The district also has lower than national average attainment for RQF3 and above qualifications for those aged 16-64.

A dedicated Employability and Skills Hub would help to align the NEEB strategy to employer needs, offer training, expand apprenticeships, and improve workforce mobility, ensuring residents benefit from emerging job opportunities.

The Maldon district has 3,690 businesses. Over 85% of these employ between 0-9 employees. Access to further business support, training, and skills through any forms of funding through a MCCA will be of benefit to the area.

MDC would expect to see the Mayoral Combined County Authority taking a strategic approach to skills development, ensuring that the workforce is equipped for the jobs of the future. The creation of a Greater Essex Employability and Skills Hub could align local and national funding to create a system that is fully responsive to employer demand. By improving engagement with SMEs and streamlining access to training and workforce development, a Mayoral Combined County Authority will help MDC enable a skilled and future ready workforce to support the fastest growing economy outside of London. If the MCCA creates a dedicated Greater Essex Growth Agency this could help to simplify business support and attract inward investment, it could potentially open up investment and skills opportunities for the Maldon district.

The district also needs more homes to meet the demand of the growing population and government targets (Previously 276 per annum, now set at 569 per annum), including affordable homes and temporary housing. In the current housing market, an average priced house (374k) will cost 11.1 times the average wage in the district. MDC and ultimately the unitary Council that forms in 2028 would need to work with the MCCA and Homes England to address housing and infrastructure that are key to economic expansion.

As a District Authority, MDC would want to have a voice in how the MCCA will streamline planning, accelerate housing delivery, and integrate transport and energy strategies to support sustainable growth. It would need to address infrastructure challenges, such as energy supply delays and poor public transport and road links to the wider network and the A12.

Public transport improvements must be addressed by the MCCA including road and rail. Two-thirds of residents living in more rural areas live in transport deserts. Maldon district has the highest travel time to key services and one of the highest reliance on car use in the county, meaning residents have little or no access to reliable transport links. High traffic congestion and air pollution persists, and public transport usage is lower, with only 11% of residents in the county cycling to work and 44% unwilling to walk more than 20 minutes for their commute. This is due to the extremely poor travel and transport network and accessibility in the district.

Transport infrastructure is also at risk from increasing climate change, with flooding, subsidence and water pollution being key and growing issues.

MDC would expect the Mayoral Combined County Authority to take a long-term approach to infrastructure investment, seeking to ensure that transport, energy, water, and digital connectivity keep pace with economic and housing growth, whilst also protecting its coastline and investing in flood defences.

All of this however will require input from locality boards/input from districts to ensure the **Maldon District's needs are evidenced and resources are allocated fairly.**

#### Question 4

To what extent do you agree or disagree that working across the proposed geography through the Mayoral Combined Authority will improve **social outcomes in the area?**

- ☐ Strongly agree
- ☐ Agree
- ☒ **Neither agree nor disagree**
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know
- ☐ Prefer not to say

Please explain your answer.

Historically, the Maldon District is in good health with a life expectancy higher than the England average. The data on children's health tells us that 22.9% of reception age children in the district are obese compared to the national average of 12.9%. With a population of 25% of people over the age of 65, the main concerns are increasing social isolation, slips, trips and falls, in addition to prominent levels of male suicide. Other concerns relate to the lack of mental health support services and a severe lack of SEND provision in the district.

Partnership working must be maintained. MDC and its One Maldon District Partnership already deliver a range of health and wellbeing programmes and activities. It also uses vital Thriving Places data to help set targeted activities and identify cohorts to engage with to deliver better health outcomes and prevention of declining health, and future burden on the NHS.

MDC works directly with the Mid and South Essex NHS-led Alliance to ensure a place-based approach to tackling health inequalities in local communities.

The Council also works directly with Sport England and Active Essex to raise levels of physical activity across the district, especially in our most disadvantaged areas and young families.

Our Community Safety Partnership working must be maintained. With the lowest crime rate in the County, we must not become complacent. Through our Community Safety Partnership, we work together to address community safety issues. As a rural district this is vital in helping to maintain good levels of safety and of the perception of safety.



MDC would expect to see the Essex Mayor and Combined Authority, working in partnership with local authorities, the NHS, and other partners, to deliver and empower partnership working and provide funding to improve social outcomes.

MDC would want to see the mayor's leadership of the broader economic and environment agenda to help improve these drivers of health and wellbeing. The mayor's representation on the current three Integrated Care Boards in Essex must not dilute the voice of the Maldon district and its 'Community of Practice' to deliver health integration between the NHS and local partners.

There is also an opportunity for the MCCA to deliver a long-term plan to enable significant improvements in delivering healthy housing to improve health and social outcomes and to help ease the pressure on the NHS.

### Question 5

To what extent do you agree or disagree that working across the proposed geography through a Mayoral Combined Authority will improve **local government services in the area?**

- ☐ Strongly agree
- ☐ Agree
- ☒ **Neither agree nor disagree**
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know
- ☐ Prefer not to say

Please explain your answer.

Maldon District Council currently receives 11 pence in every pound of council tax collected. The remainder is distributed across Essex County Council, Parishes and Emergency Services including the PFCC.

With a growing population and a higher older population in a rural district, service demand is increasing. Residents face the ongoing challenges of cost-of-living pressures. This is exacerbated by a lack of affordable and available transport options. The district has seen a year-on-year increase in the demand for foodbanks and is currently running social supermarket, low-cost sessions to help support its residents.

The MCCA must not lose sight of the importance of service delivery at a local level and the value this brings to communities and partnership working. Delivery of services will require whole system working but cannot simply be funded on high level data and levels of deprivation as Maldon District Council will be at risk of being overlooked.

The transformation of public services is essential to ensure financial sustainability in the face of rising demand, to meet changing public expectations, and to take advantage of the benefits of data and innovative technologies like AI. MDC wants to be at the forefront of opportunities to provide value for money services and to make best use of resources.

There needs to be clarity of roles and responsibilities that align to the plans for Local Government Reorganisation. The Mayoral Combined Authority will be the strategic body rather than a service delivery body. However, through the future unitary councils and potential locality boards the mayor will have a significant role in commissioning and improving services.

An example of this is public transport. Once the Buses Bill is enacted, the mayor will be able to significantly improve local bus services through bus franchising, an enhanced partnership, or publicly owned bus companies. The Maldon District is in dire need of better bus services and wants to see this significantly improve.

The mayor will have the opportunity to set long-term strategic plans, for example the Local Growth Plan, the Local Transport Plan, and the Local Skills Improvement Plan, which will help join up service delivery around common objectives and priorities. The mayor will also play an important convening role and will sit on the Integrated Care Boards. MDC would expect to see a greater join up of services in areas like education, skills, and employment; health and social care integration; and housing and transport.

### Question 6

To what extent do you agree or disagree that working across the proposed geography through a Mayoral Combined Authority will improve the **local natural environment and overall national environment**?

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☒ **Disagree**
- ☐ Strongly disagree
- ☐ Don't know
- ☐ Prefer not to say

Please explain your answer.

The Devolution White Paper outlines Climate and Environment as one of the core competencies for Strategic Authorities. As a rural and coastal district, MDC would want to see place-based leadership that unlocks the ability to achieve net zero targets, creates sustainability and investment to protect our environment. The MCCA could use its devolved

power to help residents and businesses to transition to a low carbon, clean power economy and help to ensure our natural environment is protected from the impacts of climate change.

Climate resilience is vital. Sea levels are sets to rise and thousands of homes in Essex are at risk of flooding. As a coastal district this is a great concern. Investment in defences and flood prevention is needed and must be prioritised.

The MCCA will have the responsibility to produce a Local Power Plan. The white paper sets out new responsibilities for the MCCA regarding energy (solar, wind, hydrogen, heat networks). However, the MCCA will need to be properly resourced to fulfil these new duties. Delivering climate action and energy production is costly and requires partnership working.

The work Maldon District Council has done to support and help set up local Climate Action Groups must not be overlooked. These groups are the local hearts and minds that bring their time, passion, and expertise in helping to care for the environment and take ownership at a local level. The MCCA must harness the potential of these groups.

Protecting our environment and making sure residents in the district have access to green space delivers a wealth of physical and mental health benefits for residents.

Biodiversity is a net good for our ecosystem health, and essential for farmers in the district who are reliant on pollinators and other natural actors in agriculture. The MCCA will need to actively listen to the farming community to ensure food security is prioritised and sustainability supported.

### Question 7

To what extent do you agree or disagree that working across the proposed geography through the Mayoral Combined Authority **will support the interests and needs of local communities and reflect local identities?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Neither agree nor disagree
- ☐ Disagree
- ☒ **Strongly disagree**
- ☐ Don't know
- ☐ Prefer not to say

Please explain your answer.

There is a risk that the establishment of the MCCA will overshadow the voice of the local community and place identity. The inception of Locality boards that represent the community, the voluntary sector, local faith groups, culture, heritage, and local arts groups would help play a key role in maintaining a sense of place.

The mayor will have the tools and the system leadership role to address the quality-of-life issues that matter to communities and to foster an approach to economic growth that is grounded in place. This is reflected also in our other answers on economic outcomes, social outcomes, and environmental outcomes.

If the local voice of the community is maintained and devolved powers from central government gives local leaders the ability to better serve the needs of our communities, then there is potential for benefits to be delivered. How this will work is clearly yet to be seen.

The Combined Authority itself will need to demonstrate effective accountability and transparency. The Government's consultation document sets out the role that Overview and Scrutiny Committees will play. MDC wants to see transparency and accountability for what the MCCA spends and what it delivers.

It is vital that there is continued engagement with parish and town councils. The MCCA will need to ensure strong partnership working with districts – as non-constituent members of the Combined Authority, they must still be engaged in decision making.



**REPORT of  
CHIEF EXECUTIVE  
COUNCIL  
3 APRIL 2025**

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**OVERVIEW AND SCRUTINY COMMITTEE – MEMBER SCRUTINY REQUEST OUTCOME  
– CORPORATE PROJECT – LAND AT HEYBRIDGE**

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to inform the Council of the outcome of the Overview and Scrutiny Committee's (the Committee) work on this matter.

**2. RECOMMENDATION**

- (i) That the report on the outcome of the Committee's work on this Member Scrutiny Request item is received and noted;
- (ii) That the Council identifies any actions arising from the Committee's conclusions to inform practice and process in relation to future similar corporate projects.

**3. SUMMARY OF KEY ISSUES**

- 3.1 The Committee on 25 April 2024 first considered a report from its Working Group on this scrutiny item request submitted by Councillor A S Fluker. The request sought a review of various issues arising from the extensive history of this corporate project which was effectively closed by the Council by decision at its meeting in November 2023.
- 3.2 This project involved the potential acquisition of land by the Council with a view to providing affordable housing and generating a commercial return. The Overview and Scrutiny Working Group (the Working Group) continued to request and consider further information to understand the various issues raised by and as a consequence of the scrutiny request, so that it could reach an informed conclusion for report back to the Committee.
- 3.3 During that process it was noted that the project team had undertaken a 'lessons learned' workshop and the resulting report prepared was awaiting sign-off by the Corporate Leadership Team following which it could be shared with Members. The scrutiny request having been added to the Committee's workplan, the Working Group was subsequently tasked with reviewing the 'lessons learned' report and recommending further to the Committee.
- 3.4 The 'lessons learned' report having been noted and already shared with Members, the Committee would be invited to note that it would inform practice and process for similar projects in the future. Whilst the report recorded the things the Council did well, it set out some areas for learning as follows:

### 3.4.1 Areas for learning on future projects:

3.4.1.1 Although the project did proceed initially on the basis of internal planning advice, it is felt that Maldon District Council (MDC) must ensure that any future development opportunities start with a robust and clearly documented assessment of site viability, taken forward via a series of 'approval gateways' overseen / agreed by both Officers and Members at each stage. The below process is recommended to ensure early identification of site viability / risks and engagement of Members:

- 1) Carry out an initial planning appraisal as to whether the Council is in a position to take forward / explore a proposal(s) for housing development in light of the Maldon Local Development Plan, the Spatial Strategy and where that development may be situated relative the settlement boundary.
- 2) Conduct a Planning Sustainability Assessment of identified site (including multiple site options (where these are available)
- 3) Develop a high-level Concept Design (in order to commence early-stage planning appraisal, land valuation and pre-app)
- 4) Land Valuation (Red Book)
- 5) Planning appraisal with key statutory consultees e.g., Essex County Council Highways and Education, Environment Agency etc.
- 6) Hold an early Pre-App with Members with a draft scheme to identify potential issues and secure a more collaborative culture between Members and Officers.

3.5 A report was brought back to the Committee at its meeting on 24 September 2024. This outlined the further discussion undertaken by the Working Group, focusing on how the project was instigated and perpetuated only to be found not to be commercially viable. Officers maintained that they had engaged with Members throughout and in the interests of good governance had obtained approval to necessary important steps.

3.6 The Committee at its September 2024 meeting debated this in detail, some Members being of the view that a deeper investigation was required to clarify the processes that were followed and to ensure that greater project governance needed to be in place in the future. It was decided however, in the light of the discussions, that the item should be referred back to the Working Group for further investigation / clarification as to the initial engagement with local landowners, and to provide a report back to the Committee which also included a range of financial milestones associated with the project.

3.7 The Working Group made strenuous efforts to understand and establish clarity on the origin of this project and how it was initiated. As a result, the Working Group was able to conclude its work and report back to the Committee at its meeting on 6 February 2025. The Working Group established clarity on a number of issues and in updating the Committee on this drew attention to the lessons learned, including those identified in the review report undertaken by the Project Team. Emphasis was placed on the need to be clear as to the objectives of future corporate projects at their outset – this being an obligation on both Members and Officers. It was considered that together with the benefits of the Project Management Office processes now in place awareness of the lessons learned will assist practice and process in relation to future similar projects.

- 3.8 The Committee at its February 2025 meeting resolved as follows:
- (i) That the work undertaken by the Working Group to understand and clarify the various issues and points of concern raised is noted;
  - (ii) That the Working Group's conclusions together with the findings contained in the 'lessons learned' report produced by the Project Team with a view to them influencing practice and process in relation to future corporate projects be endorsed;
  - (iii) That a report on the Member Scrutiny Item Request – Corporate Project – Land at Heybridge be presented to a meeting of the Council.
- 3.9 Full details and copies of the reports which informed this matter can be accessed within Mod.Gov under the Overview and Scrutiny Working Group and Committee.

#### **4. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028**

##### **4.1 Delivering good quality services.**

- 4.1.1 Thorough scrutiny processes support improved performance and efficiency which in turn will contribute to the quality of services provided, and functions undertaken by the Council.

#### **5. IMPLICATIONS**

- (i) **Impact on Customers** – None directly, but individual scrutiny reviews will enable the impact on customers to be assessed.
- (ii) **Impact on Equalities** – Equalities are considered as part of the reporting on review work undertaken by Officers.
- (iii) **Impact on Risk (including Fraud implications)** – Scrutiny reviews enable potential Corporate Risks to the organisation and their mitigation to be identified.
- (iv) **Impact on Resources (financial)** – Scrutiny reviews offer the potential for an assessment of financial impact to the organisation.
- (v) **Impact on Resources (human)** – Scrutiny reviews offer the potential for an assessment of any resource impact to the organisation.
- (vi) **Impact on Devolution and Local Government Reorganisation** – None.

Background Papers: None other than the Committee reports referred to in para. 3.9 above.

Enquiries to: Stuart Jennings, Corporate Governance Project Officer.

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## REPORT of MONITORING OFFICER

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to  
COUNCIL  
3 APRIL 2025

### APPOINTMENT OF COUNCILLORS AT STEEPLE PARISH COUNCIL

#### 1. PURPOSE OF THE REPORT

- 1.1 To appoint two Councillors to Steeple Parish Council (the Parish Council) under Section 91 (1) of the Local Government Act 1972.

#### 2. RECOMMENDATIONS

- (i) That the Council nominates three Councillors to temporarily be appointed to Steeple Parish Council;
- (ii) That the Council authorises the making of an Order pursuant to Section 91 of the Local Government Act 1972 for the temporary appointment of two Councillors to enable the Parish Council to act lawfully on the terms set out in the draft order attached as **APPENDIX 1** to this report.

#### 3. SUMMARY OF KEY ISSUES

- 3.1 The Parish Council has five seats one of which is vacant.
- 3.2 Following the resignation of two councillors on 24 March 2025 the Parish Council is no longer quorate.
- 3.3 The Standing Orders of the Town Council require a minimum number of three Councillors at any meeting.
- 3.4 There are currently only two Councillors remaining at the Parish Council.
- 3.5 The Law states that the District Council, where there are so many vacancies in the office of Parish Councillor that the Parish Council is unable to act, may by order appoint persons to fill all or any of the vacancies, until other councillors are elected to take up office.
- 3.6 While appointing only one Councillor would make the Parish Council quorate it is proposed that three vacancies are filled to ensure that in the unavailability of a Councillor any meeting would still be quorate.

#### 4. CONCLUSION

- 4.1 In order for the Parish Council to perform its statutory duties it must legally be quorate.

- 4.2 The District Council can appoint members to the Town Council on a temporary basis to ensure that the Town Council can continue to function until such time as the vacancies can be filled.

## **5. IMPACT ON PRIORITIES AS SET OUT IN THE CORPORATE PLAN 2025 - 2028**

### **5.1 Supporting our communities**

- 5.1.1 The appointment will allow the Parish Council to continue to provide services to its residents

## **6. IMPLICATIONS**

- (i) **Impact on Customers** – Without appointing Councillors to these roles Customers will not be able to access services provided by the Parish Council.
- (ii) **Impact on Equalities** – None.
- (iii) **Impact on Risk (including Fraud implications)** – None.
- (iv) **Impact on Resources (financial)** – None.
- (v) **Impact on Resources (human)** – The Councillors nominated will need to take on additional responsibilities until the vacancies can be filled.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None.

Background Papers: None

Enquiries to: Emma Holmes Lead Legal Specialist and Monitoring Officer

**Section 91 (1) of the Local Government Act 1972**

**Maldon District Council (Temporary Appointment of Members) Order 2024**

THIS ORDER is made on the                      day of                      two thousand and twenty five by  
Maldon District Council ("THE COUNCIL").

1. WHEREAS following the recent resignation of two parish councillors at Steeple Parish Council ("Parish Council") the Parish Council is no longer quorate.
2. Under Section 91 (1) of the Local Government Act 1972, where there are so many vacancies in the office of Parish Councillor that the Parish Council is no longer able to act, Maldon District Council may, by order, appoint persons to fill all or any of the vacancies until other Councillors are co-opted or elected to take office.

NOW in pursuance of the Power conferred upon it by Section 91 (1) of the Local Government Act 1972, the Council hereby appoints the following persons to act as a Member of Steeple Parish Council until an election has been held or new Councillors have been co-opted to fill such vacancies as shall constitute and re-establish a quorum on the Parish Council whereupon such appointments and this Order shall cease:

Councillor

Councillor

Councillor

The COMMON SEAL of the

Maldon District Council was hereunto affixed in the presence

of:

.....

Authorised Signatory

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