

16 July 2025



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CHIEF EXECUTIVE
Doug Wilkinson

Dear Councillor

You are summoned to attend the meeting of the;

STRATEGY AND RESOURCES COMMITTEE

on **THURSDAY 24 JULY 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.

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A copy of the agenda is attached.

Yours faithfully

Chief Executive

COMMITTEE MEMBERSHIP:

CHAIRPERSON	Councillor J Driver
VICE-CHAIRPERSON	Councillor J C Stilts
COUNCILLORS	J R Burrell-Cook S Dodsley M F L Durham, CC A Fittock K M H Lagan A M Lay R H Siddall P L Spenceley M E Thompson

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AGENDA STRATEGY AND RESOURCES COMMITTEE

THURSDAY 24 JULY 2025

1. **Chairperson's Notices**

2. **Apologies for Absence**

3. **Minutes of the Last meeting** (Pages 5 - 14)

To consider the Minutes of the Strategy and Resources Committee held on 12 June 2025 (copy enclosed).

4. **Disclosure of Interest**

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

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

5. **Public Participation**

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

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

6. **Building Control Policy 2025 - 2028** (Pages 15 - 38)

To consider the report of the Assistant Director: Planning and Implementation, (copy enclosed).

7. **Revised Health and Safety Policy and Statement of Intent (Resubmission)**
(Pages 39 - 60)

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

8. **Simpler Recycling** (Pages 61 - 74)

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

9. **Treasury Management Outturn** (Pages 75 - 98)

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

10. **Fair Funding 2.0: The Future of Council Funding** (Pages 99 - 116)

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

For further information please see the Council's website.

11. **Budget Monitoring Report - Period 2 and Medium-Term Financial Strategy Update** (Pages 117 - 136)

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

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

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

To resolve that under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1, 2 and 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

14. **Authority to Write Off Irrecoverable Debt** (Pages 137 - 142)

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

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
STRATEGY AND RESOURCES COMMITTEE
12 JUNE 2025**

PRESENT

Chairperson	Councillor J Driver
Vice-Chairperson	Councillor J C Stilts
Councillors	J R Burrell-Cook, M F L Durham, CC, A Fittock, R H Siddall, P L Spenceley, M E Thompson and W Stamp, CC (Substitute for K M H Lagan)

75. CHAIRPERSON'S NOTICES

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

76. APOLOGIES FOR ABSENCE AND SUBSTITUTION NOTICE

Apologies for absence were received from Councillors K M H Lagan and A M Lay.

In accordance with notice duly given, Councillor W Stamp CC was attending as a substitute for Councillor Lagan.

77. MINUTES OF THE LAST MEETING

RESOLVED that the Minutes of the meeting of the Committee held on 13 March 2025 be approved and confirmed.

78. DISCLOSURE OF INTEREST

There were none.

79. PUBLIC PARTICIPATION

No requests had been received.

80. APPOINTMENT OF REPRESENTATIVES ON OUTSIDE BODIES AND WORKING GROUPS

The Committee considered the report of the Chief Executive to appoint to Outside Bodies and Working Groups of the Strategy and Resources Committee for the ensuing municipal year.

The Chairperson called for nominations to the Outside Bodies and Working Groups detailed.

Councillor R H Siddall proposed that the number of Members on the Waste Contract Working Group be increased from four to six. This was duly agreed.

Following a brief discussion and receipt of nominations the following was agreed.

RESOLVED

- (i) That the Committee appoints representatives to the Outside Bodies as listed below, for the ensuing Municipal Year;

Outside Body	2025 / 26 Representatives
Maldon Citizens Advice Bureau Liaison	Councillors A Fittock, P L Spenceley and M E Thompson
Maldon Museum in the Park Liaison Committee	Councillors K M H Lagan and A M Lay

- (ii) That Membership of the Waste Contract Working Group be increased to six Members;

- (ii) That the Committee appoints representatives to the Working Group as listed below, for the ensuing Municipal Year;

Working Groups	2025 / 26 Representatives
Car Park Fees Annual Review Group	Councillors J R Burrell-Cook, J Driver, M F L Durham CC and A Fittock <i>Plus Leader and Deputy Leader of the Council as the Council's representatives on the South Essex Parking Partnership</i>
Hythe Quay Desilting Task and Finish Working Group NEW	Councillors J R Burrell-Cook, K M H Lagan, A M Lay, P L Spenceley, J C Stilts and M E Thompson
Waste Contract Member Working Group <i>Membership increased from four to six Members</i>	Councillors J Driver, M F L Durham CC, K M H Lagan, R H Siddall, P L Spenceley and J C Stilts

81. CHANGE TO THE ORDER OF BUSINESS

At this point, Councillor W Stamp proposed that the order of business be amended with Agenda Item 9 – Transfer of Foundry Lane Car Park Burnham-on-Crouch being considered prior to Agenda Item 7 – Car Parking Strategy. This proposal was duly seconded and upon a vote being taken was agreed.

82. TRANSFER OF FOUNDRY LANE CAR PARK BURNHAM-ON-CROUCH

The Committee considered the report of the Lead Legal Specialist seeking Members' consideration to transfer the car park at Foundry Lane, Burnham-on-Crouch to Burnham-on-Crouch Town Council (the Town Council).

The report advised that the Council had been approached by the Town Council to transfer ownership of the car park at Foundry Lane, as set out in the plan at Appendix 1 to the report. It was noted that the Town Council had committed to keep the car park free of charge to the public. The report outlined current land ownership / use, the financial and legal position. It was noted that the Council had a responsibility to maintain the car park but received no income from it and there were no commercial options which would suggest a future income.

Transferring the car park to the Town Council would promote the economic and social wellbeing of the area by allowing free car parking to continue, encouraging the use of local shops and facilities, as well as ensuring ease of access to the medical facilities adjacent to the site.

During the debate that ensued some concerns were raised including how any future charges to the GP Surgery would impact on the car park, Value for Money in respect of the proposed transfer of the asset and ongoing maintenance costs. In response the Lead Specialist – Legal provided the Committee with further guidance, noting that the Council was limited regarding what restrictions it could apply and would be enforceable.

In response to a comment regarding Local Government Reorganisation, the Chief Executive highlighted that no decisions had taken place and therefore the decision to transfer this asset should not be influenced by that.

Councillor W Stamp provided some detailed background information regarding the work done by the Town Council in relation to the GP surgery along with work carried out to assets previously transferred by the District Council to the Town Council. She highlighted the importance of having a free car park for the medical facility in Burnham-on-Crouch.

Councillor J C Stilts proposed that the recommendations set out in the report be agreed. This was duly seconded and upon a vote being taken agreed.

RESOLVED

- (i) That the Committee agrees for the Council to transfer Foundry Lane Car Park, Burnham-on-Crouch to Burnham-on-Crouch Town Council for consideration of £1;
- (ii) That a restriction is placed on the land to ensure that any future use is only for car parking to ensure that no commercial development of the land can take place.

83. CAR PARKING STRATEGY

The Committee considered the report of the Deputy Chief Executive outlining work undertaken by the Car Park Task and Finish Working Group (CPWG) and seeking Members' approval of the Car Park Strategy (the Strategy), attached as Appendix 1 to the report.

The report provided background information regarding development of the Strategy which recognised the challenge faced in identifying parking solutions for the District whilst aligning with and support the Council's Future Transport Strategy, carbon neutral aspirations and supporting the Corporate Plan 2025 – 2028. The Strategy set out five themes and priorities within these along with identifying short and longer term improvements / goals. Members were advised that during development of the Strategy

the Council had been working towards and achieved the British Parking Association Safer Parking Scheme Award 'Park Mark' and Accessible Parking Scheme Accreditation 'Park Access'.

The Assistant Director – Customer Services and Operations presented the report and advised that the Strategy would be updated following the earlier decision to transfer the Foundry Lane Car Park to Burnham-on-Crouch Town Council.

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

During the discussion that followed, the importance of clear communication was highlighted and in response to some questions raised the Assistant Director provided the following information:

- As part of the Strategy Officers would look at how it aligned with businesses including ways to encourage people to stay longer in the District, this could be through initiatives such as the proposed free Wi-Fi at Promenade Park and promoting activities from outside of the town centre.
- The Action Plan from the Strategy would be reported back to the Strategy and Resources Committee later this year and monitored through the Performance, Governance and Audit Committee.
- When replacing car parking machines in the future, the Council would consider new technology and other options to make payment simpler for residents.

The following minor amendments to the Strategy were highlighted by Members and Officers agreed to make changes, as appropriate:

- Reference to 'identify parking solutions' on page 36 of the meeting pack should read "...identify parking solution which *meet* demand..."
- The second sentence on page 37 of the meeting pack should be reworded to make it clearer.

In response to a comment regarding having a two-storey car park, the Chairperson advised that this had been noted. He then moved the recommendations as set out in the report, subject to the minor amendments referred to above. This was duly seconded and agreed.

RESOLVED that the Car Park Strategy (attached as Appendix 1 to the report), be approved subject to the minor amendments detailed above.

84. ANIMAL WELFARE LICENSING POLICY

The Committee considered the report of the Deputy Chief Executive seeking approval and introduction of an Animal Welfare Licensing Policy (the Policy), attached as Appendix A to the report, to provide clear guidance on the processes, steps and controls that would be considered when licensing relevant animal activity.

The report provided background information regarding the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 and how it was good practice for the Council to develop a local policy which outlined how it would implement its responsibilities under this legislation, as well as outlining specific information pertaining to the Animal Welfare Act 2006, Dangerous Wild Animals Act 1976 and Zoo Licensing Act 1981. The Policy would enable the Council to provide clear and consistent guidelines to licence holders.

The Head of Environmental Health, Waste and Climate Action presented the report and highlighted the areas covered by the two Acts referred to within the report. In response to a question, she advised that stray dogs were not part of this Policy as they were covered by separate legislation. The Council's Technical Officer who acted as the Council's lead Animal Welfare Officer, explained that rescue centres were not licensable activities, although there was a current Petition in relation to changing this which was currently awaiting Government response.

During the further debate reference was made to the application process under the Animal Welfare Act and in response the Officer advised that the Council followed a procedure in respect of this and further detail could be provided to Members.

It was noted that a new Animal Officer had started with the Council and although activities such as stray dogs and dog attacks were not covered by the Acts mentioned in the report, these areas were covered by the Team.

The Chairperson then put the recommendation set out in this report. This was duly seconded and agreed.

RESOLVED that the Animal Licensing Policy (attached as Appendix A to the report), be adopted and published.

85. PROMENADE PARK MANAGEMENT PLAN

The Committee considered the report of the Deputy Chief Executive seeking Members' approval of the Promenade Park Management Plan (the Management Plan) attached at Appendix 1 to the report and the investment Plan, at Appendix 2.

Members were advised that the Council had developed a Management Plan for Promenade Park, taking feedback from the public and visitors, with the key aim to set out the Council's vision for the park and outline how Promenade Park would be maintained and managed in the short- to medium-term. The report highlighted the work undertaken to develop the Management Plan and the planned annual review.

During the Officer presentation of the report, thanks were given to Stephen Nunn for his assistance and contribution to the Plan.

The Chairperson advised that the figures referred to in recommendation (ii) of the report were incorrect and should refer to a one-off revenue cost of £144,000, £8,500 ongoing revenue and £1,136,00 capital. He then moved the recommendations as set out in the report, subject to the above amendment. This was duly seconded.

During the debate that followed, the following additional information was provided by the Assistant Director - Customer Services and Operations and Commercial Manager:

- Splash Park – Places Leisure had some initiatives they would be bringing forward to work towards making the Splash Park carbon neutral. Utilities were now the responsibility of Place Leisure. Consumption meters were in place to help identify costs.
- Signage around the Park would be reviewed including the signage throughout the town and at the Hythe Quay.
- The additional Community Engagement resources would support a number of areas including, future investment in the Promenade Park and anti-social behaviour at the Prom. The Assistant Director explained that although the resources were predominately for the Prom, if Members were minded to

approve the new Protection Order for Dog Fouling and Dog Control this would cover the whole of the District, including Burnham-on-Crouch.

- In respect of the proposed memorial stones, Members were advised that there was a business case that sat behind the Plan. There would be a time limit that someone could have a stone for, although the details of this had yet to be agreed.
- Concerns regarding Elm Farm Park were raised along with whether a management plan would be put in place for Riverside Park in Burnham-on-Crouch. The Assistant Director advised that Officers would be looking at these areas.

The Chairperson moved the recommendations, and these were duly agreed.

RESOLVED

- (i) That the Promenade Park Management Plan at Appendix 1 to the report be approved;
- (ii) That the Projects and Funding to deliver the projects from the Promenade Park Management Plan at Appendix 2 and summarised at paragraph 4.4 of the report, be approved of £144,000 one off Revenue, £8,500 ongoing revenue and £1,136,000 capital;
- (iii) That the longer-term projects be noted, with further detailed reports coming forward to this Committee for consideration.

86. STRATEGIC ASSETS WORKING GROUP BUSINESS CASES

The Committee considered the report of the Deputy Chief Executive presenting a business case for 'Promenade Park Museum and Visitors Centre' developed on request from the Strategic Assets Working Group (SAWG). The business case was attached at Appendix 1 to the report.

It was noted that the SAWG had requested a number of business cases for investment and development projects across the Council's estate and the report provided background information to one of these projects. The Council's Management Plan for Promenade Park had recently been developed and considered by this Committee at an earlier point in this meeting.

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

There was some discussion on the proposed business case and in response to questions the Commercial Manager advised:

- The Equality Impact Assessment had not taken place but would be a key consideration should the project progress.
- Nine difference designs had been identified. The Council would work with key stakeholders and this information would be brought back to the Committee prior to undertaking any wider public engagement.
- Informal discussions had taken place with colleagues within Planning and no immediate concerns had been flagged.

The Chairperson moved the recommendation, and this was duly agreed.

RESOLVED that the business case for Promenade Park Museum and Visitors Centre (the project) (attached as Appendix 1 to the report) was considered and £48,000 funding agreed to progress the project through a concept design and stakeholder engagement stage.

87. PROVISIONAL FINANCIAL OUTTURN 2024 / 25

The Committee considered the report of the Chief Finance Officer providing details of the revenue and capital budgets Provisional Outturn position for the year ended 31 March 2025. Movements in relation to the Council's General Fund and Earmarked Reserves and requests to carry forward Revenue / Capital Commitments into 2025 / 26 were also detailed.

It was noted that the draft Statement of Accounts was published on 30 May 2025 and therefore the figures detailed in the outturn report were subject to audit.

The report provided detailed information regarding:

- 2024 / 25 Final Budget including approved amendments.
- 2024 / 25 Provisional Outturn – The report detailed budget variances and Appendices 1 and 2 provided a detailed analysis of the variances attributed to the underspend. Those underspends carried forward into the next financial year to fund expenditure commitments were set out in Appendix 2.
- General Fund Balance - It was reported that this would remain above the minimum recommended level of £2.6m.
- Earmarked Reserves - Appendix 3 to the report provided a breakdown of Earmarked Reserves and it was noted that there had been a net increase of £1.637m from 1 April 2024.
- 2024 / 25 Provisional Capital Outturn – The Capital Programme outturn with requested carry forwards was set out in Appendix 4 to the report, along with reasons for any slippage during 2024 / 25.

The Chairperson moved that reference in recommendation (i)(c) to '...the Reserves detailed in (c) above' should be amended to read '...(b) above' as the Reserves referred to were detailed in recommendation (i)(b). He then put the recommendations as set out in the report, subject to his amendment. This was duly seconded.

Councillor R H Siddall proposed that recommendation (i) (c) be amended to include the Leader of the Council. This was duly seconded.

There was some discussion regarding keeping Members informed and use of Working Groups. The Chief Executive confirmed that once the resource was allocated engagement with Members would take place regardless, however he was happy to take a steer from Members' if they felt a Working Group / the Leaders' Group should be included. The Chief Finance Officer advised that the Finance Working Group would be involved and receive a regular update, however meetings of this Working Group had yet to be scheduled.

The Chief Finance Officer provided some additional information in response to comments made during the date, this included:

- How it was important for Officers to understand the 2024 / 25 performance, identify any appropriate learning and apply these to the 2025 / 26 budget

process. A report would be brought back to a future meeting of the of the Committee detailing any changes required to the current year's budget.

- In respect of car parks, Members were advised that revenue from car parks should be referred to as residual surplus to the process of managing traffic and the Officer highlighted the operation issues and technical restrictions related to car parking revenue.
- The feasibility study for cemeteries related to the reduced capacity in some of the Council's cemeteries and acquiring additional land to extend the current cemetery. The Assistant Director – Customer Services and Operations advised of an associated planning application which had resulted in the feasibility study being paused. She noted that the Council would need to acquire some additional land in the future because of the reduced level of capacity in at least one of its cemeteries.

The Chairperson moved the recommendations set out in the report, subject to the amendment to (i) (c) as he had advised earlier.

Councillor Siddall proposed that recommendation (i) (c) be amended to include the Leader of the Council. This amendment was duly seconded and agreed.

The Chairperson put the revised recommendations, and these were duly agreed.

RESOLVED

- (i) That:
 - (a) the Provisional Outturn position for the 2024 / 25 revenue budget as detailed at Appendix 1 to the report be noted along with reasons for significant variances;
 - (b) the £853k surplus be transferred to Local Government Reorganisation (LGR) (£500k) and Transformation (£353k) Reserves;
 - (c) the Chief Executive be granted delegated authority in consultation with the Chairperson of this Committee and Leader of the Council to apply funds from the Reserves detailed in (b) above, with any such decisions then being openly communicated to the Strategy and Resources Committee (S&R) through routine reporting at the earliest opportunity.
- (ii) That the revenue commitments detailed in Appendix 2 to the report be approved to be brought forward into 2025 / 26;
- (iii) That the movements in earmarked reserves in Appendix 3 to the report be approved;
- (iv) That the Provisional Outturn position for the 2024 / 25 capital budget in Appendix 4 to the report be noted and the proposed capital commitments be approved to be brought forward into 2025 / 26;
- (v) That the requests for 2025 / 26 capital and revenue budgets be updated with proposed amendments in Appendix 5 to the report, to be funded via various sources of fund.

88. ANY OTHER ITEMS OF BUSINESS THAT THE CHAIRPERSON OF THE COMMITTEE DECIDES ARE URGENT

There were none.

89. 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 they involve the likely disclosure of exempt information as defined in Paragraphs 1, 2, and 3 of Part 1 of Schedule 12A to the Act, and that this satisfies the public interest test.

90. BUDGET GROWTH REQUEST

The Committee considered the report of the Deputy Chief Executive seeking approval of a budget to fund a full-time role to support the delivery of a service.

The report provided background information regarding the service and the reason behind a reduction in resources as part of the 2023 / 24 budget savings programme. The current position and why it was not possible to deliver the service without additional resources was also set out in the report.

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

In response to comments raised regarding the report the Deputy Chief Executive provided further detail regarding the budget growth request being brought forward and how it would assist in meeting service standards. The Chief Executive referred to the ongoing work to improve structure and discipline with the Council's budget, highlighting the importance to ensure resources were used to the best of their ability.

The Chairperson put the recommendations which were duly agreed.

RESOLVED

- (i) That the contents of the report be noted.

RECOMMENDED

- (ii) That a budget of £43,100 to enable recruitment of a full-time post as set out in the report.

91. PROJECT PROPOSAL AND FUNDING REQUEST

The Deputy Chief Executive informed the Committee that he was withdrawing this report and provided reasons behind this decision. The Chairperson advised that therefore this report would not be considered by the Committee.

92. PRINCES ROAD - REPLACEMENT FIRE AND BUILDING SECURITY SYSTEMS

The Committee considered the report of the Deputy Chief Executive seeking Members' approval to drawdown funds to replace fire and building security systems.

The report provided background information following consideration of a report in March 2025 by this Committee to replace fire and security systems at Princes Road. The Committee had made a number of recommendations to the Council; however, it was noted that when considered by the Council they were not agreed. Further detailed information in respect of each of the systems was set out in the report.

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

During the discussion that ensued, it was noted that there had been a member presentation on this matter and the Chairperson advised that the presentation slides had been circulated to all Members.

Councillor R H Siddall proposed that in addition to the recommendations set out in the report, as the projects move forward and progressed that they were reported back to the Strategic Assets Working Group. This proposal was duly seconded.

Following further discussion, the Chairperson put the recommendations along with the amendment as proposed by Councillor Siddall. Upon a vote being taken this was duly agreed. Councillor W Stamp asked that her vote against the recommendations be recorded.

RECOMMENDED

- (i) that the drawdown from Council Reserves of the sum of £83,000 to proceed with replacement of the Princes Road Building Access System to deliver the scoped requirements and mitigate the identified risks illustrated in Section 4 of the report be approved;
- (ii) that the draw down from Council Reserves of the sum of £70,000 to proceed with replacement of the Princes Road Intruder Alarm System to deliver the scoped requirements and mitigate the identified risks illustrated in Section 5 of the report be approved;
- (iii) that the draw down from Council Reserves of the sum of £77,000 to proceed with replacement of the Princes Road Fire System to deliver the scoped requirements and mitigate the identified risks illustrated in Section 6 of the report be approved;
- (iv) that the draw down from Council Reserves of the sum of £70,000 to proceed with replacement of the Princes Road CCTV to deliver the scoped requirements and mitigate the identified risks illustrated in Section 7 of the report be approved;
- (v) that progress on the projects be reported back to the Strategic Assets Working Group.

There being no other items of business the Chairperson closed the meeting at 10.02 pm.

J DRIVER
CHAIRPERSON



**REPORT of
ASSISTANT DIRECTOR - PLANNING AND IMPLEMENTATION**

**to
STRATEGY AND RESOURCES COMMITTEE
24 JULY 2025**

BUILDING CONTROL POLICY 2025 - 2028

1. PURPOSE OF THE REPORT

- 1.1 To consider the Building Control Policy and Procedures 2025 - 2028 and recommend it to the Council for approval.

2. RECOMMENDATION

To the Council:

- (i) That the Building Control Policy and Procedures 2025 - 2028 (**APPENDIX A**) be approved.
- (ii) That the Assistant Director – Planning and Implementation be granted delegated powers to amend the Building Control Policy and Procedures 2025 - 2028, in consultation with the Building Control Team Manager, as and when required, to ensure they remain up to date and functional.

3. SUMMARY OF KEY ISSUES

- 3.1 The Building Act 1984 places a duty on Local Authorities to enforce the Building Regulations within its area. The purpose of the Building Regulations is to protect peoples' health, safety and welfare in and around buildings. The regulations are also designed to improve the conservation of fuel and power, protect and enhance the environment and promote sustainable development.
- 3.2 The Building Safety Act 2022 was introduced in response to the investigation finding of the tragic Grenfell Tower residential fire in London in June 2017, which claimed the lives of 72 people. It introduced widespread reform of building safety in the UK.
- 3.3 The Building Safety Act 2022 places a requirement for all people carrying out restricted building control functions to be qualified and registered with the Building Safety Regulator (BSR), which is currently part of the Health and Safety Executive but is expected to shortly become an agency of the Ministry of Housing, Communities and Local Government (MHCLG). Building Inspectors in both the public and private sector must be qualified and also publicly registered to a level appropriate to the work they undertake. There are now restrictions on the maximum number of people an Inspector can supervise, which presents new succession planning challenges to smaller building control teams, such as Maldon District Council's that can no longer have several trainee inspectors working for them at any one time and any it does have to have a greater proportion of their work rechecked by a more qualified Inspector.

- 3.4 Maldon District Council's Building Control team consists of 3.7 FTEs (Full Time Equivalents); three Registered Inspectors and a Technical Support Officer handling around 360 cases every year that includes:
- Compliance with the construction of buildings in relation to Building Regulations
 - Compliance on ensuring access to buildings of all persons regardless of age or ability
 - Enforcement against unauthorised works
 - Dangerous structures
 - Demolition notices
 - Conservation of fuel and energy in buildings.
- 3.5 To sense-check how Maldon District Council's Building Control function was performing against the new legal duties and the BSR's processes, in 2024 / 25, the Building Control function was subject to an internal audit by BDO (the Council's internal auditors). The findings confirmed that the whole team held the relevant qualifications, were registered with the BSR and maintained Continuous Professional Development (CPD) according to the standards set by their respective institutes. The audit was complementary in how the function had identified in its Service Risk Register around the national shortage of Registered Building Inspectors and the steps that had been taken to try and reduce the impact this could have on services at Maldon District Council, including reviewing the team's structure and job descriptions. The audit tested a random sample of building control applications and found that for those that were subject to statutory time limits all had been met and the fees set, matched the fees charged.
- 3.6 There were however some areas of concern, and this was reported to the Performance, Government and Audit Committee on 5 June 2025 (Minute No. XX refers) with several improvement actions identified by management.
- 3.7 This concluded that whilst the Building Control Policy and Procedure set out the performance targets for the function to adhere to whilst delivering the service, it was not fully compliant with the new BSR's requirements, and it did not contain a document control table for version control and responsibilities for updating.
- 3.8 The Policy and Procedure has therefore been updated in response to the findings and agreed Management Responses 1.1 and 3.1 (as set out in the internal audit report). Given the evolving nature of the BSR, authority is also sought from Council for the Assistant Director of Planning & Implementation to amend the Policy and Procedures, from time to time and as necessary to ensure they remain up to date and functional.

4. CONCLUSION

- 4.1 The Building Control Policy and Procedure has been updated to reflect the requirements of the BSR and to address findings in the internal audit 2024 / 25.

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

5.1 Supporting our communities

- 5.1.1 The Building Control Policy and Procedures 2025 - 2028 supports communities by protecting peoples' health, safety and welfare in and around buildings.

5.2 Investing in our District

- 5.2.1 The Building Control Policy and Procedures 2025 - 2028 supports investment in the District by ensuring new development projects have access to competent building inspectors to support the design and construction of new buildings.

5.3 Growing our economy

- 5.3.1 The Building Control Policy and Procedures 2025 - 2028 supports growing our economy by ensuring new construction businesses and traders in the District are supported by competent building inspectors.

5.4 Protecting our environment

- 5.4.1 The Building Control Policy and Procedures 2025 - 2028 supports protecting our environment by ensuring the development of the built environment maintains standards set by the Building Regulations, that dangerous structures are attended to and that demolition activities can be controlled.

5.5 Delivering good quality services

- 5.5.1 The Building Control Policy and Procedures 2025 - 2028 helps support the delivery of good quality services by ensuring development meets the requirements of the Building Regulations, that the Council's officers are suitably qualified and trained and that data can be collected for the purposes of the BSR requirements.

6. IMPLICATIONS

- (i) **Impact on Customers** - The Building Control Policy and Procedures 2025 - 2028 seeks to ensure the Council provides consistent standards are Building Control services to all customers.
- (ii) **Impact on Equalities** – The Building Control Policy and Procedures 2025-2028 has been evaluated by an Equality Impact Assessment (**APPENDIX B**) and no adverse impacts were found.
- (iii) **Impact on Risk (including Fraud implications)** – The Building Control Policy and Procedures 2025 - 2028 helps reduce corporate and service risks concerning Building Control functions and tackles policy areas which were identified as needing action by an internal audit.
- (iv) **Impact on Resources (financial)** – The Building Control Policy and Procedures 2025 - 2028 sets an operational framework for the standard of service to expect from a fully staffed Building Control team.
- (v) **Impact on Resources (human)** – The Building Control Policy and Procedures 2025 - 2028 guides how the Council's Registered Building

Inspectors can work when delivering the Building Control function, including quality control, supervision and continual professional development.

- (vi) **Impact on Devolution / Local Government Reorganisation** - The Building Control Policy and Procedures 2025 - 2028 is not currently impacted by Devolution or Local Government Reorganisation.

Background Papers: None.

Enquiries to:

Michael Johnson, Head of Development Management and Building Control

Steve Murray, Building Control Team Manager

Maldon District Council

Building Control Policy and Procedures 2025-2028

Document Control Sheet

Document Title	Maldon District Council - Building Control Policy and Procedures 2025-2028
Summary of Purpose	Sets out the Council policy and service standards for the Enforcement of Building Regulations, the Inspection and making safe Dangerous Structures, Demolition Notices and answering enquires, copies of documents and record keeping.
Responsibility of:	Building Control Team Manager
Status	S&R Committee Version
Version No.	2.2 - Reformatted 2.1 - Version Control added to comply with Internal Audit 2024/2025, Building Safety Regulator KPIS and legislation changes.
Approved by	S&R Committee Council
Approval date	TBC – S&R Committee – 24 July 2025 TBC – Council 11 September 2025
Review frequency	At least every 3 years
Next Review	As necessary
Circulation	All Building Control Officers, Technical Support Officers & Head of Development Management & Building Control
Publish on Website?	Yes

Purpose of this Policy and Procedure

The Building Control team within the Development Management and Building Control Service cover work falling into five main areas listed below. This Policy document also addresses the requirements for the Registration of Building Inspectors carrying out restricted functions:

1. Enforcement of Building Regulations
2. Inspection and making safe Dangerous Structures
3. Demolition Notices
4. General advice, answering enquires, copies of documents, record keeping, etc
5. Complaints and appeals

Our Building Inspectors

Registration of Building Inspectors

The Building Safety Act 2022 places a requirement for all people carrying out restricted building control functions to be qualified and registered with the Building Safety Regulator¹². Restricted functions include plan checking, site inspections and giving advice on compliance/enforcement of Building Regulations.

Building Inspectors must be qualified and registered to the level appropriate to the level of work they undertake. There are 4 classes of registration:

- Class 1. Trainee (Can only work under supervision on all work)
- Class 2. Domestic (Can work on domestic extensions and new houses with no more than 3 storeys or a floor of 7.5m. All other work must be done under supervision)
- Class 2. General (Can work on all buildings with a floor less than 18m or 7 storeys, except in-patient care premises, non-standard warehousing, industrial buildings containing hazardous substances or processes, Regulated stands/Certificated stadia and indoor sports/music arenas and MMC/Mass timber/Volumetric etc. Work on these must be supervised)
- Class 3. Specialist (Can work on all buildings unsupervised)
- Class 4. Technical manager (Can work on and manager people at the level of qualification class held)

Supervision of Inspectors

Legislation restricts the maximum number of people one Inspector can supervise; this is four Inspectors. Although there is a strong recommendation that all Inspectors should be qualified and work under supervision for as short as time as possible.

¹ <https://www.hse.gov.uk/building-safety/regulator.htm>

² It was announced on 30 June 2025 that the BSR would move from the Health and Safety Executive (HSE) and be managed directly by MHCLG via an Executive Agency.

Maldon District Council will risk assess all supervision and use a sliding scale to apply the appropriate level of supervision taking account of the person doing the supervision and the person being supervised.

Class 1 New starters / trainees

All new starters and trainees will be restricted to working on domestic level work only. All new starters will have all restricted function work checked by someone that holds the correct registration class for the work being undertaken. This will progress to 1 in 5 jobs for trainees close to registering for Class 2 with a minimum of 2-years' experience.

Class 2a (Domestic)

Class 2a inspectors can only work on domestic buildings and only up to a height of three storeys. Class 2a domestic inspectors undertaking Class 2f general work will be risk assessed and an appropriate level of supervision will be applied by someone registered at Class 2f General or Class 3. This will be applied via a sliding scale where someone newly qualified will have 1 in 5 plan checks and site inspections re-checked. Progressing to 1 in 12 jobs for someone close to applying for Class 2f general registration.

Class 2f (General)

Class 2f can do everything Class 2a can do, plus they can work on commercial buildings up to a height of 18 meters. They can supervise Class 1 or Class 2a working on Class 2f work. Class 2f can work unsupervised.

Class 3 (Specialist)

Maldon District Council do not currently have any work in the District which will require a Class 3 inspector to carry out the restricted functions. Any work outside of the competency of a Class 2 General inspector will be referred to the Building Safety Regulator for allocation to an appropriately qualified inspector external of the Council to oversee. If resources permit and a Class 3 inspector from a neighbouring council is willing to supervise a Class 2 inspector from Maldon District Council they may undertake work on Class 3 projects.

Conflicts of interest

Registered Building Inspectors are required by their professional Code of Conduct to not undertake any work which could result in a conflict of interest. Where their conflict is of a personal nature, such as a close personal friend or relative carrying out work within the District the Inspector will not check plans to carry-out site inspections for those works. The work will be checked by the most senior qualified member of staff with no connection to the person carrying out the work, providing they are certified at the necessary Class.

Where the conflict is of an employment or professional nature such as where Maldon District Council is carrying out work, the work shall not be checked by Registered Building Inspectors working for Maldon District Council. The work will be offered instead to a neighbouring council.

Training and Monitoring of Support Staff

All support staff will be offered the opportunity to attend the Local Authority Building Control Level 3 Certificate course in Technical Support. Support staff will also attend Building Control team meetings, where any changes to operational workings will be relayed and the opportunity for process improvement discussed. Process documents will be regularly reviewed and updated, and presentations will be given after regulatory changes to ensure any changes are embedded as quickly as possible.

Spot Checks

The Building Control Team Manager and Principal Building Control Officer will periodically, at random time intervals, check other Inspector's work, including each other. All team members including Technical Support staff will be subject to checks which will include but will not be limited to validation, plan-checks, site inspection and decisions.

Enforcement of Building Regulations

The Building Act 1984 places a duty on Local Authorities to enforce the Building Regulations within its area. The purpose of Building Regulations is to protect peoples' health, safety and welfare in and around buildings. The regulations are also designed to improve the conservation of fuel and power, protect and enhance the environment and promote sustainable development.

Our service obligations for all application types

All application types are entered into our case management software, IDOX Uniform / Civica. We aim to:

- register 95% of applications within 2 days of receipt.
- check the validity of at least 95% of applications within 5 working days.
- acknowledge receipt within 5 working days where an application is found to be valid.
- let the applicant know what is outstanding within 5 working days where an application is found to be invalid.

Exempt work

Where an application is submitted for work which is exempt from the requirements of Building Regulations the applicant will be notified and any fee paid will be refunded.

Validity

An application is valid only once the application form and correct fee is received.

Fees

All application fees are checked to ensure they are correct as part of the validation process. If no fee is submitted with an application, the fee is calculated, and a letter is sent to the applicant advising them of the required fee. If the fee is incorrect and a shortfall is calculated, a letter is sent informing the applicant of the outstanding amount. If an overpayment is received, a refund will be issued by the same method as the payment was made if possible.

Our Fees are reviewed annually in line with the Council's budgetary review of Fees and Charges.

https://www.maldon.gov.uk/info/20047/building_control/9583/fees_and_charges

Types of Application

There are four types of application which the Local Authority deal with.

1. Full Plans

Full plans applications are used where the applicant wishes to get the drawings and details of the work approved before the work starts.

Once a valid full plans application has been received, we aim to check 95% of all details and drawings deposited for compliance with the specific requirements of Building Regulations within 15 working days. Where details are found to show compliance an approval notice will be issued to the applicant. Where details are found to not show compliance, or information is missing a letter listing the non-compliant, missing items will be issued. We aim to send any required consultations to the relevant parties within 15 working days.

Where further details are needed these will be rechecked as soon as possible once received. These must be rechecked within the statutory decision time scales.

In all full plans cases, a decision is required by law to be issued at either 5 weeks or 8 weeks depending on whether the applicant has agreed to an extension of time. We aim to issue 100% of decisions within the statutory time scales required. Failure to issue a decision within the required time period results in the deposited plans being deemed approved and a refund to the applicant of the plan-checking fee.

2. Building Notices

A Building Notice cannot be used for work to commercial buildings. These may only be used for domestic work where, if an extension, it is not within 3m of a public sewer, or located on a private road.

Once a valid Building Notice has been received, we aim to issue an acknowledgment letter within 5 working days. There is no approval of any deposited drawings etc when a Building Notice is used.

3. Regularisations

Regularisation applications must only be used where the work has started before an application has been received.

Once a valid regularisation has been received, we aim to issue an acknowledgment letter within 5 working days. There is no approval of any deposited drawings etc when a regularisation is used.

4. Reversions

Reversion applications are used where work which has started and was being overseen by an Approved Inspector reverts to the Local Authority. There are a few reasons why work may revert to the Local Authority the main ones being:

- the Approved Inspector has had their licence withdrawn by the Construction Industry Council Approved Inspectors Register (CICAIR);
- the Approved Inspector ceases trading; or
- the Approved Inspector is unable to get the work to comply.

Approved inspectors have no powers of enforcement so when a breach of Building Regulations occurs and the contractor cannot, or will not, correct the work; the only option available is for the work to revert back to the Local Authority for enforcement.

Once a valid reversion has been received, we aim to issue an acknowledgment letter within 5 working days. There is no approval of deposited drawings etc when a reversion is used.

Site Inspections (all application types)

Once the following stages of work are reached there is a statutory requirement of the duty holder to notify the Local Authority and leave the work open and available for inspection for a specific period of time.

- Start of work1 days' notice
- Commencement2 days' notice
- Foundations.....2 days' notice
- Damp proof course2 days' notice
- Oversite2 days' notice
- Drainage.....5 days' notice
- Occupation5 days' notice
- Completion5 days' notice

However, we aim to do better than the statutory notice periods and offer more robust inspection stages as part of our service. We aim to ensure all inspections booked before 4.00pm the previous day are carried out the next working day. The inspections to be notified are as follows:

- Commencement
- Foundations
- Damp proof course
- Oversite
- Drainage
- Structural members, roofs, floors, beams etc.
- Insulation
- Completion

All inspections results will be electronically recorded in the council's case management software IDOX Uniform / Civica. We aim to record 90% of inspections the same day the inspection was carried out. We aim to record all inspection results by the end of the next working day.

Compliant work (all application types)

Following a satisfactory completion inspection, we will issue a Completion Certificate. We aim to issue Completion Certificates within two working days of a satisfactory completion inspection being carried out.

Non-compliant work (all application types)

Where work is found to be non-compliant, we will let the applicant's contractor know whilst still on site, or as soon as possible afterwards, if they are not present. If we suspect the contractor is not likely to correct the work, or pass on the information to the applicant, we will inform the applicant as soon as possible after discovery.

In all cases, we will give a reasonable amount of time to the applicant to correct the work. Where work is not corrected, and the breaches are not considered dangerous, we will record the breach and issue a Compliance Notice and withhold the Completion Certificate until the work is corrected. Where the breach is however serious and could result in injury or death, a Stop Notice with a time limit for the work to be corrected will be notified to the applicant. If the work is still not corrected the relevant notices will be issued. If these are not complied with the case will be referred to the legal department to consider for prosecution.

Where breaches of Building Regulations are discovered, these can only be prosecuted within 10 years of the offending work being carried out. This is particularly relevant to Regularisation applications which are often submitted after the 10-year deadline.

Dangerous Structures

Dangerous structures vary from collapsing boundary walls, falling masonry and tiles, vehicle impact into buildings, fire damage, wind and weather damage, neglect and poor maintenance.

Our obligations for dangerous structures

The prime responsibility for the condition of a building or structure lies with its owner/occupier; however, we have an obligation under Sections 77 and 78 of the Building Act 1984 to deal with dangerous structures in the District and if the owner cannot be found or contacted, the Council is authorised to do work to make the building or structure safe and recharge the owner its reasonable costs for doing so where work is imminently dangerous.

A dangerous structure or part of a building which is unable to sustain or carry any imposed loads, may be dangerous, and may be required to be removed. Our aim is to respond to any reports of possible dangerous structures and investigate them as soon as possible. Our legal duty is to safeguard the public, and we will deal directly with the owners, agents or the structure itself to make the area safe. Close liaison with the police, fire and rescue service, highways and other agencies can help resolve difficult or extraordinary situations.

The Building Control team aim to provide a rapid response service to protect the public in and around buildings that have become dangerous. We aim to inspect all dangerous structures as soon as possible after receiving a report, 24 hours a day, 365 days a year. This is achieved by the Building Control team providing cover during office hours. Out of hours, we will attempt to provide this through the Building Control team in the first instance, if this is not possible the Council will look to find an external contractor to take on the work, if available. Where a report is not anonymously made, we will respond to the person making the report to advise them of the outcome of our inspection. If a structure is found to be dangerous, a case will be created in our case management system IDOX Uniform/Civica and the details will be recorded along with any action needed and/ or taken.

Fees/Costs

There is no fee due for the service to inspect or investigate a potentially dangerous structure.

Where work is found to be dangerous and action must be taken and after we have made all reasonable attempts to find and contact the owner to give them the opportunity to deal with the danger themselves, a record of all costs incurred by the council will be kept. Following the resolution of the danger this will be passed to the Finance department for debt recovery of our reasonable costs from the owner.

Types of dangerous structures

There are two main categories:

1. Imminent

These structures are at risk of collapse and must be secured for public safety. The owner will normally be charged for emergency works carried out in these cases since the prime responsibility for the condition of a building or structure lies with its owner.

2. Hazardous

These structures are found to be unstable by Inspector but are not imminently dangerous. The owner is given a reasonable time to remove the danger. Failure to respond or take action may result in a Magistrates Court Order being obtained to get any work required done.

Following an inspection where a structure is found to be dangerous, a case will be created in the council's case management system IDOX Uniform / Civica where photos, inspection records and all correspondence will be logged.

Demolition Notices

A Notice of Intended Demolition is required under Section 80 of the Building Act 1984 to demolish a whole, or part of, a building. The persons responsible will need to inform their Local Authority that they are planning to do so, before the demolition work is carried out. No fee is required to be paid to the local authority for this function.

There are three exemptions to this:

- A Notice does not need to be submitted if the demolition is occurring as a result of a Demolition Order, made under Part IX of the 1985 Housing Act;
- A Notice does not need to be submitted if the demolition is for a shed, greenhouse, conservatory, prefabricated garage, or any building which has a cubic content of less than 1,750 cubic feet; or
- A Notice does not need to be submitted if the demolition is for an agricultural building, as stated in Schedule 5 of the Local Government Finance Act 1988, unless it is attached to another non-agricultural building.

Our obligations for Demolition Notices

Once we have received Notice of Intended Demolition, we should serve a Counter Notice.

Under Section 81 of the Building Act 1984 the Counter Notice should list certain works which must be carried out before or during the demolition process.

The works required by the Counter Notice may require any of the following:

- shore up any building adjacent to the property marked for demolition.
- weatherproof any surfaces of an adjacent building that will be exposed by the demolition.
- repair any damage that an adjacent building has sustained due to the demolition work.
- remove any material or rubbish created by the demolition.
- disconnect and seal any sewer or drain under the demolished building.
- if any sewers or drains are removed, the remaining connections should be sealed.
- make good the surfaces of the ground disturbed by sewer or drain removal and sealing.
- ensure that the necessary companies have been contacted to disconnect gas, electricity and water.
- make appropriate arrangements for the burning of any structures or materials.

The Building Control team aim to issue a Counter Notice within three weeks of receipt of a Notice of Intended Demolition. If the Local Authority does not issue a Section 81 Notice, demolition can proceed once six weeks have passed since the initial Section 80 Notice was submitted. All Demolition Notices have a case created and are recorded in the case management system IDOX Uniform / Civica.

Inspections

Due to staffing resources within the Building Control team, we will only inspect demolition sites where a complaint or breach of conditions is reported to us. Inspections of this type are carried out during our normal routine daily inspections to minimise the cost to the council.

Other services

General advice

The Building Control team provide a free advice service for residents of the district. This service covers the Building Act 1984, the Building Regulations 2010 as amended and allied legislation. We try to answer all enquires as soon as possible however we aim to reply to 90% within 3 weeks. This would not however include design advice, which is against the BSR Operational Standards.

Record keeping

General record keeping

The Council has a duty to keep all building control records for at least 15 years. This is because they may be required as evidence in a case or for a warrantee claim. Building Control records are not however public documents, and the public have no automatic right to see them

We currently have most records back to 1993, but prior to this date records are incomplete.

Approved Inspectors

Initial Notices

Private sector Approved Inspectors have existed since 1985 and operate in competition with Local Authority Building Control. Persons carrying out building work have the choice to either use the Local Authority or an Approved inspector to oversee the compliance of the work. If an Approved Inspector is used, instead of the Local Authority Building Control Service, then an 'Initial Notice' must be submitted to the Local Authority jointly by the Approved Inspector and applicant before work commences on site. Once submitted, the local authority should check the details of the Initial Notice within 5 working days. The Local Authority can reject the notice if the details are found to be incorrect or the work is found to have already started. Failure to check the initial notice within 5 days results in the notice being deemed accepted and the Local Authority cannot reject it after this time. Once the notice has been accepted by the local authority the responsibility for plan-checking and site inspection will be formally placed on the Approved Inspector.

Due to resources, we do not inspect and check to see if work has already started on site when an Initial Notice is received.

Final Certificate

Upon completion of the work, the Approved Inspector will issue what is known as the 'final certificate' to the local authority and applicant, confirming that the work in the Initial Notice is complete and that the Inspector is satisfied that it complies with the Building Regulations requirements. The Local Authority is not required to do any further checks but will maintain a record of all certificates received from Approved Inspectors. The Approved Inspector is not required to share the detailed documentation on Building Control applications they process with the Local Authority.

Competent Persons Schemes

Competent Person Schemes were introduced by the government in 2002, to allow individuals and enterprises to self-certify that their work complies with the Building Regulations as an alternative to getting Building Regulations approval by a Building Control Body. A Competent Person must be registered with a scheme that has been approved by the Minister for Housing, Communities and Local Government.

Types of building work included in the Competent Person Schemes include:

- Air pressure testing of buildings
- Cavity and solid wall insulation in an existing building
- Combustion appliances

- Electrical installations
- Heating and hot water systems
- Mechanical ventilation and air-conditioning systems
- Plumbing and water supply systems
- Replacement windows, doors, roof windows or rooflights
- Replacement of roof coverings on pitched or flat roofs
- Microgeneration and renewable technologies

Government have placed a duty on Local Authorities to record and maintain a register of all work carried out under a Competent Person's Scheme. The recording of this work is an automated process by which data submitted via the different schemes is entered into the council's database at irregular intervals via an EML file upload.

The council does not hold any specifics about the work, nor does it hold copies of certificates issued under the Competent Person Scheme. These are simply a record describing the work carried out, the company registered to do the work and the dates the work was done.

Copies of documents

We provide copies of some documents held by the council. Items such as Completion Certificates and Decision Notices are provided at cost in accordance with our Fees and Charges Schedule. We do not provide copies of drawings, calculations, drainage or services records.

There is a charge for copies of documents, once this has been received, we aim to send 90% of requests within three weeks of receipt of payment.

Concerns, Complaints and Appeals

We are always keen to have feedback on what customers think of the service that they receive and our team pride themselves in delivering excellent customer service. If you have a comment on the service that you have received, a compliment for a member of the team or if you feel that an improvement could be made that might benefit others too please let us know by emailing us at buildingcontrol@maldon.gov.uk

Informal Concerns

In the first instance, please reach out and talk to us. Initial concerns will be handled by the Inspector involved. If this fails to resolve the issue the matter will be escalated to the Building Control Team Manager for review and possible intervention.

Formal Complaints

If the issue cannot be resolved to your satisfaction, the matter can be escalated to Stage 1 of the formal complaints process. Stage 1 is passed to a Head of Service for review and is responded to within seven working days. If you remain dissatisfied with our Stage 1 response you should let us know by completing the form attached to your Stage 1 response and writing to us. Stage 2 is reviewed by Assistant Directors and we will respond within seven working days.

Complaints Form:

https://my.maldon.gov.uk/service/Make_a_formal_complaint?accept=yes&consentMessageIds%5b%5d=6

If you remain dissatisfied, you can then refer the matter to the Local Government and Social Care Ombudsman:

Telephone: 0300 061 0614

Monday, Tuesday, Thursday and Friday: 10:00 to 13:00

Wednesday: 13:00-16:00

<https://www.lgo.org.uk/contact-us>

Complaints about a Registered Building Inspector

If you have an issue with a Registered Building Inspector or the Local Authority as the Registered Building Control Approver you may refer the matter to the Building Safety Regulator:

Telephone: 0300 790 6787

Monday-Friday: 08:30 to 17:00

<https://www.gov.uk/guidance/contact-the-building-safety-regulator#make-a-complaint-to-bsr>

Compliance

If the issue is a disagreement on a matter of compliance you may refer the issue to the Ministry of Housing, Communities and Local Government for a formal determination. You may also make an appeal to a Magistrate's Court.

Maldon District Council Equality Analysis

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

Title Building Control Policy and Procedure 2025-2028 (the Policy)	Date 26 June 2025	Officer Preparing - Steve Murray
1. Background		
<p>1.1 Description of proposal / policy / service (Including aims, outcomes and in the case of an existing service how long it has been delivered in its current format)</p> <p>Maldon District Council is committed to promoting Equality, Diversity and Inclusion (EDI) as a community leader, as a service provider and as an employer. The EDI Policy is intended to assist the Council in promoting EDI through its business functions and work to ensure that people are treated fairly, and that everyone has an opportunity to live, learn and relax in the District. The EDI Policy is intended to the assist the Council in embedding EDI into decision-making, policies and to help tackle unlawful discrimination. Compliance with this policy should also ensure that employees do not commit unlawful acts of discrimination.</p> <p>This Building Control Policy and Procedure 2025-2028 addresses the statutory requirements for the Registration of Building Inspectors carrying out restricted functions and is divided into the Council's Building Control approach for:</p> <ol style="list-style-type: none"> 1. Enforcement of Building Regulations 2. Inspection and making safe Dangerous Structures 3. Demolition Notices 4. General advice, answering enquires, copies of documents, record keeping, etc. 5. Complaints and appeals <p>It replaces a set of operational procedures which have been used to date but updates them to ensure compliance with the new Building Safety Regulator (BSR) requirements and the management responses of the Building Control Internal Audit 2025.</p>		
<p>1.2 Who are the users of the proposal / policy / service (Refer to data held about the users of the service i.e. numbers of users, demographic breakdown. Having this information is important to understand which sectors of the community might be affected. If that is not available refer to the demographic data held on the intranet.)</p> <p>The principal users of the Policy will be the Council's Registered Building Inspectors who are the only ones permitted by law to carry out Building Control inspections and check compliance with the Building Regulations, as well as assess Dangerous Buildings / Structures.</p> <p>The principal people affected by the Policy will be anyone carrying out building works which require Local Authority Building Control to assess the proposals and construction for compliance with the Building Regulations; this could be professional builders or contractors depending on the works but could also be members of the public. Members of the public, businesses or organisations may also be impacted by the Policy should they own or come into contact with a dangerous structure.</p>		

Maldon District Council Equality Analysis

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

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

This has been limited to feedback from Building Control customers and incorporating any lessons learnt as much of the activity of the Building Control is otherwise covered by the Building Regulations or the Building Safety Act 2022. Consistency of service to users was part of the methodology used by internal auditors to evaluate effectiveness.

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

The Council does not carry out satisfaction surveys of the function.

2. Equality Aims – consider how the proposal / policy / service meets the three Equality Aims listed in the Equality Act.

Aim	How does the proposal / policy / service meet the equality aim?	Action or addition needed in order that the proposal / policy / service meets the aim?
2.1 To eliminate unlawful discrimination, harassment and victimisation	The Policy sets out how the Council will approach operating its Building Control service including standards which align with the Building Safety Regulator national requirements including when it is necessary to supervise inspectors. The Policy concerns buildings the public can enter rather than people but has been written to ensure functions are carried out without unlawful discrimination, harassment or victimisation.	
2.2 To advance equality of opportunity between people who share a protected characteristic and those who do not	Building Control, as part of its legal functions, already facilitates the improvement of buildings to cater for those that suffer from mobility issues, but this is set out in Building Regulations and not this Policy. The Policy enables those touching the service to be treated fairly and not be disadvantaged because of their protected characteristics and those that do not share them.	

Maldon District Council Equality Analysis

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

2.3 To foster good relations between those who share a protected characteristic and those who do not	Undertaking Building Control is concerned with the safety, energy performance and climate resilience of buildings the public could enter. The Building Regulations are designed to ensure design features consider the needs of those that have particular protected characteristics such as Disability or age and those that are not impacted by them; this Policy just concerns how those Regulatory duties will be conducted.	
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3. Equality Impacts – examine how the proposal / policy / service impacts on the community. Base the analysis on evidence. Attach additional documents if necessary.

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
3.1 Age (What will the impact be on different age groups such as younger or older people?)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
3.2 Disability (Consider all disabilities such as hearing loss, dyslexia etc as well as access issues for wheelchair users where appropriate)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Policy implements the Building Regulations including compliance measures to improve accessibility into buildings the public might otherwise enter.	
3.3 Pregnancy and Maternity (Think about pregnancy, new and breastfeeding Mums)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The Policy implements the Building Regulations including compliance measures to improve accessibility into buildings the public might otherwise enter.	

Maldon District Council Equality Analysis

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

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
3.4 Sex (is the service used more by one gender and are the sexes given equal opportunity?)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	According to the Officer of National Statistics (ONS) in 2024, about 15% of the construction workforce in the UK is female; an increase from 12% in 2020. The Royal Institute of Chartered Surveyors (RICS) concluded in August 2024 that to tackle the ongoing skills shortages, construction must focus on education, representation and changing its culture to attract more women. There are no figures for the gender of Registered Buildings Inspectors in England and Wales, although 29% of new Local Authority Building Control (LABC) trainees were female in July 2024. It is likely therefore likely that fewer women will come into contact with this Policy than men, however the Building Regulations are set by law and have to be applied regardless of gender.	Registered Buildings Inspectors at Maldon District Council, regardless of their gender, must undertake regular Equality, Diversity and Inclusion e-learning and Sexual Harassment awareness training as part of their roles. This will help to ensure that they adopt more inclusive behaviours when undertaking their role.
3.5 Gender Reassignment (Is there an impact on people who are going through or who have completed Gender Reassignment?)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
3.6 Religion or belief (Includes not having a religion or belief)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
3.7 Sexual Orientation (What is the impact on heterosexual, lesbian, gay or bisexual people?)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		

Maldon District Council Equality Analysis

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

Impacts	Positive impact (X)	Could adversely impact (X)	No impact (X)	How different groups could be affected: Summary of impacts	Actions to reduce negative or increase positive impact
3.8 Race (Includes ethnic or national origins including Gypsies and Travellers)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
3.9 Socio-Economic Group (Will people of any particular socio-economic group be particularly affected?)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<p>Compliance with the Building Regulations could affect those people on lower incomes, undertaking home improvement projects themselves, but requiring certification through Building Control. If anyone is carrying out works to a building, they need to be satisfied that they can afford to do the works themselves to an acceptable standard to ensure compliance with the Regulations as there are no concessions due to income.</p> <p>Previously, the Council would offer free informal advice on compliance with Building Regulations, however under new rules from the Building Safety Act 2022 and as monitored by the Building Safety Regulator, the Council is no longer permitted to advise on both the design and compliance stages of Building Control.</p>	There is nothing further that can be done as to do otherwise risks the Council not complying with the Building Safety Act 2022 or Building Safety Regulator requirements.
4. Is there a Cumulative Impact? (If the same group is the subject of many changes or reductions the overall impact is much greater. Consider what else is happening within Maldon District Council that may have an impact and also what we know is happening elsewhere (such as Essex County Council). See Guidance for further advice.) None					

Maldon District Council Equality Analysis

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

5. Outcome
<p>5.1 Consider all the analysis and evidence above and indicate</p> <p>(1) No change needed (2) Adjust – as set out above (3) Adverse impact but continue (4) Stop, remove the proposal / policy / service</p> <p>Positive impact could arise for the Disability protected characteristic, given part of the remit of the Building Regulations is to ensure measures are taken in the design and construction of buildings to make them accessible by more than just able-bodied people.</p> <p>There could be adverse impacts to social-economic groups based on income or affordability, however the Council has to administer compliance with the Building Regulations and cannot be swayed to overlook requirements due to lower income levels.</p> <p>Adverse impacts that are possible due to the Sex protected characteristic and the predominant workforce being made can be mitigated further by internal training requirements of Maldon District Council employed Building Inspectors for EDI and Sexual Harassment.</p>
<p>5.2 Adjustments</p> <p>None, but internal training will support limiting the adverse impact that could be caused to the Sex protected characteristic.</p>
<p>5.3 Decision Making (How will this equality analysis be taken into account during the decision making process? For example will it be included with a report to Committee/CMT? Will it be considered at department level or by a Head of Service? How will community/stakeholders views be taken into account?)</p> <p>The Building Control Policy & Procedures 2025-2028 will be presented to the Strategy & Resources Committee on 24 July 2025 to be recommended to Council for final approval. This includes a request for delegated powers to make changes to the policy if required due to changes required by the Regulator or any legislation changes.</p>
6.0 Next Steps
<p>6.1 If there was a lack of evidence or data held on which to base this assessment, how will that gap be addressed for the future?</p> <p>Not applicable</p>

Maldon District Council Equality Analysis

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

6.2 Summary of actions highlighted within this analysis (Include how this will be picked up within service/work plans)

E-learning of Registered Building Inspectors is picked up in SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) reviews and 121s and monitored by Heads of Service and HR.

6.3 Arrangements for future monitoring of equality impact of this proposal / policy / service

Any change to the Policy determined under Delegated Powers (if granted) need to consider this Equality Impact Assessment to ensure they do not impact on the EDI Policy.

6.4 Approved by (Manager or Head of Service signature and date)

Matthew Winslow, Assistant Director: Planning & Implementation
14 July 2025

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**REPORT of
DEPUTY CHIEF EXECUTIVE**

**to
STRATEGY AND RESOURCES COMMITTEE
24 JULY 2025**

**REVISED HEALTH AND SAFETY POLICY AND STATEMENT OF INTENT
(RESUBMISSION)**

1. PURPOSE OF THE REPORT

- 1.1 To share details of the Council's revised Health and Safety Policy and Statement of Intent, as required by the Health and Safety at Work etc. Act 1974.
- 1.2 To inform the Committee of the arrangements that support the overarching policy (as set out in the arrangements section).

2. RECOMMENDATIONS

To the Council:

- (i) That the revised Health and Safety Policy (**APPENDIX 1**) and Statement of Intent be adopted;
- (ii) That the roles and responsibilities of the Leader of the Council, Committee Members and key staff be noted;
- (iii) That the annual review period be noted.

3. SUMMARY OF KEY ISSUES

- 3.1 A Health and Safety Policy is essential for ensuring that the Council fulfils its statutory duties under the Health and Safety at Work etc. Act 1974 (the Act). The Act requires the Council to ensure, so far as is reasonably practicable, the health safety and welfare of its employees and others who may be affected by its undertaking.
- 3.2 The revised Health and Safety Policy (the Policy), attached at **APPENDIX 1** sets out the key themes required by the legislation. It includes the authority's statement of intent, specifies the roles and responsibilities of key groups and summarises the core arrangements in place to support safe working practices. The Policy is supported by subordinate policies, and these are referenced.
- 3.3 The revised policy was presented to the Strategy and Resources Committee on 23 January 2025 where Members requested minor amendments. Consultation with Member's Health and Safety Representatives took place in April and May 2025 and the version presented incorporates the amendments provided by Councillors K M H Lagan and J C Stilts.

4. CONCLUSION

- 4.1 The Health and Safety Policy and Statement of Intent will set the direction for health and safety activities, their management and governance at Maldon District Council for the next year.
- 4.2 The Policy does not set out performance indicators for health and safety, rather the framework, required for their reporting.
- 4.3 Adoption of the Policy is required by law, being one of the fundamental principles of the Health and Safety at Work etc Act 1974.

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

5.1 Supporting our communities

- 5.1.1 Health and safety are fundamental aspects of all Council services and functions. Those in our communities interacting with the authority have a moral and legal right not to be harmed or exposed to unnecessary risks from its undertaking.
- 5.1.2 Working without significant risks to safety or health supports our staff, ensuring their physical and mental wellbeing. Many employees are part of the communities in which they serve.
- 5.1.3 Effective health and safety practices build public trust as communities feel safer when using local authority services, knowing that risks are well managed.

5.2 Investing in our District

- 5.2.1 Ensuring that our assets and services are safe provides confidence to users of our services and visitors to the district.

5.3 Growing our economy

- 5.3.1 Promoting good health and safety practice ensures the authority remains attractive to those wishing to form business partnerships thereby generating additional income and supporting other services.

5.4 Delivering Good Quality Services

- 5.4.1 By identifying and controlling health and safety risks the authority can ensure safer environments for its employees and the public, thereby minimising disruption and enhancing service delivery.
- 5.4.2 Non-compliance with health and safety law can impact on Council services through increased civil claims and significant uninsurable legal penalties through prosecution.
- 5.4.3 Investing in a good health and safety culture is consistently shown to improve staff morale, productivity, recruitment, and retention.
- 5.4.4 With 36.8 million working days lost in 2021 / 22 due to work related illnesses and injury (Health and Safety Executive), maintaining a healthy workforce is key to ensuring a full complement of staff and reducing disruption to key services.

6. IMPLICATIONS

- (i) **Impact on Customers** – Where health and safety activities are proactively planned, the impact on customers will be negligible. Where health, safety and welfare are preserved and properly communicated the customer experience may be enhanced.
- (ii) **Impact on Equalities** – The policy shall operate in accordance with the Act and subordinate legislation. It shall ensure inclusivity and fairness in the workplace and protect all employees including those with protected characteristics.
- (iii) **Impact on Risk (including Fraud implications)** – The policy will ensure that Council meets its legal obligations under the Act and reduce the likelihood of asset damage and civil claims made as a result of injury to employees, contractors or members of the public.
- (iv) **Impact on Resources (financial)** – Operation of the policy to ‘best practice’ standards will undoubtedly have financial implications across the authority, with the burden being heaviest on operational teams. These costs will be difficult to quantify, however for the moral, legal and financial reasons stated, should be considered as ‘business as usual activities and prioritised against other demands. The costs of non-compliance from direct and indirect sources far outweigh the costs of compliance.
- (v) **Impact on Resources (human)** – A Corporate Health and Safety Manager is in post to administer the policy, however their role is to act as a steward; to ensure that health and safety arrangements are in place and that legal requirements are being met by different teams. Officers time will be required to ensure that essential health and safety activities are undertaken as part of daily operations. No new posts will be required.
- (vi) **Impact on Devolution / Local Government Reorganisation** - All employers, including local authorities are legally required to have a health and safety policy in place and are at risk of enforcement action if they fail to do so. Where authorities merge, details of the arrangements put in place for health and safety may need to change, but the general themes of policy (i.e. why, who and how the policy must be administered) will be broadly similar. It is anticipated that government re-organisation will lead to changes at an operational level which will be addressed using new procedures and supporting documentation when so required.

Background Papers: None.

Enquiries to: Paul Baccarini, Corporate Health and Safety Manager.

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Health and Safety Policy Statement

Health and Safety at Work etc. Act 1974



MALDON DISTRICT
COUNCIL

Version: 6	Date of Issue: July 2025	Review date: July 2026
Updates from version 5	Reviewed: Updates from version 5 <ul style="list-style-type: none"> • <i>Revisions of roles and responsibilities, including Chief Exec. and Deputy Chief Exec., addition of monitoring of H&S performance.</i> • <i>Clarity regarding supply of ergonomic workstation equipment.</i> • <i>Revisions to fire marshal and first aider duties</i> • <i>Addition of duties with respect to contractors</i> • <i>Additional duties and clarification for employees</i> 	
Consultation:	<i>Safety Representatives consulted July 2024. Elected Members (safety representatives) consulted April - May 2025 – revisions implemented.</i>	

Working Group		
S. Green	H. Wheatley	A. Cardy
C. Hughes	G. Button	M. Winslow
A. Altoft-Shorland		
Lead Officer		
P. Baccarini	<i>P. Baccarini</i>	
Endorsed by:		
D. Wilkinson (Chief Exec.)		
P. Dodson (Deputy Chief Exec.)		
This version was presented to the Strategy and Resources Committee on 23/1/2025 and re-submitted with revision on 30/6/2025		

Health and Safety at Work etc. Act 1974

HEALTH AND SAFETY POLICY STATEMENT

of

MALDON DISTRICT COUNCIL

At Maldon District Council, we are fully committed to ensuring the health, safety, and well-being of all our employees, Members and everyone who may be impacted by our activities. We will do everything reasonably practicable to create a safe and supportive working environment, both for our staff, our Members and the public.

To achieve this, we commit to:

- Assess risks carefully and regularly to identify and address potential hazards.
- Provide and maintain safe equipment, systems, and work environments to minimize risks.
- Ensure that all materials and substances used in our operations are handled, stored, and transported safely.
- Offer clear information, training, and guidance to help our employees avoid hazards and play an active role in staying safe.
- Make sure employees are fully trained and competent to do their jobs safely.
- Actively work towards reducing the number of workplace accidents and cases of work-related illness.
- Keep a close eye on any health and safety risks associated with our work and take the necessary steps to control them.
- Maintain a healthy and safe workplace, with appropriate facilities to support our employees' welfare.
- Regularly consult and communicate with our employees and elected Members (or their representatives) on health and safety matters that may affect them.
- Review and update this policy, as well as the arrangements in place, on an annual basis to ensure that it is meeting its objectives and identify areas for continuous improvement.
- Ensure that senior management is actively involved in overseeing health and safety, with regular updates provided to Council Members to maintain transparency and accountability.

We believe that a good health and safety culture is everyone's responsibility, and we are committed to fostering a positive culture for safety and well-being across our organisation.

Signed:

Date:

Chief Executive:

Deputy Chief Executive: Roles & Responsibilities

Every employee and Member has a responsibility to look after their own health and safety, as well as the safety of others who may be affected by their actions at work. If anyone notices anything that could be a health and safety concern, whether it's an incident, accident, near miss, or potential hazard, it's important that they report it as soon as possible.

We all need to work together to make sure we meet our legal responsibilities and keep the workplace safe. This means being proactive, following the safety rules, and helping each other stay safe.

While the overall responsibility for health and safety falls to the Corporate Leadership Team, it's the duty of all levels of management to ensure this policy is followed and that it's regularly reviewed. Everyone must help ensure the policy is put into practice, using the supporting documents, such as policies and procedures.

This policy will be shared with all employees, Members and contractors, and it will be made available to anyone who wishes to see it.

Below is an overview of the roles of key groups involved in maintaining health and safety.

Name	Function
Members (functional roles)	<p data-bbox="333 1162 1139 1196"><u>Members of the Council's Strategy and Resources Committee</u></p> <ul data-bbox="381 1240 1406 1397" style="list-style-type: none"> <li data-bbox="381 1240 1406 1319">• To provide Member input in supporting the development and implementation to the council corporate Health and Safety Commitments. <li data-bbox="381 1319 1406 1397">• To agree the health and safety policy, statement of intent and overall arrangements set out for health and safety. <p data-bbox="333 1442 1310 1476"><u>Members of the Council's Performance, Governance and Audit Committee</u></p> <ul data-bbox="381 1520 1414 1912" style="list-style-type: none"> <li data-bbox="381 1520 1414 1554">• To review the corporate health and safety improvement plans. <li data-bbox="381 1599 1414 1677">• To receive regular reports on health and safety and consider performance against determined KPI's . <li data-bbox="381 1722 1414 1834">• To ensure adequate resources are allocated when setting budgets and determining capital expenditure in order to secure the health and safety of the workforce and others who may be affected. <li data-bbox="381 1879 1414 1912">• To promote a positive attitude towards health and safety.

Name	Function
Chief Executive and Deputy Chief Executive	<ul style="list-style-type: none"> • To endorse the health and safety policy and statement of intent and ensure its annual review. • To agree the health and safety policy statement of intent and overall arrangements set out for health and safety. • To maintain overall responsibility for health and safety. • To provide effective corporate governance to manage corporate risk. • To ensure effective management structures and arrangements are in place to deliver policy and procedure. • To ensure mechanisms are in place to consult with union and non-union staff representatives on health and safety issues. • To be informed of serious accidents, investigations, potential and actual enforcement including the serving of notices and prosecutions. • To make available adequate resources for health and safety, including budget. • To set and review health and safety performance indicators, including their sufficiency. • To promote a positive attitude towards health and safety, ensuring action is taken where incidents of non-compliance are highlighted.
Assistant Directors	<ul style="list-style-type: none"> • To agree operational policies and procedures required for legal compliance and to support the themes set out in the council's general health and safety policy. • To ensure effective management structures and arrangements are in place to deliver policy and procedure within their area of responsibility. • To ensure that staff within their area of responsibility are aware of their health and safety responsibilities and maintain compliance. • To consider health and safety concerns reported to them by their managers and to take action where considered necessary: to report any health and safety concerns that cannot be resolved within their service to the Corporate Leadership Team. • To consider health and safety reports presented to the Corporate Leadership Team and agree an appropriate course of action where considered necessary, ensuring compliance with legal requirements.

Name	Function
	<ul style="list-style-type: none"> • To promote a positive attitude towards health and safety. • To ensure budget is allocated year on year to fund health and safety improvements, activities, training and equipment within their service areas.
Service Managers & Heads of Service	<ul style="list-style-type: none"> • To ensure effective management structures and arrangements are in place to deliver policy and procedure within their service areas. • To ensure that staff within their service area are aware of their health and safety responsibilities and of the arrangements for health and safety, maintaining compliance at all times. • To ensure that: risk assessments are undertaken in accordance with corporate procedure; that significant findings are brought to the attention of all employees who may be affected by the work activity; the appropriate risk controls are implemented in a timely manner; copies are readily available to employees affected and to the Council's Corporate Health and Safety Manager. • To ensure that: training requirements specific to their service areas are identified and addressed; employees under their control are capable and competent through adequate information, instruction, training and supervision; and records of such are kept. • To consider health and safety training whilst undertaking personal development plans, ensuring that any training needs are identified and recorded. • To undertake regular monitoring and review of the health and safety arrangements within their services to ensure policy and procedure is being followed. • To consider health and safety concerns reported to them by their line managers and to take action where considered necessary: to report any health and safety concerns that cannot be resolved within their service to their Assistant Director. • To ensure that all notifiable accidents, diseases and dangerous occurrences are reported to the Health and Safety Executive. • To provide health and safety information to the Council's Corporate Health and Safety Manager on request. • To promote a positive attitude towards health and safety. • To ensure budget is made available to fund health and safety improvements, activities, training and equipment within their service areas, or outside of their service areas, where requested to do so.

Name	Function
	<ul style="list-style-type: none"> • To include Health & Safety considerations and actions within their Service Plan specific to their team's needs and to keep these updated.
Team Managers & Team Leaders	<ul style="list-style-type: none"> • To undertake suitable and sufficient assessments of risk within their areas of responsibility in accordance with corporate procedures. • To ensure that: the significant findings of risk assessments are brought to the attention of all employees who may be affected by the work activity; that copies are readily available to employees; the appropriate risk controls are implemented in a timely manner; copies are readily available to employees affected and to the Council's Corporate Health and Safety Manager. • To document and periodically review departmental guidance relating to health and safety issues, having regard to corporate procedures. • To ensure all employees are aware of corporate and departmental health and safety procedures and guidance: in particular, that all employees, contractors and visitors are aware of the emergency arrangements with regard to the workplace. • To identify and address training requirements within their areas of responsibility; to ensure that employees under their control are capable and competent to undertake the task, receiving adequate information, instruction, training and supervision; and to keep records of such. • To consider health and safety training whilst conducting performance reviews, ensuring that any training needs are identified and recorded. • To act quickly to resolve risks highlighted through the risk assessments or as instructed by the Corporate Health & Safety Manager. • To report any health and safety concerns that cannot be resolved within their area of responsibility to their line manager. • To monitor and review of health and safety arrangements to ensure corporate and service procedures and guidance are being adhered to. • To provide health and safety information to the Council's Corporate Health and Safety Manager on request. • To promote a positive attitude towards health and safety. <p>Where applicable:</p> <ul style="list-style-type: none"> • To co-ordinate health and safety with regard to contractors having regard to the corporate procedure: adopt procedures for the management of vetting and monitoring of health and safety competencies of contractors; to undertake checks on their performance, training and accident records; to

Name	Function
	monitor their performance to ensure the workforce is complying with company procedures and standards defined in their contract specifications.
Asset & Building Services Manager- As per Team Managers and:	<ul style="list-style-type: none"> • To ensure that: routine maintenance, inspections, tests and servicing, in particular statutory inspections and tests, of assets, plant, equipment and workplace precautions; that these are undertaken at a pre-determined frequency; and records are kept of inspections, tests, checks, servicing; to prioritise any work required according to health and safety risk and keep records of any remedial work. • To implement compliant controls with regards to asbestos containing materials where they are the responsible person; to identify risks through assessment, implementing adequate controls to mitigate the risk, in particular during any refurbishment or maintenance activities. • To implement compliant controls with regard to Legionella where they are the responsible person; to identify risks through assessment and implementing adequate controls to mitigate the risk.
<p>Resources Casework Manager: <i>For the Princes Road Offices</i></p> <p>Countryside & Parks Team Leader: <i>For the Parks Depot</i></p> <p>Asset & Maintenance Team Leader: <i>For the Maintenance Depot</i></p>	<ul style="list-style-type: none"> • To ensure that: routine maintenance, inspections, tests and servicing, in particular statutory inspections and tests, of assets, plant, equipment and workplace precautions; that these are undertaken at a pre-determined frequency; and records are kept of inspections, tests, checks, servicing; to prioritise any work required according to health and safety risk and keep records of any remedial work. • To ensure that: the physical aspects of the workplace, e.g access, egress, traffic routes, rest facilities, common parts, ventilation, heating, etc., are considered for risks; that regular checks at a pre-determined frequency are undertaken; and records are kept of these checks; to prioritise work according to health and safety risk and to keep records of any remedial work undertaken. • To ensure successful and timely evacuation of the building in the event of an emergency to co-ordinate and maintain the emergency evacuation plans and the security of buildings; to undertake and review the site-specific fire risk assessments and procedures on an annual basis. • If applicable, to ensure the co-ordination and monitoring of the fire marshals: ensuring that nominated officers are capable of carrying out the task; and receive adequate information, instruction, training and supervision commensurate with their role. • To ensure all employees and contractors are aware of the emergency arrangements with regard to the workplace; and to undertake and review the arrangements for out of hours working and visitors. <p>To ensure that responsibilities delegated to personnel in their teams as set out in corporate health and safety procedures / arrangements are fulfilled.</p>

Name	Function
<p>Resources Casework Manager: <i>For the Princes Road Offices</i></p> <p>Head of Assets Countryside and Coast <i>For the Parks Depot & the Maintenance Depot</i></p>	<ul style="list-style-type: none"> • To ensure the appropriate selection, installation and maintenance of workstation equipment to facilitate good ergonomic and safe practices in their use.
Lead Specialist ICT	<ul style="list-style-type: none"> • To ensure the appropriate selection, installation and maintenance of ICT equipment to facilitate good ergonomic and safe practices in their use. • To support the use of equipment and software in administering and maintaining safety measures, appropriate communication, and the security of staff. • To co-ordinate with facilities to ensure that ICT equipment and assets used in the support of ICT systems (including back-up systems) are inspected and tested to ensure safe operation at all times. • To ensure that functions delegated to the IT team as set out in corporate health and safety procedures / arrangements are fulfilled.
Council's Corporate Health and Safety Manager	<ul style="list-style-type: none"> • To give advice on health and safety issues to the Corporate Leadership Team and Assistant Directors, Head of Service and managers on request and to advise them of any known health and safety failings. • To maintain a corporate record of service risk assessments. • To clarify health and safety responsibilities. • To ensure effective means of communication and consultation. • To provide information about the Council's Health and Safety Policy, organisation, procedures and arrangements and to ensure it is readily available to employees and to the HSE on request. • To keep a record of accidents or incidents. • To report notifiable accidents, diseases and dangerous occurrences to the Health and Safety Executive. • To report any health, safety and welfare failings and make recommendations to the Corporate Leadership Team.

Name	Function
	<ul style="list-style-type: none"> To report regularly to the Performance Governance and Audit Committee on the corporate management of health and safety.
Fire Marshals	<ul style="list-style-type: none"> To oversee evacuation in line with the Fire Evacuation Procedure in the event of the emergency alarm sounding. To follow the arrangements set out in the Corporate Fire Evacuation and Bomb Procedures. To report omissions or issues with the above arrangements to the Corporate Health and Safety Manager
First Aiders	<ul style="list-style-type: none"> To give first aid assistance on request. Where applicable, to ensure their allocated first aid kit is adequately stocked with first aid items and to arrange reordering when central stocks are low. To follow arrangements as set out in the corporate First Aid Procedure. Facilities Team to ensure the first aid room is kept clean and tidy and there are adequate stocks of first aid items / materials. To ensure that site-based defibrillators remain operational. Depot team leaders (or nominated first aiders) to ensure that first aid kits and associated consumables are stocked sufficiently and in-date. To ensure that site-based defibrillators remain operational.
All employees	<ul style="list-style-type: none"> To co-operate with the Council and their line managers on all matters relating to health and safety. To take reasonable care of their own health and safety and to ensure that their activities do NOT put others at risk. To ensure all employees and contractors are aware of the emergency arrangements with regard to the workplace; and to undertake and review the arrangements for out of hours working and visitors. To make proper use of equipment provided including personal protective equipment (PPE). NOT to interfere with anything that safeguards their health and safety or the health and safety of others. To report all health and safety concerns to their line manager or another appropriate person. To report all accidents, incidents, hazards and near-misses to their line manager and follow the arrangements laid out in the corporate 'Accident

Name	Function
	<p>and Incident' procedure.</p> <ul style="list-style-type: none"> • To complete a 'Unacceptable Behaviour Reporting Form' if subjected to abuse, threats or assault and follow the arrangements laid out in the corporate 'Unacceptable Behaviour at Work' procedure. • To follow corporate and departmental health and safety procedures including any control measures identified through risk assessment.
Employees appointing contractors, or inviting visitors to MDC premises	<ul style="list-style-type: none"> • Where involved in the appointing of contractors via the tender process; to ensure that sufficient precautions are in place to ensure safety throughout the life of the contract and to follow the corporate procedure. • To ensure that risk assessments are submitted in a timely manner and are sufficient with appropriate precautions in place for the tasks being undertaken and in the situations that may arise. • To ensure that contractors and visitors understand MDC health and safety policies or procedures (where appropriate to their work or visit), including emergency procedures. • To ensure that contractors and visitors, for whom they are responsible, comply with the accident and incident reporting requirements of MDC. • To ensure that contractors and/or visitors are trained and/or competent to undertake the tasks or follow the instructions they must follow in terms of ensuring the health and safety of themselves and others. <p>To ensure that contractors are insured to carry out the work they have been engaged to undertake.</p>
Union Health and Safety Representatives	<ul style="list-style-type: none"> • To abide by the terms of reference set out for the 'Safety Action Team' meetings, the Council's formal group for promoting health and safety communication and consultation. • To participate in Safety Action Team Meetings and to give notification to the Corporate Health and Safety Manager of their intention and reason, should they decide to resign as a representative. • To participate in the Council's consultation process representing Union members in matters relating to health and safety. <p>They may (with appropriate support from Maldon District Council):</p> <ul style="list-style-type: none"> • Undertake regular inspections of the workplace. • Investigate potential hazards and examine the causes of accidents in the workplace.

Name	Function
	<ul style="list-style-type: none"> • Investigate complaints by a Union member relating to their health, safety and welfare. • Represent employees in consultation with HSE inspectors and receive copies of associated reports. • Liaise with management on matters relating to health and safety and have access to certain information.
All Members	<ul style="list-style-type: none"> • To follow the requirements of the Health and Safety Management plan • Sign in and out of council buildings as required by the prescribed method. • To co-operate with the Councils requirements that apply on matters relating to health and safety. • To take reasonable care of their own health and safety and to ensure that their activities do NOT put others at risk. • To ensure that they are aware of the emergency arrangements with regard to workplaces used for council business ; and to undertake and review the arrangements for out of hours working or visits to residents or outside organisations. • NOT to interfere with anything that safeguards their health and safety or the health and safety of others. • To report all health and safety concerns to the appropriate officer or Member health and safety representatives. • To report all accidents, incidents, hazards , near-misses or safety concerns to the appropriate officer or Member health and safety representatives and follow the arrangements laid out in the corporate 'Accident and Incident' procedure.
Health and Safety representatives	<ul style="list-style-type: none"> • To abide by the terms of reference set out for the 'Safety Action Team' meetings, the Council's formal group for promoting health and safety communication and consultation. • To participate in Safety Action Team Meetings and to give notification to the Corporate Health and Safety Manager of their intention and reason, should they decide to resign as a representative. • To fully participate in the Council's consultation process on matters relating to health and safety. • To make representations to the Council on potential hazards and dangerous occurrences at the workplace which affect, or could affect, the group of

Name	Function
	<p>employees they represent.</p> <ul style="list-style-type: none"> • To make representations to the Council on general matters affecting the health and safety at work of the group of employees they represent and on such matters as they are consulted. • To represent the group of employees in consultation with HSE inspectors and received copies of associated reports.

Arrangements for Health and Safety

At Maldon District Council (MDC), we manage health and safety through a series of detailed policies and procedures that explain how we make sure everyone stays safe. These documents are designed to implement the Council's health and safety goals and are available to all staff through the Council's SharePoint system (**MDC-HSP-000 Health and Safety Policy Index**).

There are over 30 policies and procedures that cover various aspects of health and safety. Some of these documents are key to our overall approach and deal with essential safety topics. There is a summary of these core documents below, along with a full list in the table further on in the policy.

Risk Assessment

Risk assessments are vital to keeping our staff and everyone involved with the Council safe. They help us make sure that no one is exposed to unacceptable risks. The procedure we follow for risk assessments (**MDC-HSP-023**) ensures that we take a consistent approach to assessing risks in all of our planned activities.

However, in certain specific or technical work areas, we may use alternative methods to carry out risk assessments. To make sure we're addressing the most serious risks, we use a risk matrix and a corporate risk assessment tool that help us identify and manage unacceptable risks.

We're also working towards creating a central database that will link all department-specific risk assessments, making it easier to track and manage them across the Council.

Accident and Incident Reporting

We consider it unacceptable for any incidents of harm to occur to any of our staff, Members or visitors and are committed a journey to eliminate these (as far as possible) from our workplaces. We do recognise that, from time to time, accidents and incidents do happen and we encourage all staff to report them, no matter how small, using the Council's designated reporting tool or by speaking directly to their line manager, corporate health and safety manager or safety representative. While we have a legal responsibility to report specific accidents and incidents, we also believe it's important to track all adverse events. Doing so helps us learn from every situation and improve our safety practices and allows us to put a focus on areas that are causing concern.

We regularly monitor trends in accidents and incidents and will formally review them quarterly. If any event results in injury, or could have caused serious injury or damage, we conduct a thorough investigation to identify the causal factors and root causes and take the necessary steps to prevent a similar event from happening again.

Unacceptable Behaviour

We understand that our staff, Members and contractors may face difficult situations due to challenging interactions with customers or members of the public. These interactions can sometimes lead to workplace violence, which not only poses a risk of physical harm but can also have a negative impact on s mental health and well-being.

To address this, we closely monitor and record incidents where staff, Members or directly employed contractors are subjected to unacceptable behaviour. Staff and Members are required to report these events through the Council's reporting tool. We maintain a database of such incidents with the goal of protecting our staff and partners from future harm.

If we identify repeat offenders, we may contact them to warn them about their behaviour or restrict their access to our services. Any form of unacceptable behaviour, whether in person, over the phone, or through electronic communication, will not be tolerated. More serious incidents will be thoroughly investigated and, where appropriate, referred to the relevant authorities.

Consultation

In the UK, it's a legal requirement for employers to consult their employees on matters related to health and safety. We believe that consulting with our employees leads to better decision-making, stronger cooperation, and a greater sense of ownership when it comes to implementing safety measures.

At Maldon District Council, health and safety is a key topic at our monthly Corporate Leadership Team meetings. We also give it special focus in the Senior Managers Health and Safety meetings, which take place every six weeks, and during our quarterly Safety Action Team (SAT) meetings.

The SAT is made up of staff members who act as safety representatives for different departments or areas. They provide a broad perspective, ensuring that health and safety concerns are addressed across the whole organisation. Most members join voluntarily because they have an interest in health and safety, though some are asked to participate by their line managers for professional development or other reasons. If applicable, union representatives are also invited to join, in line with the Safety Representatives and Safety Committees Regulations 1977.

SAT meetings are formally documented through meeting minutes, and the meetings follow a clear 'terms of reference' document. Any staff member is welcome to approach the safety representatives, either directly or by emailing: .

Whilst Members are not classed as employees, we recognise the need to liaise with our Members regarding Health and Safety matters and have put this into our Health and safety plans and arrangements to allow communication and consultation channels to be maintained.

Training

Training is essential for ensuring our staff and Members are competent and confident in their roles, especially when it comes to health and safety. It helps employees identify risks in their work and understand how to manage and control those risks.

Training needs can be identified by anyone within the organisation, but department managers, heads of services, and the Corporate Health and Safety Manager are primarily responsible for making sure all training requirements are met and that we stay compliant with legal obligations. We offer training through a mix of in-house sessions, external specialists, and e-learning modules. Where possible, we choose accredited training courses provided by experienced trainers.

Training may be either corporate-wide or department-specific, depending on the needs of the staff in those areas. To ensure we track everyone's progress, we're developing a corporate health and safety training matrix, which records the training requirements and completion status for each team member.

Emergency Incidents

As an employer, we are required to have clear procedures in place to ensure everyone's safety in the event of serious or immediate danger. At Maldon District Council, we've established procedures for key emergency situations such as fire, first aid, and other foreseeable emergencies (see **MDC-HSP-010 Fire and Evacuation**, **MDC-HSP-011 First Aid**, and **MDC-HSP-004** for more details).

We have trained a sufficient number of staff members to manage evacuations and handle other emergency procedures as needed. These individuals are tracked through our corporate health and safety training matrix. Additionally, we regularly run practice drills to ensure everyone knows what to do in an emergency.

Display Screen Equipment

We understand that many of our employees regularly use display screen equipment (DSE), and we take steps to make sure that this is done in a safe and comfortable way. According to the Health and Safety (Display Screen Equipment) Regulations 1992, staff are required to carry out risk assessments for their workstations each year. To make this process easy, we provide an HSE risk assessment form on the Council's FreshService intranet pages.

To ensure everyone knows how to complete these assessments properly, we've developed a mandatory e-learning module on DSE risk assessments, which all DSE users must complete. If anyone needs extra help, we have trained a group of 'DSE Champions' who can assist with assessments, provide advice, or make recommendations on improvements.

While the Resources Casework Manager and Head of Assets Countryside and Coast are responsible for ensuring ergonomic furniture is available in their areas, individual managers are also encouraged to make reasonable adjustments to suit their staff's needs where necessary.

Manual Handling

At Maldon District Council, we take manual handling seriously because it plays a key role in keeping our workplace safe. Our goal is to ensure that all manual handling tasks are carried out safely, in line with legal requirements and best practices.

We have clear procedures in place to assess and reduce the risks associated with manual handling. These procedures are supported by assessment forms and links to helpful HSE tools. For teams that perform more physically demanding or hazardous tasks, we offer face-to-face practical training to ensure they are properly equipped to handle the risks. For those performing less risky tasks on occasion, we require them to complete a mandatory e-learning course.

Additionally, we may conduct periodic occupational health assessments for relevant staff to monitor their health and well-being, ensuring they're fit for the tasks they undertake.

Mobile and Home Working

We've established clear guidelines for staff who work from home or on the go. These procedures ensure that staff assess their working environment and equipment and maintain regular communication with their managers and colleagues. We also set clear goals for everyone through regular 1-2-1 meetings or development plans, making sure that expectations are clear, and support is always available.

Workplace Transport

The workplace transport procedure outlines the guidelines and responsibilities for employees who drive either council-owned or personal vehicles for work-related purposes. It ensures that employees are safe and legally compliant when operating vehicles as part of their duties.

The council is committed to ensuring that all employees who drive for work are legally allowed to do so. Employees must inform the council of any health conditions or driving endorsements that could affect their ability to drive safely and legally.

Council vehicles are subject to regular inspections to ensure their safety and roadworthiness, and these inspections must be recorded. Employees using their own vehicles for council business must carry out a pre-use check to confirm that their vehicle is in good condition. If any defects are found in council-owned vehicles, managers are responsible for arranging repairs as soon as possible to ensure the vehicle remains safe to use.

If a vehicle requires special training or a particular licence, managers are responsible for ensuring that employees are trained, competent, and fit to operate that vehicle. This may involve consulting with occupational health specialists to ensure the employee is able to perform this task safely.

Employees are prohibited from using hand-held mobile phones while driving a vehicle. Any breach of this rule will result in disciplinary action.

Health and Safety of Members

Whilst elected Members are not classified as ‘paid employees’ under the Health and Safety at Work etc. act 1974, Maldon District Council acknowledges its responsibility to safeguard their wellbeing as individuals impacted by its activities. The relationship between members and the authority is unique, and although they do not fall directly under the scope of the authority’s health and safety policy, their health and safety remain a priority. To reflect this, Maldon District Council will, where appropriate, outline the specific arrangements for their protection in corporate procedures that are relevant to their role. Those corporate procedures are identified in the table below. This approach, established in consultation with elected Members, ensures that they can carry out their roles effectively, with their safety and wellbeing firmly supported.

Health and Safety (H&S) Policies

H&S Policy/Procedure Index

Policy Name	Reference	Current Version
H&S Policy*	MDC-HSP-001*	Version 4 April 2018
Accident/Incident Reporting*	MDC-HSP-002*	Version 16 April 2024
Asbestos	MDC-HSP-003	Version 8 Sept. 2021
Bomb Threat/Terrorism*	MDC-HSP-004*	Version 6 March 2019
Consultation	MDC-HSP-005	Version 8 June 2018
Contractors	MDC-HSP-006	Version 8 Sept. 2021
COSHH (Care of Substances Hazardous to Health)	MDC-HSP-007	Version 5 Sept. 2021
Display Screen Equipment*	MDC-HSP-008*	Version 9 Oct. 2021
Electrical Safety*	MDC-HSP-009*	Version 1 Sept. 2021
Fire & Evacuation Procedure*	MDC-HSP-010*	Version 16 Oct. 2021
First Aid*	MDC-HSP-011*	Version 23 Sept. 2023
Inspections and Monitoring	MDC-HSP-012	Version 2 Oct. 2021
Ladder Inspection	MDC-HSP-013	Version 1 Sept. 2021
Legionella	MDC-HSP-014	Version 8 Oct. 2021
Lone Working	MDC-HSP-015	Version 11 Oct. 2021
Manual Handling Operations*	MDC-HSP-016*	Version 5 Jan. 2022
PEEP (Personal Emergency Evacuation Plan)	MDC-HSP-017	Version 1 Aug 2023
Mobile/Home Working	MDC-HSP-018	Version 1 Aug. 2015
New & Expectant Mothers	MDC-HSP-019	Version 6 May 2024
Noise	MDC-HSP-020	Version 1 Jan 2022
PPE (Personal Protection Equipment)	MDC-HSP-021	Version 5 April 2024
Hand Arm Vibration	MDC-HSP-022	Version 1 Feb 2021
Risk Assessment*	MDC-HSP-023*	Version 10 April 2024
Sharps and Needle Stick	MDC-HSP-024	Version 5 Oct. 2021

Policy Name	Reference	Current Version
Slips, Trips and Falls	MDC-HSP-025	Version 6 Sept. 2018
Sun Exposure	MDC-HSP-026	Version 3 May 2018
Unacceptable behaviour	MDC-HSP-027	Version 17 Oct. 2021
Work at Height Procedure	MDC-HSP-028	Version 1 Jan 2022
Work Equipment	MDC-HSP-029	Version 1 Sept. 2021
Workplace Arrangements	MDC-HSP-030	Version 6 Nov. 2019
Workplace Transport	MDC-HSP-031	Version 12 Dec. 2021
Young Persons	MDC-HSP-032	Version 6 Jan. 2022

**Procedures most relevant to the duties of elected Members*

Review

This policy and statement of intent will be reviewed annually by the Corporate Leadership Team. The review will ensure that the policy stays aligned with current operational needs, best practices, and legal requirements. If any significant changes are made, the updated policy will be presented to the Strategy and Resources Committee for approval.

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REPORT of DEPUTY CHIEF EXECUTIVE

**to
STRATEGY AND RESOURCES COMMITTEE
24 JULY 2025**

SIMPLER RECYCLING

1. PURPOSE OF THE REPORT

- 1.1 To seek Member approval to purchase a 7.5 tonne vehicle for the collection of garden waste from properties on our small vehicle route. A provisional quote for the vehicle has been obtained by Suez of £130,097:00.

2. RECOMMENDATION

That Members agree a letter of intent is sent to Suez to procure an additional vehicle to add to the current fleet to allow for the expansion of the garden waste service to the whole district ensuring compliance with Simpler Recycling legislation. Upon receipt of this letter Suez will order the vehicle.

3. SUMMARY OF KEY ISSUES

- 3.1 A paper was approved by the Council in March 2023 detailing the renewal of the Suez waste contract, and next steps to prepare for legislation changes, including provision for the purchase of new vehicles.
- 3.2 New Recycling Regulations (Simpler Recycling) require that the Council collects the same materials from all households by 01 April 2026.
- 3.3 The materials include:
- Weekly food waste
 - Separate collection of recycling including glass, cans, plastic, paper and cardboard
 - Garden waste – however the Council can levy a charge.
- 3.4 Whilst the Council already complies with the changes for 95% of properties, of the final 5% (1592 properties):
- 145 blocks of flats that do not have individual bins,
 - 140 blocks do not currently have food waste.
 - Nine blocks of flats do not have any mixed recycling excluding glass
 - 56 blocks do not have glass recycling.

- 3.5 Isolated properties ("ISO Route") that are currently serviced using a smaller 7.5 tonne refuse vehicle due to access issues, are not currently offered a garden waste collection service.
- 3.6 £636k funding was allocated to Maldon District Council via the Extended Producer Responsibility (EPR) for 2025/26, however this was amended on 11 July 2025 to £682,915.81. £145k from this funding has already been allocated to fund the rest of this project including Suez costs for set up costs, crew costs, fuel and vehicle maintenance.
- 3.7 Capital funding of £11,126.00 has already been received for weekly food waste collections and because the weekly food waste will be statutory from 01 April 2026 added burdens funding will be available from that date.
- 3.8 Transitional funding for weekly food waste collections was also made available to cover the cost of procurement, project management and communications and a Project Administrator has been appointed on a 1-year fixed term contract.
- 3.9 To facilitate the garden waste collection service to isolated properties from 01 October 2025 an additional 7.5 tonne vehicle is required.
- 3.10 This vehicle will be procured by Suez but owned by the Council and funded through capital reserves.
- 3.11 A provisional quote for the vehicle has been obtained for an *Isuzu N75 chassis* with *NTN K Midi Body* for £130,097.00.
- 3.12 As Simpler Recycling is rolled-out, demand for this size chassis will increase as most food waste vehicles are operated on a 7.5 tonne chassis and many councils do not currently operate a food waste collection service.
- 3.13 The original budget was set at £115,000, approved as being met through £80,000 excess waste income in 24/25, with £35k top up from capital receipts. The additional £15k now required can be met using the additional EPR funding.

4. CONCLUSION

- 4.1 To ensure compliance with Simpler Recycling legislation Suez require an additional 7.5 tonne vehicle to provide properties on the smaller vehicle routes with the opportunity to recycle their garden waste.
- 4.2 This additional vehicle could also provide additional resilience for the food waste collection service from flats should it be required.
- 4.3 All of the other elements of Simpler Recycling are funded from monies received from the Department for Environment, Food and Rural Affairs (DEFRA) and the Extended Producer Responsibility payments.

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

5.1 Supporting our communities

- 5.1.1 Simpler Recycling will ensure that all residents receive the same level of service for recycling, food and garden waste.

5.2 Protecting our environment

- 5.2.1 Increase the diversion of waste from landfill and incineration by providing a food waste collection service to all flats and a garden waste collection service to all residents who wish to participate.

5.3 Delivering good quality services.

- 5.3.1 Currently Maldon District Council diverts 58% of waste from landfill, the second highest performance rate in Essex. The changes required by Simpler Recycling will increase this rate and help the Council meet its future targets of diverting 68% by 2030.

6. IMPLICATIONS

- (i) **Impact on Customers** – All residents living in flats will receive a food waste collection service from 1 April 2026. Resident serviced by the smaller collection vehicle will be able to participate in the garden waste collection service from 1 October 2025.
- (ii) **Impact on Equalities** – All residents will receive the same level of service in line with the principles of Simpler Recycling legislation.
- (iii) **Impact on Risk (including Fraud implications)** – Not applicable (n/a).
- (iv) **Impact on Resources (financial)** – Included in the report: Extended Producer Responsibility funding.
- (v) **Impact on Resources (human)** – One part time officer already recruited as funded through DEFRA. 22.5 hours per week on a 1-year fixed term contract.
- (vi) **Impact on Devolution / Local Government Reorganisation** – n/a.

Background Papers:

Notification letter from DEFRA (**APPENDIX 1**)

Enquiries to:

Carol Love, Waste Commissioning and Contracts Manager
Tracy Farrell, Head of Environmental Health, Waste and Climate Action

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Scottish Government
Riaghaidas na h-Alba
gov.scot



Uywodraeth Cymru
Welsh Government



PackUK
Seacole Building
2 Marsham St
London
SW1A 4DF

Notice of Assessment

Maldon District Council anticipated 2025/26 Extended Producer Responsibility (EPR) for packaging payment - July 2025

Your anticipated total EPR for packaging payment for Financial Year 2025 to 2026 is:

£682,915.81

Efficient disposal costs	£1,148,710.62 (for breakdown by packaging category see section 3)
Waste Income	£194,205.42 (for breakdown by packaging category see section 4)
Net efficient disposal costs	£954,505.20 (for breakdown by packaging category see section 5)
Chargeable disposal costs	£685,453.38 (for a breakdown see section 6)
Deduction to ensure LA payments do not exceed amount recovered by producers	£2,537.57 (for more information see section 6)

The legal purpose of this funding is to cover your “chargeable disposal costs” as defined in the Producer Responsibility Obligations (Packaging and Packaging Waste) Regulations 2024 (the Regulations), i.e. net efficient costs incurred in the efficient management of household packaging waste. Under regulation 80 of the Regulations, PackUK may recalculate chargeable disposal costs and will take into account information relating to the efficient disposal costs of the local authority (LA) for the assessment. Recalculations may therefore be applied if PackUK receives evidence that this funding has been allocated for other purposes. Recalculation notices can be sent up to four years after the end of the assessment year and where chargeable disposal costs are re-calculated as being lower than previously calculated, this may result in a reduction in funding in a future year.

In your November 2024 provisional Notice of Assessment letter, the UK government guaranteed an amount you would receive for 2025 to 2026, this number was £636,000.00

If your anticipated total EPR for packaging payment (the figure at the top of this letter) is now less than the guaranteed amount, you will receive an in year top up from the Ministry of Housing, Communities and Local Government.

In the event that in-year top up payments are required for local government, the Ministry of Housing, Communities and Local Government expects to make top up payments to local authorities in England

through unringfenced section 31 grants in March 2026. Grants paid to local authorities in relation to the government's guarantee of EPR for packaging funding will be payments based on figures collected from PackUK. If an in-year top up is required, the Ministry of Housing, Communities and Local Government expects to conduct a reconciliation process in the usual way. More details on this process will be set out when any payments are made.

If your anticipated total EPR for packaging payment (the figure at the top of this letter) is now more than the payment listed in the provisional Notice of Assessment received in November 2024, the additional funding is not guaranteed and will be subject to PackUK recovering sufficient funds from producers.

Your payment will be issued to you by bank transfer in the following instalments:

Year 1 expected quarterly payment schedule

Payment period payment relates to	Payment date	Amount
1 April 2025 to 30 September 2025 (Quarter 1 & 2)	November	£341,457.91
1 October 2025 to 31 December 2025 (Quarter 3)	January	£170,728.95
1 January 2026 to 31 March 2026 (Quarter 4)	March	£170,728.95
Total amount: £682,915.81		

As explained above, if additional payments are required to bring your total payment up to the amount you were guaranteed in November 2024, separate top up payments will be made.

Flexible Plastic Fund (FPF) FlexCollect Scheme

For those LAs known to be running a formal flexible plastic film pilot as part of the FlexCollect Government schemes, an additional payment has been made to cover the reported expected cost of operating the pilot in 2025/26.

This payment is intended to offset the increased costs of managing the additional plastic film waste stream.

Your FlexCollect trial payment is £0.00 and this is included in the total amount figure.

What your payment covers

As a Waste Collection Authority (WCA), your payment covers net efficient costs associated with collection of household packaging waste from kerbside collections, and waste brought to bring sites only. Your payment may also cover the cost of handling, sorting and sale of dry recyclate where appropriate.

The following are excluded from EPR for packaging payments in year 1:

- A. Drinks containers made of any material other than glass. As per The Producer Responsibility obligations (Packaging and Packaging Waste) Regulations 2024, waste management costs associated with the following are excluded from EPR for packaging payments in year 1: drinks containers made from polyethylene terephthalate (PET), steel, or aluminium between 150ml – 3l in size. This exclusion is until 2028. All drinks containers will be in scope from 2028 if a Deposit Return Scheme (DRS) is not in place in any part of the UK by that time.
- B. Any waste from non-domestic properties, including schools, hospitals, prisons and places of worship.
- C. Binned and littered waste
- D. Business waste
- E. Packaging collected within food and garden waste services¹

Your payment will only cover the assessed net efficient cost of managing the in-scope (household) packaging element of the waste stream, subject to paragraphs A-E above. Packaging is categorised, depending on the material from which it is made, into aluminium, fibre-based composite, glass, paper and card, plastic, steel, wood, and other materials.

¹Garden waste is excluded on the basis that no in-scope material is expected to be collected within garden waste

How your payment is calculated

PackUK uses a model, the Local Authority Packaging Cost and Performance (LAPCAP) model, to assess net efficient costs incurred by every LA in the UK for the management of household packaging waste.

Where relevant to your authority, LAPCAP considers the following factors in determining your net efficient costs for year 1:

1. The frequency, pattern and type of collections of household packaging waste undertaken within your LA
2. The population density in your relevant area
3. The type and accessibility of dwellings in your relevant area
4. The levels of deprivation in your relevant area
5. Government policies and the regulatory requirements affecting waste management to which your authority is subject

The below sections summarise the calculation the LAPCAP model has performed to determine your anticipated payment.

Calculations in the tables throughout this letter may appear to show slightly different values when done manually with a calculator. This is because the model does the calculation to more than 2 decimal places and discrepancies are due to rounding. All totals in the tables and summary numbers at the top and bottom of this letter are correct.

More information can be found in the methodology and process document for calculating EPR for packaging payments for 2025 to 2026.

Your LA's efficient waste management costs

Section 1 – Collection costs

The following table sets out your collection costs for the collection of recyclate and residual household packaging waste from kerbside, bring sites and HWRCs. A breakdown by material categories can be found in section 3.

Table 1 - Collection Costs

Service	£/t	Tonnes of packaging	Gross Payment = £/t x Packaging Tonnes	
Residual waste kerbside collection cost	£109.06	1,497.32	£163,294.78	
HWRC	NA	0.00	NA	
Bring Sites	£21.91	259.84	£5,693.28	
Service	£/t	Tonnes of Waste	Proportion in-scope Packaging by Volume	Gross Payment ²
Recyclate kerbside collection cost	£167.19	6,387.98	0.59	£634,778.41
Service	£/Household	Number of Households	Gross Payment = £/Household x Households	
HWRC (Overheads) ³	NA	27,900	NA	
TOTAL AMOUNT			£803,766.47	

²Equal to £/t multiplied by Tonnes of Waste and Proportion in-scope Packaging by Volume

³The element of overheads reported by WDAs that are apportioned to HWRC management. Including costs for staff supporting waste disposal, admin, management and training costs, communication, marketing, PPE, uniforms, and external consultancy costs. Including finance, debt services, ICT, payroll, HR, facilities management, utilities etc.

Data sources

For all four nations, tonnage data is taken from Waste Data Flow (WDF). For England and Northern Ireland, composition data is taken from the Waste and Resources Action Programme (WRAP) 2017 waste composition study. For Scotland, composition data is taken from the Zero Waste Scotland 2023 waste composition study, with the exception of bring sites and HWRCs, where the WRAP 2017 study is used. For Wales composition data is taken from the WRAP Welsh 2023 composition study, with the exception of bring sites, where the WRAP 2017 study is used. Tonnage data and composition data have been used to determine packaging tonnages collected by each service. Composition calculations have also been supplemented with additional sources which have been used where composition study categories contain more than one material category, including data submitted by producers into the Report Packaging Data (RPD) online portal system for the calendar year 2024. For more detail on how the tonnages listed in the table above have been determined please see the methodology and process document for calculating EPR for packaging payments for 2025 to 2026, which includes worked examples.

Cost per tonne figures for kerbside recycle and residual collections have been determined by analysing reported cost data from a subset of LAs from across the UK to identify the common characteristics which most strongly influence collection costs. The LAPCAP model uses findings from this analysis, and data on LA characteristics, to group LAs which are predicted to have similar costs per tonne of waste collected. As a result, each LA is attributed separate dry recycling and residual collection groups.

For any LA, the calculation of HWRC costs is based on the assigned residual waste group and the bring site costs are calculated using the assigned dry recycling group. If within the group we do not hold reported cost data for either the HWRC or bring site, an average of the costs for all sampled authorities is taken.

We calculate an average cost per tonne by using the reported cost data we hold for some LAs in each group. The average cost per tonne is then used to calculate the efficient costs for all LAs in the group.

If we hold no reported cost data for any LAs in a group, then the average of all reported cost data is applied. This is only done for HWRC and bring site collections because we have fewer Request for Information (RFI) costs relating to these streams as opposed to kerbside collections.

For recycle kerbside collections only, the cost per tonne figure has been adjusted to reflect the influence of the volume of packaging waste on collection costs, recognising that this is commonly the limiting factor in collections.

We have used the following characteristics of your LA to assign you to two separate groups to determine your cost per tonne for kerbside recycle and residual collections, respectively.

Table 2 - LA grouping characteristics

Characteristic	
Deprivation	0
Proportion Highly Rural	0.28
Proportion Rural	0.37
Proportion Urban	0.34
Average Residual Collection Frequency	0.5
Average Recycling Collection Frequency	0.53
Predominant Recycling Collection Scheme (% of houses on scheme)	Two stream (97.67%)
Country	England
Proportion of Flats	0.10
Residual Tonnes Collected per Household	0.36
Recycling Tonnes Collected per Household	0.24
Reported Tonnage in Food Waste Stream	Yes
Reported Tonnage in Garden Waste Stream	Yes
Reported Tonnage in Bring Site Waste Stream	Yes

More information on the LA characteristics and the methodology used to group LAs and determine the costs of different collection methods can be found in the methodology and process document for calculating EPR for packaging payments for 2025 to 2026.

Section 2 - WCA Disposal Costs (net of income)

The following table sets out your assessed disposal costs by disposal method. If no tonnage or payment is indicated, payment for this activity has been made to your Waste Disposal Authority (WDA). Please see the methodology and process document for calculating EPR for packaging payments for 2025 to 2026 for further information as to how these decisions have been made.

Table 3 - Disposal costs - £/t

Disposal Method	Definitions	£/t	Packaging Tonnes	£/t x Tonnes = Gross Payment
Recyclate - Comingled MRF	MRF - Materials Recovery Facility	£97.19	1,652.32	£160,594.07
Recyclate - Multistream MRF/direct to reprocessor ⁴	Exporter - recycling, Re-use, Reprocessor - recycling, Exporter - reuse	£88.72	2,077.91	£184,350.08
Other	Other Method ⁵	NA	0.00	NA
TOTAL AMOUNT				£344,944.15

Data sources

For all four nations, tonnage data is taken from Waste Data Flow (WDF). For England and Northern Ireland, composition data is taken from the Waste and Resources Action Programme (WRAP) 2017 waste composition study. For Scotland, composition data is taken from the Zero Waste Scotland 2023 waste composition study, with the exception of bring sites and HWRCs, where the WRAP 2017 study is used. For Wales composition data is taken from the WRAP Welsh 2023 composition study, with the exception of bring sites, where the WRAP 2017 study is used. Tonnage data and composition data have been used to determine packaging tonnages collected by each service. Composition calculations have also been supplemented with additional sources which have been used where composition study categories contain more than one material category, including data submitted by producers into the Report Packaging Data (RPD) online portal system for the calendar year 2024.

Data from the numbers of households for LAs in England and Wales are taken from the 2021 ONS Census. Data for the numbers of households in each authority for Scotland is taken from The National Records of Scotland estimates from 2021. For the numbers of household in each authority for Northern Ireland, 2021 NISRA was used.

Costs per tonne figures for the different disposal methods, including Materials Recovery Facilities (MRFs) have been determined by using average gross gate fees for each nation from the UK Gate Fees report 2022 to 2023 and other data sources held by Defra's Waste Infrastructure Delivery Programme and the Welsh Government, for each of these disposal methods. Gate fees include bulking, transfer and haulage costs. For residual waste treatment and disposal, the gate fee is net of income.

⁴These are costs and tonnages associated with lines in Waste Data Flow (WDF) where the facility type column has values 'Exporter – recycling', 'Re-use', 'Reprocessor - recycling' and 'Exporter - reuse'. Costs associated with Materials Facility regulations are added for Reprocessor tonnages, but not for re-use and export. This may lead to slight variations between local authorities for this category's summarised per-tonne costs where they have varying proportions of these disposal types.

⁵This refers to tonnages recorded with facility type 'Other method' under Question 100 on WDF

WDAs don't appear in LA groupings because the groupings are only used to determine collection costs. We do not currently have an equivalent grouping method for disposal costs due to the variety of different factors that drive these costs and limited data on these factors.

Costs per household for disposal overheads have been determined by taking the average disposal overhead costs from reported cost data (RFIs) for LAs across the UK. These costs reflect the administration, contract management and other LA costs of managing waste disposal functions.

More information can be found in the methodology and process document for calculating EPR for packaging payments for 2025 to 2026.

Section 3 - Breakdowns per packaging category

As set out in the Regulations, this section includes breakdowns per packaging category for collection costs and disposal costs in your LA. The data in the tables is calculated using the following data:

- Tonnage from WDF
- National Waste Composition Analysis
- Cost data from sample LA Cost Data
- Disposal costs from WRAP Gate Fee Survey
- Material values from Lets Recycle

Table 4 - breakdown per packaging category for collection costs

Packaging Category	Waste Tonnage	Packaging only Tonnage	£/t	Value
Aluminium	198.65	57.76	£250.40	£14,462.77
Fibre-based composite materials	169.36	169.29	£369.86	£62,613.86
Glass	2,479.28	2,372.81	£54.50	£129,326.15
Paper or board	4,625.06	1,008.20	£195.33	£196,931.89
Plastic	1,907.37	1,263.86	£277.63	£350,878.67
Steel	423.32	301.45	£160.58	£48,408.05
Wood	141.10	3.95	£107.54	£424.71
Other Materials ⁶	6,759.27	6.61	£109.03	£720.37
TOTAL AMOUNT	16,703.39	5,183.92		£803,766.47

Table 5 - Breakdown per packaging category for disposal costs

Packaging Category	Waste Tonnage	Packaging only Tonnage	£/t	Value
Aluminium	87.99	12.76	£97.19	£1,240.10
Fibre-based composite materials	129.39	129.39	£97.19	£12,575.84
Glass	2,248.23	2,184.40	£89.14	£194,723.08
Paper or board	3,289.27	787.77	£97.16	£76,542.49
Plastic	600.75	396.27	£97.19	£38,514.49
Steel	247.16	219.44	£97.19	£21,328.01
Wood	6.07	0.20	£97.19	£19.47
Other Materials	8,544.10	0.01	£97.19	£0.67
TOTAL AMOUNT	15,152.95	3,730.23		£344,944.15

⁶Volume apportionment is applied across all materials (both in scope and out of scope) as all materials are collected via the same collection vehicles

Costs are apportioned across packaging categories using tonnage data from LAs, combined with packaging waste composition studies from WRAP, Zero Waste Scotland and WRAP Cymru. More information on this can be found in the methodology and process document for calculating EPR for packaging payments for 2025 to 2026 and the worked examples section.

Section 4 - Your LA's waste income for each packaging category

The following table shows the breakdown of your waste income from household packaging waste per packaging category.

Income from selling dry recycling from MRFs is determined using the average Gross and Net Gate Fees from WRAP's gate fees survey. The rebate value for each material is calculated using material prices from Lets Recycle which are available on a month-by-month basis for several years. The LAPCAP model applies material prices from the financial year 2022 to 2023 to correspond to the gate fee data. Each EPR packaging category material is assigned a per-tonne value.

Table 6 - Waste Income from Sale of Recyclate

Packaging Category	MRF £/t	MRF Tonnage	Reprocessor £/t ⁷	Tonnage of packaging waste to Reprocessor, re-use and export	Value
Aluminium	£1,102.51	12.76	£1,751.11	0.00	£14,067.19
Fibre-based composite materials	£25.48	129.39	£40.47	0.00	£3,296.63
Glass	£-23.30	109.22	£5.71	2,075.18	£9,303.57
Paper or board	£51.10	785.04	£81.16	2.73	£40,338.28
Plastic	£250.07	396.27	£398.25	0.00	£99,095.86
Steel	£128.12	219.44	£203.49	0.00	£28,114.16
Wood	£-47.03	0.20	£-74.69	0.00	£-9.42
Other Materials ⁸	£-123.52	0.01	£-196.19	0.00	£-0.86
TOTAL AMOUNT					£194,205.42

⁷The rebate (£/T) value for re-use and export is the same as reprocessor

⁸Volume apportionment is applied across all materials (both in scope and out of scope) as all materials are collected via the same collection vehicles

Section 5 - Your LA's net efficient disposal costs for each packaging category

The following table calculates your net efficient disposal cost by deducting your waste income total (from section 4) from your efficient disposal cost (section 3).

Table 7 - Net efficient Disposal Costs (NEDC)

Material	Efficient Disposal Cost (EDC)	Waste Income (WI)	Sum of (EDC - WI = NEDC)
Aluminium	£15,702.88	£14,067.19	£1,635.69
Fibre-based composite materials	£75,189.70	£3,296.63	£71,893.07
Glass	£324,049.22	£9,303.57	£314,745.65
Paper or board	£273,474.39	£40,338.28	£233,136.11
Plastic	£389,393.16	£99,095.86	£290,297.29
Steel	£69,736.05	£28,114.16	£41,621.89
Wood	£444.18	£-9.42	£453.60
Other Materials	£721.04	£-0.86	£721.90
TOTAL AMOUNT	£1,148,710.62	£194,205.42	£954,505.20

Section 6 - Payment summary (Chargeable Disposal Costs)

The below summarises the result of calculations outlined in previous sections and applies an adjustment to account for recycling credits you receive. Recycling credits will be paid to your WDA to enable them to reimburse you for these household packaging waste management costs. This determines your total assessed efficient cost for managing household packaging waste.

The financial value of the recycling credit adjustment has been calculated using the method set out in paragraph 3(6) of The Environmental Protection (Waste Recycling Payments) Regulations 2006 (using the default payment values set out in the Regulations).

Basic payment calculation

Total assessed efficient cost for managing household packaging waste: £954,505.20

A very small deduction (averages less than 0.4%) has been applied to all LAs to ensure that total payments do not exceed the amount we are able to recover from producers using the fee formula in regulation 62 of the Regulations. PackUK is currently in the process of amending this formula so that a deduction is not required in future assessment years. Deductions have been allocated across LAs in proportion to their existing costs of managing material from each material category.

Total Collection Cost	£803,766.47
Total Disposal Cost	£344,944.15
Deduction for expected waste income	£194,205.42
Deduction for recycling credits (these will be paid to your WDA)	£269,051.83
Deduction to ensure LA payments do not exceed amount recovered by producers	£2,537.57

Total payment: £682,915.81

Complaints

If you have a complaint about the way we operate or the services we provide, please follow PackUK's Complaints Procedure.

Appeals

We understand that there may be an occasion where you wish to appeal against a decision that was issued by PackUK. Before you can appeal, you must have completed PackUK's Complaints Procedure and received a decision from PackUK regarding your complaint. If new information or data becomes available relating to your original complaint you may ask for a reconsideration.

Please see PackUK's appeals procedure for further details on how to make an appeal.

The amount to be paid is subject to change following a determination under regulation 76(4)⁹ and/or 80 of the 2024 Regulations.

If your Notice of Assessment includes a payment for a service you do not deliver or if costs for a service you do deliver are missing, please contact the PackUK mailbox at EPRCustomerService@defra.gov.uk



Dr Margaret Bates,

Head of PackUK

⁹The scheme administrator intends to change the amounts or dates of payments to a relevant authority that were stated in an assessment notice given to the relevant authority under regulation 74, the scheme administrator must—

- (a) give the relevant authority notice in writing of that change; and
- (b) set out in that notice the reason for the change.

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REPORT of CHIEF FINANCE OFFICER

**to
STRATEGY AND RESOURCES COMMITTEE
24 JULY 2025**

TREASURY MANAGEMENT OUTTURN 2024/25

1. PURPOSE OF THE REPORT

- 1.1 To report on the Council's investment activity for the financial year 2024/25 in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code and the Council's Treasury Management Policy and Treasury Management Practices.

2. RECOMMENDATIONS

- (i) That the Treasury Management Outturn 2024/25 be reviewed for compliance purposes;
- (ii) That the Committee notes the alignment between the Treasury Management Outturn, the Budget Outturn for 2024/25, and the 2024/25 (pre-audit) accounts, which provides confirmation of the overall reported position.

3. SUMMARY OF KEY ISSUES

3.1 Background

- 3.1.1 The Council has adopted the CIPFA's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires that authorities report on the performance of the treasury management function at least twice yearly (mid-year and at year end).
- 3.1.2 The Council's Treasury Management Strategy for 2024/25 was presented to the Strategy and Resources Committee on 25 January 2024 and subsequently approved by the Council on 15 February 2024.
- 3.1.3 During 2024/25, the Council had an average of £24.7m invested and was therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. This report covers treasury activity and the associated monitoring and control of risk.
- 3.1.4 The 2021 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by the Council covering capital expenditure and financing, treasury management and non-treasury investments. The Council's Capital Strategy, complying with CIPFA's requirement, was approved by the Council on 15 February 2024.

3.2 External Context

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

3.3 Local Context

- 3.3.1 The Council did not hold any external debt during 2024/25, with the exception of a five-year hire purchase agreement entered into on the acquisition of two tractors in April 2023.
- 3.3.2 The borrowing position of the Council will be reviewed as part of the updated 2024/25 Strategy. Investments levels are forecast to fall, as capital receipts are used to finance capital expenditure and reserves are used to finance any revenue budget gaps.

3.4 Investment Activity (April 2024 – March 2025)

- 3.4.1 Both the CIPFA Code and government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults, and the risk of receiving unsuitably low investment returns.
- 3.4.2 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Over the period from April 2024 to March 2025, the level of investments held by the Council has seen a decrease of £7.5m with total investments held on 31 March 2025 being £17m.
- 3.4.3 During 2024/25 the Bank of England decreased interest rates to reflect decreasing inflation. This has in turn decreased interest returns on investments. The Council has £3m invested in the CCLA (Churches, Charities and Local Authorities) Local Authorities Property Fund and £2m in the Ninety One Diversified Income Fund, which is a multi-asset fund. The falls in the capital values of the underlying assets were reflected in 31 March 2025 valuations of both funds. The 31/3/2025 Balance Sheet figure for long-term investments is recorded at fair value, £4,513k. The Council is using the alternative Fair Value through Profit and Loss (FVPL) accounting and must defer the funds' fair value gains and losses to the Financial Instruments Adjustment Account (which is an unusable reserve until 2024/25) and reflected in the movement in reserves statement.
- 3.4.4 The Council's £5m of externally managed pooled and property funds generated a total income return of £267k during 2024/25. As these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years; but with the confidence that over a three to five-year period total returns will exceed cash interest rates. In the light of their performance over the medium/long-term and the Council's latest cash flow forecasts, investment in these funds has been maintained.

3.5 Performance – Budgeted Income and Outturn

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

- Short Term investments – 5.5%;
- Investments in the Ninety One Diversified Income fund – 4.7%;
- Investment in the Property Fund – 4.6%;
- All investments – 5.3%.

3.5.2 The Authority's budgeted investment income for the year was £0.750m. The actual investment income for the year was £1.449m. This income overachievement was due to interest rates increasing throughout the financial year.

3.6 Compliance with Prudential Indicators and Treasury Management Strategy

3.6.1 All Prudential Indicators for 2024/25, have been complied with to date, except for breaches on the Council's current account limits, disclosed below. **APPENDIX 1** reports on the Council's compliance with Prudential Indicators.

Table 2 – Counterparty Limit Breaches

Date in Excess	Amount in Excess £000	Reason	Date Resolved	How Resolved
19/07/2024	£3,198	Funds were redeemed funds to pay Suez waste vehicle, but due to the incorrect invoice it was paid a day late.	20/07/2024	Correct invoice was received on the next day and was paid.
22/07/2024	Lower by £2,397	Human error	23/07/24	Funds were redeemed on the next day
16/09/2024	£280	Unexpected income received towards the end of the day.	17/09/24	Invested on the next day

3.6.2 The Section 151 Officer reports that all treasury management activities undertaken during the second half of the year in review complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy, the above items excepted.

3.7 Outlook for 2025/26 (Summary of advice from Mitsubishi UFJ Financial Group (MUFG) Corporate Market)

3.7.1 As widely expected, the Bank of England's Monetary Policy Committee (MPC) cut Bank Rate by 0.25% to 4.25% at its May meeting. Although the decision was recorded as a 5-4 vote in favour of cutting by 0.25%, two committee members voted for a larger 0.5% cut whilst two other members voted to leave Bank Rate unchanged.

3.7.2 Prior to the meeting, markets had expected Bank Rate to be lowered by 0.25% with almost 100% probability. As at mid-June, markets are suggesting a further rate cut is possible in August, but much will depend upon the direction of travel of the

Consumer Price Index (CPI) measure of inflation, which stayed at 3.4% on the May reading, although annual core inflation did fall back to 3.5% whilst services inflation also fell to 4.7%. On the negative side, food inflation rose to its highest since February 2024 (4.4%) as the impact of employers' National Insurance Contribution (NIC) increases impacted.

- 3.7.3 Looking back to the start of the quarter, after initially falling abruptly at the beginning of April following the announcement by President Trump that tariffs would be introduced on imports into the USA, the FTSE (Financial Times Stock Exchange) 100 has since rallied in light of the prospects of a US-UK trade deal to limit tariffs on UK exporters and the prospects of higher defence spending boosting employment. As at mid-June, the FTSE 100 is over 3% higher than it started the financial year. Currently, 8,851 (18 June).
- 3.7.4 The UK's economy expanded 0.7% in the three months to April, matching expectations. However, analysts largely attributed this to companies bringing forward both exports and investment into March, ahead of the potential introduction of US tariffs. Growth is expected to moderate subsequently as this temporary boost unwinds. This outlook is broadly consistent with the latest S&P Global UK Composite Purchasing Managers' Index (PMI) report, which was revised up to 50.3 in May - indicating only marginal growth is anticipated in private sector activity over the quarter.
- 3.7.5 The Chancellor's Spending Review made no changes to the public spending totals set out in March's Budget, leaving day-to-day real spending set to rise by 1.2% a year on average between 2025/26 and 2028/29. Capital spending was forecast to rise from 1.3% a year on average (in real terms) between 2025/26 and 2029/30 to 1.8%. Given that planned spending rises are frontloaded into the early years of the forecast period and the potential need for further increases in defence spending, it is likely that taxes may rise further in the Autumn Budget.
- 3.7.6 From a geopolitical perspective, the Russian invasion of Ukraine and, more recently, the conflicts in the Middle East represent upside inflation risks, particularly if oil prices are ratcheted up, and/or global trade links through the Strait of Hormuz are negatively impacted.
- 3.7.7 Whilst markets are currently expecting Bank Rate to be cut by 0.5% to 3.75% by year end, MUFG Corporate Markets still expect Bank Rate cuts to be a little slower, with Bank Rate forecast to be 4% at year end and reaching 3.75% early in the New Year.

4. CONCLUSION

- 4.1 In compliance with the requirements of the CIPFA Code of Practice, this report provides Members with a summary of the treasury management activity for the financial year 2024/25. As indicated in this report, none of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

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

5.1 Delivering good quality services.

- 5.1.1 Strong treasury management is required to ensure services can deliver on corporate objectives, which impact residents.

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None identified.
- (iii) **Impact on Risk (including Fraud implications)** – This report is mainly about managing liquidity risk. A prudent approach continues to be taken in relation to investment activity with priority being given to security and liquidity over yield.
- (iv) **Impact on Resources (financial)** – These are covered within this report.
- (v) **Impact on Resources (human)** – None directly.
- (vi) **Impact on Devolution / Local Government Reorganisation** – None directly.

Background Papers: None.

Enquiries to: Tom Mulloy, Interim Lead Finance Specialist.

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Annual Treasury Management Review 2024/25

Maldon District Council
July 2025

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Annual Treasury Management Review 2024/25

Purpose

This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2024/25. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).

During 2024/25 the minimum reporting requirements were that the Council should receive the following reports:

- an annual treasury strategy in advance of the year (Full Council - February 2024)
- a mid-year, (minimum), treasury update report (Strategy & Resources Committee – November 2024)
- an annual review following the end of the year describing the activity compared to the strategy, (this report)

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Strategy and Resources Committee before they were reported to Council. Member training on treasury management issues is undertaken for each set of elected members.

Executive Summary

During 2024/25, the Council complied with its legislative and regulatory requirements. The key prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as shown below.

Overall capital expenditure in the year was substantially impacted by the cost of replacement waste vehicles (£3.9m), achieved slightly below budget. Other significant schemes included works funded through the Disabled Facilities Grant (£665k), the purchase of Stephens House (£540k), a range of schemes funded through the Rural England Prosperity Fund (£409k) and the Play Galleon in Prom Park (£226k), and the Burnham on Crouch Pontoon (£106k)

Prudential and treasury indicators	31.3.24 Actual £000	31.3.25 Actual £000
Capital expenditure	928	6,913
Capital Financing Requirement (including leases):	44	32
External debt including leases	44	32
Investments <ul style="list-style-type: none"> • Longer than 1 year • Under 1 year • Total 	5,000 19,500 24,500	5,000 16,000 21,000
Net Investment	24,456	20,968

Other prudential and treasury indicators are to be found in the main body of this report. The Chief Finance Officer confirms that the borrowing limit, (the authorised limit), was not breached.

1. The Council's Capital Expenditure and Financing

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

£m General Fund	31.3.25 Actual	31.3.25 Actual
Capital expenditure	928	6,913
Financed in year	884	2,985
Unfinanced capital expenditure	44	3,973

2. The Council's Overall Borrowing Need

A Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR). The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2024/25 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (e.g. the Government, through the Public Works Loan Board – PWLB - or from commercial banks), or via temporary cash resources within the Council.

Reducing the CFR – the Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the borrowing need. (This is different to the treasury management arrangements which ensure that cash is available to meet capital commitments – 'liquidity'). External debt can be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2024/25 MRP Policy, (as required by MHCLG Guidance), was approved by Full Council as part of the Treasury Management Strategy Report for 2024/25 in February 2024.

The Council's CFR for the year is shown below, and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

CFR (£m): General Fund	2023/24 Actual	2024/25 Actual
Opening CFR	226	44
Capital Expenditure	928	6,913
Total	1,154	6,957
Financed by:		
MRP	226	12
External sources (Government & Other Grants)	679	2,467
Capital Receipts	194	506
Revenue Contribution	11	0
Total Financing	1,110	2,985
Closing CFR	44	3,973

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

Gross borrowing and the CFR – in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2024/25) plus the estimates of any additional capital financing requirement for the current (2024/25) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2024/25. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31.3.25 Actual	31.3.25 Budget	31.3.25 Actual
Gross borrowing position	£0.044m	£0.000m	£0.032m
CFR	£0.044m	£0.000m	£0.032m
Under / over funding of CFR	£0.000m	£0.000m	£0.000m

The CFR in the table above reflects outstanding amount of a Hire Purchase agreement with John Deere (2023/24)

The authorised limit - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2024/25 the Council has maintained gross borrowing within its authorised limit.

The operational boundary – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2024/25
Authorised limit	£16.5m
Maximum gross external debt position during the year	£0.032m
Operational boundary	£7.0m
Average gross external debt position	Nil
Financing costs as a proportion of net revenue stream	Nil

3. Treasury Position as of 31st March 2025

The Council's treasury management debt and investment position is organised by the treasury management activities led by the finance team. Guiding priorities are liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities ('yield'). Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. They are subject to review via both internal and external audit.

INVESTMENT PORTFOLIO	31.3.24 Actual £000	31.3.24 Actual %	31.3.25 Actual £000	31.3.25 Actual %
Treasury investments				
Banks	2,658	10.6%	4,159	21.7%
Building societies - rated	2,000	7.9%	2,000	10.4%
Building societies – unrated	0	0.0%	0	0
Local authorities	6,000	23.8%	0	0
DMADF (H M Treasury)	0	0.0%	0	0
Total managed in-house	10,658	42.4%	6,159	32.1%
Bond funds	2,000	7.9%	2,000	10.4%
Property funds	3,000	11.9%	3,000	15.7%
Cash fund managers	9,500	37.8%	8,000	41.8%
Total managed externally	14,500	57.6%	13,000	67.9%
TOTAL TREASURY INVESTMENTS	25,158	100%	19,159	100%

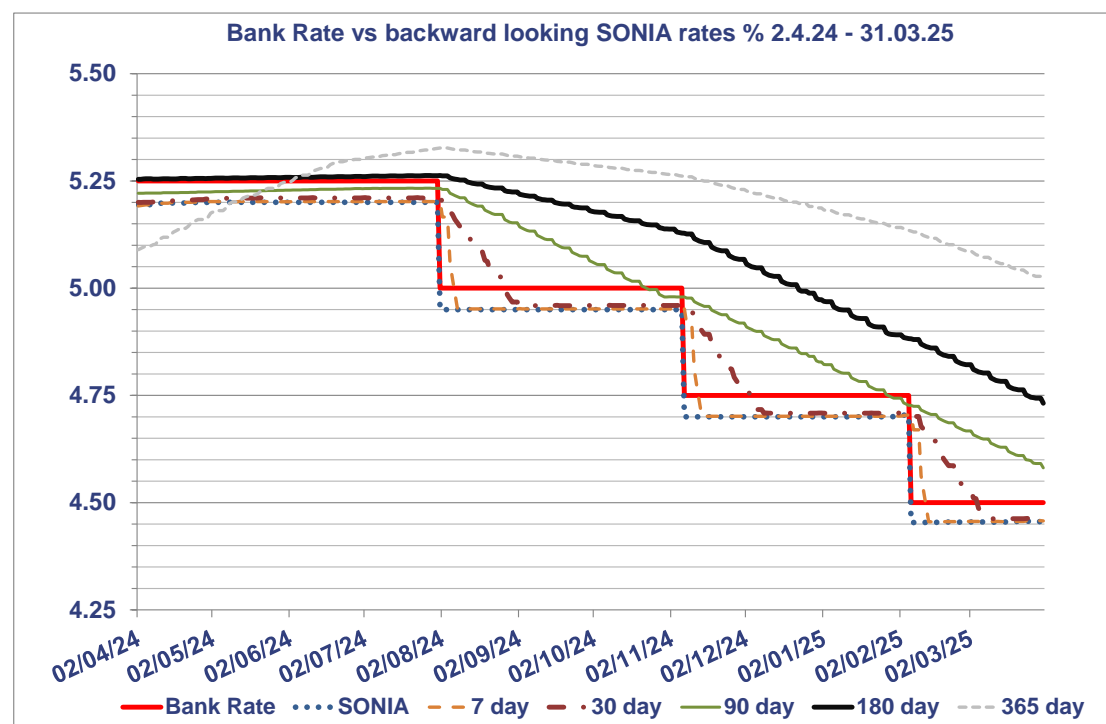
The maturity structure of the investment portfolio was as follows:

	31.3.24 Actual £000	31.3.25 Actual £000
Investments		
Longer than 1 year	5,000	5,000
Up to 1 year	19,500	16,000
Total	24,500	21,000

4. The Strategy for 2024/25

4.1 Investment strategy and control of interest rate risk

Investment Benchmarking Data – Sterling Overnight Index Averages (Backward-looking) 2024/25



FINANCIAL YEAR TO QUARTER ENDED 31/03/2025							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	5.25	5.20	5.20	5.21	5.23	5.26	5.33
High Date	02/04/2024	03/05/2024	13/05/2024	26/06/2024	26/07/2024	26/07/2024	01/08/2024
Low	4.50	4.45	4.46	4.46	4.58	4.73	5.02
Low Date	06/02/2025	12/02/2025	13/02/2025	12/03/2025	31/03/2025	31/03/2025	31/03/2025
Average	4.95	4.90	4.91	4.94	5.02	5.11	5.22
Spread	0.75	0.75	0.75	0.75	0.65	0.53	0.30

Investment returns remained robust throughout 2024/25 with Bank Rate reducing steadily through the course of the financial year (three 0.25% rate cuts in total), and even at the end of March the yield curve was still relatively flat, which might be considered unusual as further Bank Rate cuts were expected in 2025/26.

Bank Rate reductions of 0.25% occurred in August, November and February, bringing the headline rate down from 5.25% to 4.5%. Each of the Bank Rate cuts occurred in the same month as the Bank of England publishes its Quarterly Monetary Policy Report, therein providing a clarity over the timing of potential future rate cuts.

As of early April 2025, market sentiment has been heavily influenced of late by President Trump's wide-ranging trade tariffs policy. Commentators anticipate a growing risk of a US

recession, whilst UK GDP is projected by the Office for Budget Responsibility to remain tepid, perhaps achieving 1% GDP growth in 2025/26.

Looking back to 2024/25, investors were able to achieve returns in excess of 5% for all periods ranging from 1 month to 12 months in the spring of 2024 but by March 2025 deposit rates were some 0.75% - 1% lower. Where liquidity requirements were not a drain on day-to-day investment choices, extending duration through the use of “laddered investments” paid off.

That is not to say that investment choices were straight-forward. Concerns over rising inflation after the Autumn Statement in October led to reduced expectations for Bank Rate to fall. Indeed, the CPI measure of inflation is expected to reach c3.75% by the autumn of 2025, which could provide for some presentational issues for a Bank whose primary mandate is to ensure inflation is close to 2% on a two-to-three-year timeframe. At the end of March, only two further rate cuts were priced into the market for 2025 (4% at December 2025). A week later and sentiment has changed dramatically in the wake of the equity market sell-off to the extent that markets now expect three Bank Rate reductions between May and December 2025 (Bank Rate to fall to 3.75%).

4.2 Borrowing strategy

No specific external borrowing had been planned for at the time of approving the Treasury and Capital Strategies in February 2024. Interest rate forecasts are provided by Link Group to inform the Council what the cost of borrowing is likely to be should borrowing become necessary.

Forecasts at the time of approval of the treasury management strategy report for 2024/25 were as follows:

MUFG Corporate Markets Interest Rate View 10.02.25													
	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28
BANK RATE	4.50	4.25	4.25	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.50	4.30	4.30	4.00	3.80	3.80	3.50	3.50	3.50	3.50	3.50	3.50	3.50
6 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.40	4.20	4.20	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50	3.50	3.60
5 yr PWLB	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.40	4.30	4.20	4.20	4.10	4.00
10 yr PWLB	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.70	4.60	4.50	4.50	4.40	4.40
25 yr PWLB	5.80	5.70	5.60	5.50	5.40	5.30	5.20	5.10	5.00	5.00	4.90	4.90	4.80
50 yr PWLB	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.60	4.50	4.50

5. Investment Outturn

The investment activity during the year was within the approved strategy, and the Council had no liquidity concerns.

Resources – the Council’s cash balances comprise revenue and capital resources and cash flow monies. The Council’s core cash resources comprised as follows:

Balance Sheet Resources (£m)	31.3.24	31.3.25
Balances	7.260	8.636
Earmarked reserves	4.932	6.569
Provisions	0.100	0.100
Usable capital receipts	1.445	0.997

Total	13.737	16.302
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Investments held by the Council

- The Council maintained an average balance of £27.294m of investment funds.
- The invested funds earned an average rate of return of 3.98%.
- This compares with a budget assumption of £25m investment balances earning an average rate of 3%.
- Total investment income was £1.449m compared to a budget of £0.750m.

Investments held by fund managers

The Council uses 5 external fund managers to invest part of its cash balances. The performance of the managers against the benchmark return was:

Fund Manager	Investments Held (£m)	Average Return (%)	Benchmark (%) *
Federated	£3.000	6	3.0
Goldman Sachs	£0.000	5	3.0
Deutsche	£5000	5	3.0
CCLA	£3.000	5	3.0
Ninety One	£2.000	5	3.0

This compares with a budgeted 2024/25 assumption of average investment balances of £25m at 3% investment return. Performance during the year has been better than estimated when setting the budget, as investment balances were maintained at a higher level and interest rates were increased and held higher by the Bank of England than anticipated.

6. The Economy and Interest Rates

UK Economy

UK inflation proved stubborn throughout 2024/25. Having started the financial year at 2.3% y/y (April), the CPI measure of inflation briefly dipped to 1.7% y/y in September before picking up pace again in the latter months. The latest data shows CPI rising by 2.8% y/y (February), but there is a strong likelihood that figure will increase to at least 3.5% by the Autumn of 2025.

Against that backdrop, and the continued lack of progress in ending the Russian invasion of Ukraine, as well as the potentially negative implications for global growth as a consequence of the implementation of US tariff policies by US President Trump in April 2025, Bank Rate reductions have been limited. Bank Rate currently stands at 4.5%, despite the Office for Budget Responsibility reducing its 2025 GDP forecast for the UK economy to only 1% (previously 2% in October).

Borrowing has becoming increasingly expensive in 2024/25. Gilt yields rose significantly in the wake of the Chancellor's Autumn Statement, and the loosening of fiscal policy, and have remained elevated ever since, as dampened growth expectations and the minimal budget contingency (<£10bn) have stoked market fears that increased levels of borrowing will need to be funded during 2025.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies by the US administration.

	UK	Eurozone	US
Bank Rate	4.50%	2.5%	4.25%-4.5%
GDP	0.1%q/q Q4 (1.1%y/y)	+0.1%q/q Q4 (0.7%y/y)	2.4% Q4 Annualised
Inflation	2.8%y/y (Feb)	2.3%y/y (Feb)	2.8%y/y (Feb)
Unemployment Rate	4.4% (Jan)	6.2% (Jan)	4.1% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 4.5% by a vote of 8-1, but suggesting further reductions would be gradual. The Bank of England was always going to continue its cut-hold-cut-hold pattern by leaving interest rates at 4.50% but, in the opposite of what happened at the February meeting, the vote was more hawkish than expected. This suggested that as inflation rises later in the year, the Bank cuts rates even slower, but the initial impact of President Trump's tariff policies in April 2025 on the financial markets underpin our view that the Bank will eventually reduce rates to 3.50%.

Having said that, the Bank still thinks inflation will rise from 2.8% in February to 3¼% in Q3. And while in February it said "inflation is expected to fall back thereafter to around the 2% target", this time it just said it would "fall back thereafter". That may be

a sign that the Bank is getting a bit more worried about the “persistence in domestic wages and prices, including from second-round effects”. Accordingly, although we expect a series of rate cuts over the next year or so, that does not contradict the Bank taking “a gradual and careful” approach to cutting rates, but a tepid economy will probably reduce inflation further ahead and prompt the Bank to cut at regular intervals.

From a fiscal perspective, the increase in businesses’ national insurance and national minimum wage costs from April 2025 is likely to prove a headwind, although in the near-term the Government’s efforts to provide 300,000 new homes in each year of the current Parliament is likely to ensure building industry employees are well remunerated, as will the clamp-down on immigration and the generally high levels of sickness amongst the British workforce. Currently wages continue to increase at a rate close to 6% y/y. The MPC would prefer a more sustainable level of c3.5%.

As for equity markets, the FTSE 100 has recently fallen back to 7,700 having hit an all-time intra-day high 8,908 as recently as 3rd March. The £ has also endured a topsy-turvy time, hitting a peak of \$1.34 before dropping to \$1.22 in January and then reaching \$1.27 in early April 2025.

7. Other Issues

1. IFRS 9 fair value of investments

English authorities: Following the consultation undertaken by the Department of Levelling Up, Housing and Communities [DLUHC] on IFRS 9, the Government has extended the mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31st March 2025. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.

The Council has 2 Pooled Funds that are valued at Fair Value at 31 March each year.

<i>Fund</i>	<i>Invested Amount £000</i>	<i>Fair Value £000</i>	<i>Capital Gain/(Loss) £000</i>
CCLA - Lamit Property fund	3,000	2,764	(236)
Ninety One (INVESTEC) Diversified Income Fund	- 2,000	1,748	(252)
Total	5,000	4,512	(488)

Both pooled funds are lower in fair value than the amounts originally invested. This means that had they been redeemed on 31 March the investment market would have dictated that the Council will have only received £4.512m instead of the £5m invested. A statutory over-ride means this loss will not be charged to the Council's Comprehensive Income and Expenditure account. The statutory over-rise remains in existence until 31 March 2025. After that point there is a risk that any loss in value would impact negatively on the General Fund reserve is that override is lifted. Conversely, an increase in value would be a positive impact on the General Fund. This is being monitored closely.

These investments are still held as long-term investments and the nature of them mean their values rise above the invested amount and fall below frequently over time. E.g. On 31 March 2022 they were valued at £5.223m. Also, Investment returns on these funds are received every year. In the last financial year £233k was received. These pooled funds are very unlikely to be needed on short notice by the Council, so the timing of divesting from these investments can be strategically decided for the greatest benefit for the Council.

Appendix A: Investment Portfolio

Investments held as at 31st March 2024:

	31-Mar-25
	Actual Portfolio
	£m
Treasury investments:	
UK Banks	
- Natwest	2
- Barclays	2
Building societies (unsecured)	
- Nationwide	2
Certificate Deposit	0
Money Market Funds	
- Federated	3
- Deutsche	5
Local Authorities	
Other Financial Intermediaries	
- CCLA Lamit	3
- Ninety One	2
Debt management office	0
Total treasury investments	19

ABBREVIATIONS USED IN THIS REPORT

CFR: capital financing requirement - the Council's annual underlying borrowing need to finance capital expenditure and a measure of the Council's total outstanding indebtedness.

CIPFA: Chartered Institute of Public Finance and Accountancy – the professional accounting body that oversees and sets standards in local authority finance and treasury management.

CPI: consumer price index – the official measure of inflation adopted as a common standard by the UK and countries in the EU. It is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them.

DLUHC: the Department for Levelling Up, Housing and Communities - the Government department that directs local authorities in England.

ECB: European Central Bank - the central bank for the Eurozone

EU: European Union

EZ: Eurozone -those countries in the EU which use the euro as their currency

GDP: gross domestic product – a measure of the growth and total size of the economy.

G7: the group of seven countries that form an informal bloc of industrialised democracies - the United States, Canada, France, Germany, Italy, Japan, and the United Kingdom - that meets annually to discuss issues such as global economic governance, international security, and energy policy.

Gilts: gilts are bonds issued by the UK Government to borrow money on the financial markets. Interest paid by the Government on gilts is called a coupon and is at a rate that is fixed for the duration until maturity of the gilt, (unless a gilt is index linked to inflation); while the coupon rate is fixed, the yields will change inversely to the price of gilts i.e., a rise in the price of a gilt will mean that its yield will fall.

HRA: housing revenue account.

MPC: the Monetary Policy Committee is a committee of the Bank of England, which meets for one and a half days, eight times a year, to determine monetary policy by setting the official interest rate in the United Kingdom, (the Bank of England Base Rate, commonly called Bank Rate), and by making decisions on quantitative easing/tightening.

MRP: minimum revenue provision - a statutory annual minimum revenue charge to reduce the total outstanding CFR, (the total indebtedness of a local authority).

PFI: Private Finance Initiative – capital expenditure financed by the private sector i.e., not by direct borrowing by a local authority.

PWLB: Public Works Loan Board – this is the part of H.M. Treasury which provides loans to local authorities to finance capital expenditure.

RPI: the Retail Price Index is a measure of inflation that measures the change in the cost of a representative sample of retail goods and services. It was the UK standard for measurement of inflation until the UK changed to using the EU standard measure of inflation – Consumer Price Index. The main differences between RPI and CPI is in the way that housing costs are treated and that the former is an arithmetical mean whereas the latter is a geometric mean. RPI is often higher than CPI for these reasons.

SONIA: the Sterling Overnight Index Average. Generally, a set of indices for those benchmarking their investments. The benchmarking options include using a forward-looking (term) set of reference rates and/or a backward-looking set of reference rates that reflect the investment yield curve at the time an investment decision was taken.

TMSS: the annual treasury management strategy statement reports that all local authorities are required to submit for approval by the Full Council before the start of each financial year.



**REPORT of
CHIEF FINANCE OFFICER**

**to
STRATEGY AND RESOURCES COMMITTEE
24 JULY 2025**

FAIR FUNDING 2.0: THE FUTURE OF COUNCIL FUNDING

1. PURPOSE OF THE REPORT

- 1.1 To provide Members of the Committee with an update on the recently published government consultation regarding the future approach to funding councils in England ("The Fair Funding Review 2.0; A consultation on the government's proposed approach to local authority funding reform through the Local Government Finance Settlement from 2026-27."¹)

2. RECOMMENDATIONS

- (i) That the Committee discusses the key points of the consultation, and the outline provided of proposed responses to come from Maldon District Council (MDC);
- (ii) That the Committee approves the proposed approach to finalising the MDC response, noting the deadline for submissions is 15 August. The proposed approach is below:
 - (a) that MDC submits responses aligned to other sectoral responses that may be expected in due course from the bodies such as the District Council Network, the Local Government Association, and other local councils in Essex for examples.
 - (b) that the proposed draft responses to all questions are shared with the committee members before submission electronically, on the basis that the subject matter is already largely confirmed and so in-person discussion will not be necessary.

3. SUMMARY OF KEY ISSUES

3.1 Key aspects of the consultation document

- 3.1.1 The consultation was published on 20 June 2025. Responses are to be returned to the Ministry of Housing, Communities and Local Government (MHCLG) by 15 August 2025.

¹ [The Fair Funding Review 2.0 - GOV.UK](https://www.gov.uk/government/consultations/the-fair-funding-review-20)

- 3.1.2 The consultation extends to 125 pages across 13 chapters. 46 consultation questions are set out. (A summary of the key points in each chapter is shown below, and **APPENDIX 1** provides a summary of the consultation questions.)
- 3.1.3 **The stated objective of government is to better align needs, costs, and resources.** While this is a laudable objective under any circumstances, the simple translation into practical considerations in for Maldon council is that resources will be reduced in the coming years. This is because the council tax yield in the local area is approximately 13% higher than the England average, meaning that this council is better able to raise more resources more quickly than other councils elsewhere.
- 3.1.4 Early indications communicated via the District Council Network (DCN) are that districts in general should anticipate that their resources allocated by government will fall by between 5% and 7% between 2025/26 and 2026/27, with the subsequent two years being characterised as ‘flat cash’ (i.e. no cash growth, and so all inflationary pressures will be required to be absorbed locally). This is summarised below.

Table 1 - indicative resourcing position for MDC arising from the consultation

Indicative Funding	2025/26	2026/27	2027/28	2028/29
Core Spending Power	£9.4m	£8.8m	£8.8m	£8.8m
Notes	<i>Current position</i>	<i>Current position less 6%</i>	<i>Flat cash (shadow year for new unitary)</i>	<i>Flat cash (first year of new unitary)</i>

- 3.1.5 The table below summarises the key points in each section of the consultation. It is notable that the majority of the consultation questions relate to chapters 12 (the design of the Relative Needs Formula (RNF) calculations), 9 (the transition arrangements), and 6 (the resources adjustment). The RNF details and the resource adjustments will have the biggest impacts and the transition arrangements will describe how these impacts are phased in across three years.

Table 2 - summary of the consultation content

	Section of the consultation	Key points	Questions
1	Summary of the government's proposed approach	<ul style="list-style-type: none"> • Simpler approach – fewer grants; less competitive bidding. • Intention to more closely align need and funding. • Reset of business rates. • Confirmation of new plans for previous New Homes Bonus funding. Updating ‘Relative Needs Formula’ information to better inform needs and funding decisions; prioritisation of areas such as Temporary Accommodation and Home to School Transport. • Implementation of the new funding arrangements progressively over three years, from next year. • Alignment to Local Government Reorganisation (LGR) to support new structures for more efficient local government. 	NA
2	Determining local authority funding allocations	<p>Focus on the Settlement Funding Assessment ((SFA) – see 3.5 ff below for information on this).</p> <ul style="list-style-type: none"> • Needs are proposed to be calculated through a series of ‘relative needs’ formulas. Area Cost Adjustments (ACA) are applied in respect of local factors such as differences in wage rates (see 	1-2 (4%)

	Section of the consultation	Key points	Questions
		<p>chapter 4)</p> <ul style="list-style-type: none"> Resources are proposed to be measured based on the council tax base multiplied by the 'average' council tax. Allocations over the coming three years will be phased in using thirds with the new calculations being progressively introduced. 	
3	Funding simplification	<ul style="list-style-type: none"> Simplification of overall grant system Removal of competitive bidding processes Inclusion ('rolling in') of currently separate grants into Revenue Support Grant, including grants for adult social care 	3 (2%)
4	Approach to Assessing Demand	<p>Use of 'Relative Needs Formulae' (RNFs), updated for most recent data including population, deprivation, etc. RNFs:</p> <ul style="list-style-type: none"> Social care (adults and children's) Fire and rescue Highways maintenance Home to school transport Temporary accommodation <p>Area cost adjustment for rates/rents, labour costs, accessibility, and remoteness.</p>	4-6 (7%)
5	Approach to Assessing Cost	Development of Area Cost Adjustment (ACA) model.	7-9 (7%)
6	Approach to Resources	<p>Development of a Resources Adjustment</p> <ul style="list-style-type: none"> Aims to support fairer distribution of funding (i.e. redistributive) through - Council tax equalisation (consideration of taxbase, collection rates, mandatory and local discounts and exemptions, premiums, working age adults receiving Council Tax (CT) support) Assumption on tier splits 	10-16 (15%)
7	Running the Business Rates Retention System	Full reset in 2026/27; redistribution in line with demand, cost and resources assessments. Increase to the safety net threshold to support authorities through the reset. Consideration of future pooling arrangements. Future periodic resets. Relationship of business rates retention system to strategic authorities and their objectives.	17 (2%)
8	The New Homes Bonus (NHB)	Will end in 2025/26. £290m of current funding to be returned to core settlement. Government will continue to seek delivery of 1.5m homes through the life of the parliament, e.g. through planning reforms, devolution of powers to Mayors, investment in social and affordable housing.	18,19 (4%)
9	Transitional arrangements and keeping allocations up-to-date	Multi-year settlement will be set for 2026-27, 2027-28, and 2028-29, incorporating the measures shown above.	20-27 (18%)
10	Devolution, local	<ul style="list-style-type: none"> Fairer funding (resources being redistributed to where they are needed, rather than retained where 	28-30 (7%)

	Section of the consultation	Key points	Questions
	government reorganisation and wider reform	<p>they are generated)</p> <ul style="list-style-type: none"> Reset of business rates; repurposing of funds currently supporting NHB Funding simplification – reduction in total number of grants; consolidation within existing grants (e.g. Revenue Support Grant (RSG)); removal of competitive bidding processes (such as for UK Shared Prosperity Fund (UKSPF)) Revised needs and resources assessments using latest RNF data Phased implementation over three years Supporting local government reforms 	
11	Sales, fees and charges	<p>Many centrally controlled charges have not been uprated for inflation. Full cost recovery on services such as building control, planning, and alcohol licensing is often not possible. Service sustainability must be balanced with service user protections. Reforms proposed include devolution, legislative updates, no reform.</p>	31-34 (9%)
12	Design of relative needs formulae	<p>Proposed design of new RNFs.</p> <p>Adults Social Care (ACA)</p> <ul style="list-style-type: none"> Split working age from older adults (18-65 and 65+; split 52:48) Link to local factors such as deprivation and demography (age) Use most recent data Apply ACA, plus low income adjustment and population growth projections <p>Children's social care</p> <ul style="list-style-type: none"> Likelihood of engagement with social care (Child in Need (CIN)/Looked After Children (LAC)) Latest national data, deprivation, population Removal of ethnicity variable Weight to CIN, LAC, care-leavers <p>Foundation formula (non-social care; waste, libraries, planning etc)</p> <ul style="list-style-type: none"> Daytime population (i.e. include commuter population, tourists, as well as residents) Use Index of Multiple Deprivation (IMD) Split upper/lower tiers, with ACA applied <p>Fire and Rescue (Not Applicable, but includes coastline length, sparsity/density; planned more comprehensive review)</p> <p>Highways Maintenance</p> <ul style="list-style-type: none"> Road length and traffic volume <p>Home-to-School Transport (HTST)</p> <ul style="list-style-type: none"> Mainstream + Special Educational Needs and Disabilities (SEND) (SEND with higher weighting – 6.6:1) Considers rurality, distance to school Upper Tier ACA 	35-45 (24%)

	Section of the consultation	Key points	Questions
13	Equalities impacts	National formula changes have a big impact, but local impact on residents and service users are largely defined by local decisions on resource allocation. Further consultation and engagement is sought.	46 (2%)

3.2 Background detail on the SFA calculation

- 3.2.1 Settlement Funding Assessment (SFA) includes a number of different funding sources: Retained business rates; Revenue Support Grant (RSG); top-up or tariff. The total of retained business rates (Non-Domestic Rates (NDR)) and RSG are largely defined elsewhere. The top-up or tariff is determined through comparison of a target level of local funding with the level of NDR + RSG. If NDR and RSG is less than the target funding a top-up is allocated. If NDR + RSG is more than the target funding a tariff is applied. This is the mechanism through which government can influence the overall level of funding received by each council.
- 3.2.2 Government can also influence overall Council funding through the composition of the RSG. These proposals include options to include more funding streams within the RSG calculation.
- 3.2.3 Under the proposed formulation of councils' funding, SFA will be based on the share of funding indicated by the needs assessment process and reduced by the resources adjustment which reflects local ability to raise funding (domestic and non-domestic taxbase).

3.3 Council tax – 'band D charge' vs. 'yield'

- 3.3.1 Council tax can be assessed in a range of ways. Most commonly, taxation levels are considered based on the 'Band D' charge. This compares the level of the charge levied between different councils.
- 3.3.2 Council tax can also be considered based on the council tax base, usually described in terms of overall numbers of properties within each band (gross values) or after reduction for specific discounts and exemptions (net values). This enables comparison between different councils based on the number of properties (gross or net) in each band. The profile of local council taxbases can vary significantly between different councils, with lower or higher numbers in different bands. In Maldon, most properties are in bands D or E. In Birmingham, most properties are in either band A or Band B. Such differences mean that different councils have very different abilities to raise funds from local tax payers – in some areas, a 2.99% increase on all charges can lead to a greater than 2.99% overall gain as more properties are Band D or above; in other areas the same 2.99% increase on all charges may only yield an overall gain of around 1.5% as most properties are in bands A or B.
- 3.3.3 The consultation describes 'average' council tax as the new notional rate against which local resources can be compared. 'Average' council tax is calculated by taking the total collected amount of council tax ('net collectible debit') divided by the taxbase. The result is the 'average' council tax yield per property, by contrast with the value of the charge. It has the advantage of describing the local ability to raise tax resources with some clarity (which band D charge values cannot).
- 3.3.4 Figure 1 shows how average council tax in Essex varies. The England average is £1,770 (2025/26 values). Thurrock, Harlow, Southend, and Tendring have average

levels below the England average. 9 Districts have average council tax above the England average, meaning that they can generate more resources more quickly than others at or below the average. The highest is Uttlesford, which is 30% higher than the England average. Based on the referendum threshold of 2.99% for districts, the average increase in England is worth £50 per property per year; in Uttlesford this figure is almost £70 per property per year. Across 10,000 properties (and most districts have a council tax base several times that size), the difference is £159,000 (£690,000-£531,000).

3.4 Fees and charges

3.4.1 The consultation devotes chapter 11 to fees and charges considerations. It, rightly, highlights the need to balance local funding requirements with the cost of living pressures on residents, and suggests a number of ways that government could intervene (or recommend policy frameworks) to help navigate this.

3.4.2 However, the consultation also sets out (para 11.1.2) that “a number of significant sources of fee revenue are set by central government, and have not been adjusted in line with inflation for a number of years or decades”. It could be argued that government has answered its own question on this matter; that local fees and charges are better managed locally than nationally.

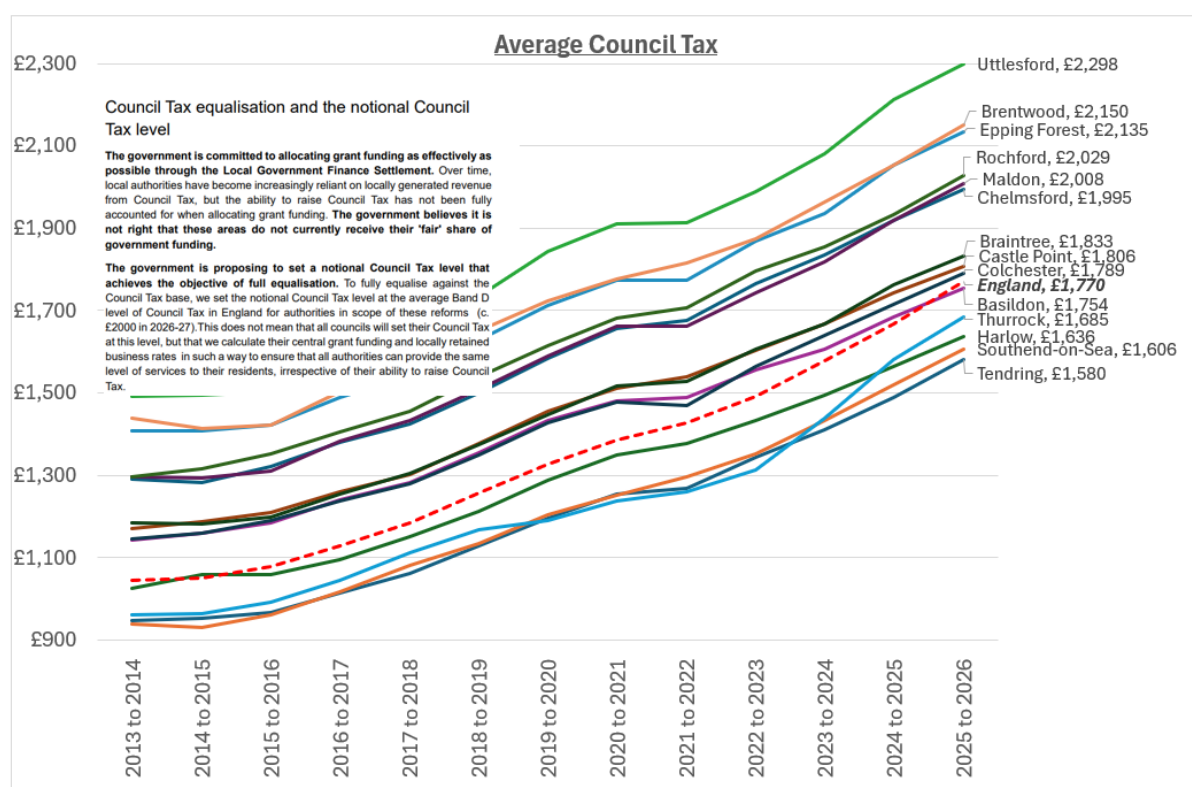


Figure 1 - Average Council Tax in Essex

3.5 Possible Responses

3.5.1 The District Council Network have flagged that the measures proposed in the consultation, particularly the use of deprivation and population measures will move

funding “away from small towns and rural areas towards bigger cities”². Certainly, the use of the Resource Adjustment, the inclusion of deprivation measures, the rolling-in of grants to RSG, and the removal of NHB all point to funding being moved away from districts.

- 3.5.2 At the time of writing, clear responses are not yet available from bodies such as the Local Government Association (LGA), the County Council Network, London Councils, and the Special Interest Group of Municipal Authorities (SIGOMA) (metropolitan boroughs outside London), or the ‘SPARSE’ (Sparsity Partnership for Local Authorities Delivering Rural Services) network of councils providing services in areas with low population densities. As these bodies share draft responses (in the usual way), MDC can incorporate elements of their responses into our own.

4. SUBMITTING THE RESPONSE

- 4.1 Given that the response will not lead to a direct impact on the council (the consultation responses will require collation, and the first likely outcome of the consultation will be the Local Government Funding Policy statement expected in November), it is not recommended that an in-person meeting of the Committee is arranged to finalise the response. Also, the response is to a set of clear consultation questions, rather than to a situation which may be emerging, or otherwise volatile, possibly with a direct financial impact. Therefore, it is proposed that the response can be finalised remotely by members of the Committee in advance of the deadline.
- 4.2 It should be noted that the format for responses is the use of the government website, which will probably limit responses to text (i.e. not charts or tables).

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

5.1 Delivering good quality services.

- 5.1.1 Appropriate representation to government on the best financial interest of the residents of Maldon is part of ensuring the Council maximises available resources to support our residents.

6. IMPLICATIONS

- (i) **Impact on Customers** – None directly arising from this report.
- (ii) **Impact on Equalities** – None directly arising from this report.
- (iii) **Impact on Risk (including Fraud implications)** – None directly arising from this report.
- (iv) **Impact on Resources (financial)** – Only indirectly arising from this report.
- (v) **Impact on Resources (human)** – None directly arising from this report.

² [Slashing preventative services and home-building incentives won't solve councils' funding crisis | District Councils' Network](#)

- (vi) **Impact on Devolution / Local Government Reorganisation** – None directly arising from this report.

Background Papers: None.

Enquiries to: Ben Jay, Chief Finance Officer.

Outline Proposed Responses to Consultation Questions¹

Question 1. What are your views on the updated Settlement Funding Assessment (SFA) resulting in zero allocations, and the use of mitigations to avoid zero allocations?

(Free text)

- ***Smoothing the transition to new arrangements is appropriate given the magnitude of the changes proposed***

Question 2. Do you agree with how the government proposes to determine the Council of the Isles of Scilly's Settlement Funding Assessment?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- ***Neither agree nor disagree***

Question 3. Do you agree with the government's plans to simplify the grant landscape?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- ***We agree with simplification is to be welcomed***
- ***We however disagree with simplification that leads to national or local cash funding reductions***

Question 4. Do you agree with the formulae for individual services the government proposes to include?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- ***Neither agree nor disagree***

Question 5. Do you agree with the areas of need the government proposes to no longer include in the assessment through the Foundation Formula? (These are 'fixed costs' and 'legacy capital finance'.)

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- ***Neither agree nor disagree***

Question 6. Do you agree with the government's approach to calculating the control total shares for the relative needs formulae? (i.e. based on their relative proportion of the total national net current expenditure)

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- ***Agree***
- ***Agree, as this enables local areas to understand the total allocated nationally for each element of the formula, as a way to interpret government thinking and to benchmark local service shares of budgets.***

¹ [L: Address details and list of consultation questions - GOV.UK](#)

Question 7. Do you agree with the Labour Cost Adjustment (LCA) and Rates Cost Adjustment (RCA) equations set out in this chapter?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**

Question 8. What are your views on the proposed approach to the Area Cost Adjustment (ACA)?

(Free text)

- **Agreeable (much of this has already been considered in earlier iterations of the Fair Funding review)**

Question 9. Do you agree or disagree with the inclusion of the Remoteness Adjustment?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Do you have any evidence to support or contradict the theory that rural areas face additional costs due to separation from major markets? (Free text)

- **Agree (this – partially – replaces Rural Services Delivery Grant)**

Question 10. Do you agree with the government's proposal to set a notional Council Tax level at the national average level, to achieve the objective of full equalisation?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Neither agree nor disagree**
- **This Council fundamentally disagrees with the principal of redistribution at this scale. While the rationale for notional Council Tax and equalisation between areas is understood, this is already achieved through the 'top-up' and 'tariff' amounts applied in the Settlement Funding Assessment (whereby this Council loses £4.7m of local ratepayers contributions to a wider national redistribution – to the detriment of those residents).**

Question 11. Do you agree with the government's proposal to fully include the impact of mandatory discounts and exemptions in the measure of taxbase?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**
- **Mandatory discounts and exemptions affect the net collectible debit value for each Council, and so must be included to properly reflect the opportunity of each council to generate resources.**

Question 12. Do you agree with the government's proposal to use statistical methods to proxy for the impact of Working Age Local Council Tax Support in the measure of taxbase?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**

Question 13. What are your views on the proposed statistical approach to proxy for the impact of Working Age Local Council Tax Support?

(Free text)

- **none**

Question 14. Do you agree with the government's proposal to assume that authorities make no use of their discretionary discount and premium schemes in the measure of taxbase?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **agree**
- ***Councils will have time to adapt local schemes as may be necessary within the 3 year implementation timetable set out in the consultation***

Question 15. Do you agree with the government's proposal to apply a uniform Council Tax collection rate assumption to all authorities?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Disagree**
- ***Collection rates arise as a result of a range of local factors including for example relative affluence or deprivation, the level of local population change ('churn' of resident arrivals and departures), local employment opportunities, and the presence of significant employers, student populations, or other local economic factors. Some councils will struggle to reach a target collection rate set uniformly; others will easily exceed it. This will create ongoing 'winners' and 'losers' that will become part of the landscape of local government, negating the government's declared objective of aligning resources and demand. It would be preferable to relate the collection rate to the historic average in the council area or local region.***

Question 16. Do you agree with the government's proposal to split or allocate the resource adjustment in multi-tier areas according to the average share in council tax receipts in multi-tier areas?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**

Question 17. Noting a potential trade-off of an increased levy charged on business rate growth for some local authorities, do you agree that the level of Safety Net protection should increase for 2026-27?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**
- ***Increasing protection is sensible to smooth transition to new funding arrangements***

Question 18. Do you agree with the government's proposal to end the New Homes Bonus in the LGFS from 2026-27 and return the funding currently allocated to the Bonus to the core Settlement, distributed via the updated Settlement Funding Assessment?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Disagree**
- ***This should be phased over 3 years in the same way as the other proposed changes.***

Question 19. What measures could the government use to incentivise local authorities to specifically support affordable and sub-market housing?

(Free text)

- ***Subsidy to borrowing which is specific to delivery of such housing, e.g. through HRA***
- ***Provision of funding similar to Discretionary Housing Allowances that is specific to such housing types***
- ***Allocation of support to registered housing providers***

Question 20. Are there any further flexibilities that you think could support local decision-making during the transitional period?

(Free text)

- ***None***

Question 21. What are the safeguards that would need to go alongside any additional flexibilities?

(Free text)

- ***NA***

Question 22. Do you agree or disagree that we should move local authorities to their updated allocations over the three-year multi-year Settlement?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including the impact this measure could have on local authorities' financial sustainability and service provision. (Free text)

- ***Agree***
- ***Having clarity over the trajectory of funding will support early planning within medium term resource limits***

Question 23. Do you agree or disagree that we should use a funding floor to protect as many local authorities' income as possible, at flat cash in each year of the Settlement?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including on: (i) the level of protection or income baseline, considerate of the trade-off with allocating funding according to the updated assessment of need and resources; and (ii) the possible impacts on local authorities' financial sustainability and service provision. (Free text)

- ***Neither agree nor disagree***
- ***This Council agrees that a funding floor should be applied, but disagrees that it should be 'flat cash'; we believe it should a real terms funding floor, i.e. linked to a standard inflationary measure. Failure to adopt a 'real terms' funding floor will unfairly penalise some councils, leaving us subject to unfunded inflationary pressures simply to maintain existing services. 'Flat cash' funding can be expected to lead to service reductions to residents in many services and geographies.***

Question 24. Do you agree or disagree with including projections on residential population?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

- ***Agree – but this should be a consistent methodology nationally and independently validated***

Question 25. Do you agree or disagree with including projections on Council Tax level?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

- ***Agree, assuming this refers to the individual charge received by a resident (as opposed to the net collectible debit) to avoid duplicating other measures (such as the collection rate, and exemptions or discounts)***

Question 26. Do you agree or disagree with including projections on Council Tax base?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

- **Agree – but this must be based on actual billable properties, not on planned delivery. A value taken from the average CTB1 value in prior years is preferable to anything related to the Local Plan**

Question 27. Please provide any additional information, including any explanation or evidence for your response and any views on technical delivery. If you agree, what is your preferred method of projecting residential population, Council Tax level and Council Tax base?

(Free text)

- **Resident population – extrapolation of actual current populations (e.g. from ONS data), taking twice as many historic years as the number of future years being projected.**
- **Council Tax Level – government has already indicated an assumption that all councils take up the opportunity to the maximum available under the referendum threshold.**
- **Council Tax Base – should be based on actual taxbase (CTB1) updated annually nationally. Planning delivery objectives should not be used as these are not robust enough for the purpose of annual financial planning and are frequently subject to unforeseen delays.**

Question 28. Do you agree with the above approach to determining allocations for areas which reorganise into a single unitary authority along existing geographic boundaries?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree (the outcomes of consultation should not prefer pre- or post-reorganisation structures, nor different authority types that are not undergoing reorganisation).**

Question 29. Do you agree that, where areas are reorganising into multiple new unitary authorities, they should agree a proposal for the division of existing funding locally based on any guidance set out by central government?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any supporting information, including any further information areas would find helpful in guidance. (Free text)

- **Disagree**
- **Allocations should be based on the same principles for all councils whether or not they are subject to reorganisation. Local discretion to divide funding in other ways will generate significant additional cost as officers and members undertake processes of planning, modelling, decision making and implementation, none of which will lead to benefits for local residents. Greater value for local residents will be achieved by providing clear resource estimates from which councils can rapidly progress to service delivery in residents' interests.**

Question 30. Do you agree that the government should work to reduce unnecessary or disproportionate burden created by statutory duties?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

If you agree, what specific areas of statutory duties impose significant burden without significant value for residents? (Free text)

- **Disagree**

Question 31. Do you agree with the proposed framework outlined at paragraph 11.2.3 for assessing whether a fee should be changed? (these are: Impacts on working people; Impacts on persons who share particular protected characteristics under the Equality Act 2010, compared to those who do not; Impacts on businesses; Behavioural impacts, for example if changes to the fee level would act as a disincentive to using the service; and the quality, potential for improvement, and financial sustainability of the service).

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, for example any additional criteria which would strengthen the above assessment framework, and any data which would be used to assess against additional criteria. (Free text)

- **Disagree**
- ***Most fees and charges are levied at lower tier level. Where fees and charges are discretionary, the process for making these decisions is best left to local councils to determine. Officers and Members are experienced in supporting and advising on these decisions. To outline a proposed framework is a further reduction on local flexibility on these matters – despite government controlled charges representing around 50% of the quantum of receipts in unitary councils, and despite this consultations acknowledgement that government charge rates have not been updated sufficiently in recent years.***

Question 32. The government invites views from respondents on how best to balance the need to maintain fee values and the original policy intent of the fee whilst minimising cost of living impacts for service users.

(Free text)

- ***Government need only reiterate that fees and charges should be calculated based upon full cost recovery (i.e. inclusive of direct service delivery costs, indirect service management costs, and a proportion of central 'overhead' costs). Fees and charges should not be calculated on the basis of creating a surplus or profit, and some services may be subsidised as they enable costs in other areas to be avoided (e.g. preventative measures).***

Question 33. Do you agree that the measures above provide an effective balance between protecting charge payers from excessive increases, while providing authorities with greater control over local revenue raising?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide a rationale or your response. We are also interested in any further mechanisms which could be applied to fees that are updated or devolved, that will help strike a balance between those objectives. (Free text)

- **Disagree**
- ***It is unclear how government could effectively regulate newly imposed frameworks effectively as it has no infrastructure through which to achieve this, and has no demonstrable track record of effective delivery where it already has these powers.***

Question 34. Do you agree that we should take action to update fees before exploring options to devolve certain fees to local government in the longer term?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**
- ***There are a range of areas (e.g. planning fees, building control fees) where centrally determined policy changes are affecting the ability of councils to recruit and retain staff based on current charges (e.g. building control officers are currently hard to recruit, and must often be recruited on an interim basis at a cost premium in order to be compliant with newly introduced guidelines).***

- **Government needs to stabilise these fee charging areas before delegating them to councils.**

Question 35. Do you agree or disagree that these are the right Relative Needs Indicators? Are there any other Relative Needs Indicators we should consider? Note that we will not be able to add additional indicators for a 2026-27 update.

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Are there any other Relative Needs Indicators we should consider? Note that we will not be able to add additional indicators for a 2026-27 update. (Free text)

- **Disagree**
- **Government should consider longer term approaches to General Fund housing responsibilities such as rough sleeper support and homelessness, as well as temporary accommodation. Longer term funding based on evidenced demand pressures (through routine data collections) will stabilise housing function, to the benefit of service users (who, otherwise, are likely to present in other public agencies with more pronounced needs) as well as residents and businesses.**

Question 36. Do you agree or disagree with including population projections in the ASC formula, when published, that have been rebased using Census 2021 data?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**
- **This is consistent with the use of the latest available data to ensure that funding allocations keep pace with local needs.**

Question 37. Do you agree or disagree with our proposal to include a Low-Income Adjustment (LIA) for the older adults component of the ASC RNF model?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**
- **This is consistent with the use of the latest available data to ensure that funding allocations keep pace with local needs. It is also consistent with caution around fees and charges (i.e. for self-funded care) and the relative ability of councils to raise funds in this way.**

Question 38. Do you agree or disagree that the overall ASC RNF should combine the two component allocation shares using weights derived from the national ASC net current expenditure data on younger and older adults (in this case 2023 to 2024)?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

If you disagree, what other weightings would you use? Please provide details for why you would use these weights and what data it would be based on? (Free text)

- **Agree**

Question 39. Do you agree that ethnicity should be removed as a variable in the CYPS formula?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please explain your reasoning.. (Free text)

- **Neither agree nor disagree**

Question 40. Do you agree overall that the new formula represents an accurate assessment of need for children and family services?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please share any reflections or suggested changes. (Free text)

- **Neither agree nor disagree**

Question 41. Do you believe that the components of daytime population inflow should be weighted to reflect their relative impact on demand for services?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**

Question 42. Do you agree with/have any comments on the design of the Foundation Formula?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**

Question 43. Do you agree with/have any comments on the design of the Fire and Rescue Formula?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Neither agree nor disagree**

Question 44. Do you agree with/have any comments on the design of the formula for Highways Maintenance?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**
- ***Previous calculations on funding for maintenance have prioritised between different classifications of roads, penalising unfairly councils with larger proportions of unclassified roads. Unclassified roads nevertheless provide vital connections for local residents and business going about their daily lives, so must be equally weighted. Local Councils can then prioritise the quality (estimated life) of repairs, balancing available funds and the weight of traffic on unclassified roads appropriately.***

Question 45. Do you agree with/have any comments on the design of the formula for Home-to-School-Transport?

Agree – Neither agree nor disagree – Disagree – No view (Choose one option)

Please provide any additional information, including any explanation or evidence for your response. (Free text)

- **Agree**

Question 46. Do you have any views on the potential impacts of the proposals in this consultation on persons who share a protected characteristic?

(Free text)

- **Neither agree nor disagree**

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**REPORT of
CHIEF FINANCE OFFICER**

**to
STRATEGY AND RESOURCES COMMITTEE
24 JULY 2025**

**BUDGET MONITORING REPORT – PERIOD 2 AND MEDIUM-TERM FINANCIAL
STRATEGY UPDATE**

1. PURPOSE OF THE REPORT

- 1.1 To provide Members of the Committee with the Budget Monitoring position for the revenue and capital budgets for the period ended 31 May 2025 (Period 2). It must be noted that Period 2 is still very early in the year and so is subject to substantial changes in the coming months.
- 1.2 To inform Members of movements in relation to the Council's General Fund and Earmarked Reserves and request virements along with any budget requests for both revenue and capital budgets.
- 1.3 This matter is brought forward for consideration with the agreement of the Chairman as the Council needs certainty on the available budgets for 2025 / 26 to be able to carry out its operations in a timely manner.

2. RECOMMENDATIONS

- (i) That
 - a. for the revenue budget monitoring forecast position for Period 2 (31 May 2025) an overspend of £226k against the net service budget of £12,620k be noted. This is offset against a funding surplus of £422k – thus an overall surplus of £196k is forecast for the full year. Further information can be found at **APPENDIX 1** along with reasons for significant variances;
 - b. for the capital budget monitoring positions for Period 2 (31 May 2025) a total capital delivery profile set at £6,502k against revised budget of £6,472k be noted (an addition £29k worth of capital budget). Further information can be found at **APPENDIX 2** along with reasons for significant variances;
 - c. the Chief Executive be granted delegated authority in consultation with the Chairperson of this Committee to apply funds from the Contingency Budget post virements (**APPENDIX 3**), with any impact on the net expenditure position then being openly communicated to the Strategy and Resources Committee (S&R) through routine reporting at the earliest opportunity.
- (ii) That the virements (cost neutral to the budget) and budget requests totalling £174k detailed in **APPENDIX 3** be approved to be processed and updated on the ledger;

- (iii) That the movements in both the General Fund Balance and Earmarked Reserves in **APPENDIX 4** be noted. Should the forecast remain unchanged, the impact will be an additional £196k increase to the General Fund balance, totalling £8,777k; and
- (iv) That the revenue budget reconciliation in **APPENDIX 5** be noted.
- (v) That the Committee requests that Officers begin planning for future savings as outlined in the revised MTFS position in **APPENDIX 6** and confirms that use of reserves in future years before LGR is a reasonable approach in the current circumstances.

3. SUMMARY OF KEY ISSUES

3.1 The Period 2 Budget Monitoring report provides financial forecast for the Council for the full year ending 31 March 2026. It shows performance against the original budget agreed by the Council in February 2025 including subsequent approved amendments and is used for management purposes.

3.2 Revenue Budget Monitoring – P2

3.2.1 The forecast for the revenue budget projects an overspend of £226k against the original 2025/26 budget of £12,620k. The main variances can be found in the **APPENDIX 1** table.

3.2.2 A contingency budget of £328k will be set up and be funded via the business rates compensation (section 31) grant surplus¹. A virement for this is included at **APPENDIX 3**. This will be utilised to fund Local Government Reorganisation related activities.

3.3 Capital budget Monitoring – P2

3.3.1 The forecast for the capital budget projects an overspend of £29k against the revised 2025/26 Capital programme. The main project details can be found at **APPENDIX 2** but in summary relate to additional costs in car park resurfacing projects in Butt Lane and White Horse lane of £21k and a further cost at the skate park Burnham of £7k.

3.3.2 Update on Capital Programme 2025/26– New Play site Equipment

3.3.2.1 The £125,000 approved within the capital programme for new play site equipment will be allocated to deliver a new accessible play site at West Maldon Community Centre to honour the memory of the late Councillor Shaughnessy. The Council will continue to engage with Councillor Shaughnessy's family on the design and delivery of the project.

3.3.2.2 A separate report will be brought forward to the Strategy and Resources Committee following our annual Independent Play Site inspection which is currently being undertaken. This report will provide an update on all of our play sites across the District, identifying the sites that will require either updating or replacing within the next 2 – 3 years, so that Members can consider the funding for that programme of work as part of the 2026/27 budget process.

¹ Some policies regarding the net collectible debit for business rates are determined nationally by government. Where this has an adverse impact on local council's target levels of collection, an offsetting 'compensation grant' is paid by government under the s31 powers of the minister.

4. VIREMENTS AND BUDGET REQUESTS

4.1 Virements

- 4.1.1 A set of virements is proposed at **APPENDIX 3**. One of them is to move a total £328k worth of surplus to the net service budget to fund the Contingency Budget.
- 4.1.2 The other virements will help reprofile the overall budget by allocating some budget to the relevant directorates. The overall impact to the net service budget from virements will be neutral.

4.2 Budget Requests

- 4.2.1 A total of £145k worth of budget request is proposed at **APPENDIX 3**. This will increase the overall budget by the equivalent amount, all while taking into account the impact of the virements. Also, the budget requests will impact the General Fund Balance by £149k, and the Earmarked Reserves by £25k. **APPENDIX 5** will help reconcile the revised budget back to the original budget, thus providing a clear audit trail to the original budget approved by the Council in February 2025.
- 4.2.2 It is proposed to delay implementation of approved budget requests until the result of the Q1 budget review has been concluded. Where necessary, short term interim arrangements can be made. The confirmed position will be set out for the next Committee meeting.

5. RESERVES

- 5.1 The Council holds a number of earmarked reserves for specific purposes. Movements on these reserves for the year 2025 / 26 are detailed at **APPENDIX 4**.

6. MEDIUM TERM FINANCIAL STRATEGY (MTFS) – BRIEF UPDATE

- 6.1 Recently the Government has set out some proposed changes to the overall Local Government (LG) Funding. This will be consulted as part of the 'Fair Funding Review' with the wider LG sector.
- 6.2 There will be implications for the Council. As a headline, it is anticipated that overall funding for district councils will be reduced by 5% - 7% in the coming year, with a 'flat cash' position in the following 2 years (this would suggest a risk of £700k-£1m for Maldon District Council (MDC)). It is difficult to identify the route through which this will arise ahead of the detailed exemplifications in the Local Government Funding policy statement expected in November, and the provisions Local Government Financial Settlement in December.
- 6.3 Key areas of change within the Fair Funding 2.0 consultation include
 - New Homes Bonus
 - Adjustment to the overall 'tariff' applied to MDC through the Settlement Funding Assessment, arising through the introduction of the 'resources adjustment' and the reset of the 'area cost adjustment'
 - the reset of business rates

6.4 The MTFS approved by Full Council in February 2025 is set out below for reference.

Table 1 – MTFS Summary:

	2025/26	2026/27	2027/28	2028/29
	£000s	£000s	£000s	£000s
Revised Budget from Prior Year	12,931.44	13,080.25	13,683.43	14,194.77
Virement Reversals	-742.28	0.00	0.00	0.00
Increase in Salaries	518.60	352.50	379.86	389.36
Contractual Inflationary increases (incl. Waste)	229.00	242.26	253.44	265.16
Fees & Charges	-129.00	-119.57	-121.97	-124.40
Prior Year Delivered Savings	-190.52	0.00	0.00	0.00
New Savings	-503.94	0.00	0.00	0.00
New Growth	442.27	0.00	0.00	0.00
New Pressures and increased demand	835.80	0.00	0.00	0.00
Reserve Funded Growth	206.31	-206.31	0.00	0.00
Earmarked Reserve Funding	-439.31	334.31	0.00	0.00
Other (various adjustments)	-78.12	0.00	0.00	0.00
Net Cost of Services	13,080.25	13,683.43	14,194.77	14,724.88
Investment Income	-663.53	-586.76	-547.06	-472.06
Contribution to Pension Payment	120.00	120.00	120.00	120.00
Total Funding	-12,344.38	-12,558.24	-12,294.15	-12,626.49
Budget (Surplus) / Deficit	192.34	658.43	1,473.56	1,746.33

- 6.5 In order to enable officers to progress work identifying service budget requirements for the coming years, an early review of the MTFS based on the funding review headlines is set out below.
- 6.6 This revised MTFS sets out a balanced position in the current year (dependent on delivery of planned savings, or equivalent spending reductions). A deficit position develops through the coming years, however, driven substantially by assumed pay increases and contract prices coupled with reduced government funding.
- 6.7 The revised MTFS proposes mitigations to these deficits through two routes; application of reserves and delivery of further savings. Use of reserves in this context is considered to be prudent and affordable, as the post-LGR funding position cannot yet be known with any clarity. Use of reserves is an alternative to service cuts which would otherwise be required as a result of the changed profile in funding for MDC.

Table 2 - revised summary MTFS

	2025/26	2026/27	2027/28	2028/29
Spending estimates	£000s	£000s	£000s	£000s
Base Budget b/f	12,931	13,081	13,683	14,195
Estimated Net Cost of Services (base budget c/f)	13,081	13,683	14,195	14,725
	2025/26	2026/27	2027/28	2028/29
Funding estimates (revised)	£000s	£000s	£000s	£000s
government funding	- 6,014	- 5,408	- 5,424	- 5,438
local funding	-7,244	-6,998	-7,183	-7,422
Total Estimated Funding	- 13,258	- 12,406	- 12,607	- 12,861
Estimated (Surplus) / Deficit	-177	1,277	1,588	1,864
	2025/26	2026/27	2027/28	2028/29
Proposed mitigations	£000s	£000s	£000s	£000s
to/(from) reserves	177	- 1,000	- 1,000	- 1,000
savings (pay)		- 200	- 300	- 300
savings (contracts)			- 200	- 300
estimated (surplus)/deficit after mitigations proposed	-	77	88	264

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

7.1 Delivering good quality services.

- 7.1.1 Regular reporting and monitoring of the Council's financial position is a key control in ensuring the Council makes the best use of its resources and is able to make informed decisions to support our residents.

8. IMPLICATIONS

- (i) **Impact on Customers** – None directly.
- (ii) **Impact on Equalities** – None directly.
- (iii) **Impact on Risk (including Fraud implications)** – There is a risk that the year end forecast may change impacting on the Reserves balances.
- (iv) **Impact on Resources (financial)** – This is covered in the above report.
- (v) **Impact on Resources (human)** – None directly.
- (vi) **Impact on Devolution / Local Government Reorganisation (LGR)** – The impact of current year results is nil; however, the MTFS position is part of the considerations surrounding LGR.

Background Papers: None.

Enquiries to: Ben Jay, Chief Finance Officer.

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Revenue Budget Monitoring – Period 2 of 2025/26		Revised Budget	Actuals P2	Forecast Year end	(Under) / Overspend	
Directorate	Sub-Directorate Level	£'000s	£'000s	£'000s	£'000s	Notes
Service Delivery						
	Service Delivery	236	5	255	19	
	Customer Services and Operations	1,564	1,216	1,565	1	
	Place and Community	5,095	(918)	5,119	24	1
	Planning and Implementation	1,233	(11)	1,238	5	
Strategy and Resources						
	Chief Executive	3,888	266	3,919	31	2
	Finance	156	(2,193)	34	(122)	3
	Resources	729	535	729	0	
	Programmes, Performance and Governance	322	24	310	(12)	
	Strategy, Partnerships and Communications	61	(55)	44	(17)	
Corporate						
	Contingency Budget	0	0	328	328	4
	Investment Income	(664)	0	(695)	(31)	
Total Service Net Expenditure		12,620	(1,131)	12,846	226	
Funded by:						
	Government Grants	(1,703)	(162)	(1,797)	(94)	5
	Council Tax	(6,275)	0	(6,275)	0	
	Business Rates	(4,365)	1,351	(4,693)	(328)	6
	Transfer (from) / to Earmarked Reserve	(222)	0	(222)	0	
	Transfer (from) / to General Fund	(55)	0	(55)	0	
Total Funding		(12,620)	1,189	(13,042)	(422)	
Net Total Expenditure		0	58	(196)	(196)	

Note	Explanation
1	The £24k forecast overspend relates to climate action forecast expenditure £24k, the new cleaning contract is above budget £10k offset by additional income from Disabled Facility Grant (DFG) agent's fees (£7.5k) and lower than budgeted costs of licence consultancy with Chelmsford City Council (£5k)
2	The 31k overspend relates to 42k salary overspend, agency costs relating to finance staff 82k is offset by 75k additional income relating to the public health post carried over from 24/25
3	The (£122k) relates to investment interest income received in the year to date
4	Contingency budget to be set up – and funded from forecast surplus. Refer to Note 6 below.
5	The £94k forecast surplus relates to additional government grant to compensate the increase in the Employer National Insurance.
6	The £328k forecast surplus relates to additional Section 31 grants for Business Rates – this is under review and may change as we get through the year, dependent on the amount of reliefs issued for the year. The £328k will be vired to the Contingency Budget – refer to APPENDIX 3 .

Capital Budget FY25/26 - Period 2	Original Budget £	Brought Forward from Prior Years £'000s	In-Year Changes £'000s	Revised Budget £'000s	Actuals £'000s	Capital Outturn Forecast £'000s	Forecast Variance £'000s	Notes
I.T	47	0	0	47	0	47	0	
Vehicle and Plant Replacement	163	0	3	166	0	166	0	
Maldon Promenade	198	738	50	985	18	985	0	
Riverside Park	0	186	0	186	193	193	7	1
Community Centres	0	26	0	26	25	25	-1	
Playsites	265	0	60	325	0	325	0	
Other Parks and Open Spaces	0	45	0	45	0	45	0	
Leisure centres	4,000	0	17	4,017	0	4,017	0	
Car Parking	0	137	0	137	0	158	21	2
Rivers	0	0	0	0	3	0	0	
Waste	0	0	0	0	2	2	2	
Housing	539	0	0	539	89	539	0	
Total	5,212	1,132	129	6,472	330	6,502	29	
Funded by:								
Capital Receipts Reserve	573	182	129	883		882	(1)	
Section 106 Funded	100	813	0	913		920	7	3
Disabled Facilities Grant	539	0	0	539		539	0	
DEFRA (Department for Environment, Food and Rural Affairs) Grant	0	0	0	0		2	2	
South Essex Parking Partnership Funding	0	137	0	137		158	21	4
Capital Grants	0	0	0	0		0	0	
Internal Borrowing	4,000	0		4,000		4,000	0	
Total Funding	5,212	1,132	129	6,472	0	6,502	29	

Note	Explanation
1	The project required additional work to the curbing edges of the skatepark. The project overspend was within 5% of the total project and will be funded from capital receipts if no other underspends from projects are available to transfer across.
2	The original project bid was approved in 22/23, delays have meant that the material and labour costs have increased, funding is available using the South Essex Parking Partnership (SEPP) income we received and detailed in item 4 below.
3	The additional funding requirement is due to the Burnham Skate Park going overspent as detailed in item 1. The funding required will come from Section 106 grants received if no underspends are found during the year.
4	MDC received SEPP Funding of £186k, £137k was originally allocated to be used to fund the Car parking capital projects an additional amount of £21k will now be required to cover the forecast overspend on the car park projects

Proposed Virements and Budget Amendment

Virements

Cost Centre		Amount	Description
From	To	£'000s	
172 9402	850 7228	71	Local Development Plan (LDP) Reserve funding transfer to MIRS
172 9403	850 7228	110.5	Reserve Drawdown funding from Transformation reserve (90k) and Business reserve (20k) transfer to MIRS
101 9010	850 7228	96.3	Government Grant funding transfer to MIRS
581 7010	850 7272	496	Waste Capital (MRP) transfer to MIRS
167 9402	850 7228	122.2	LDP Reserve funding transfer to MIRS
165 9402	850 7228	40.1	LDP Reserve funding transfer to MIRS
260 2010	256 4835	7	Democratic Representation – virement from Mileage to contingency
141 4010	506 1010	4.5	Brickhouse farm property maintenance works (new pathway, safety surfacing, new distribution board)
141 4015	506 1010	3	Brickhouse farm property maintenance works (new pathway, safety surfacing, new distribution board)
141 4720	506 1010	1.5	Brickhouse farm property maintenance works (new pathway, safety surfacing, new distribution board)
312 4470	506 1010	2.4	Brickhouse farm property maintenance works (new pathway, safety surfacing, new distribution board)
172 0010	108 0010	394	Salaries virement from Resources to departments
172 0010	103 0010	508	Salaries virement from Resources to departments
172 0010	113 0010	756	Salaries virement from Resources to departments
172 0110	113 0110	12.5	Temporary Staff virement from Resources to departments
172 0115	103 0115	49.7	NHS Seconded Staff virement from Resources to departments
172 0120	108 0120	0.6	Long Service Award virement from Resources to departments
172 0310	108 0310	1	Recruitment & Other Costs virement from Resources to departments
172 0310	103 0310	0.9	Recruitment & Other Costs virement from Resources to departments
172 0310	113 0310	1	Recruitment & Other Costs virement from Resources to departments

Cost Centre		Amount	Description
From	To	£'000s	
172 2010	108 2010	0.6	Mileage virement from Resources to departments
172 2010	103 2010	0.5	Mileage virement from Resources to departments
172 2010	113 2010	0.8	Mileage virement from Resources to departments
172 4470	108 4470	0.7	Training virement from Resources to departments
172 4470	103 4470	0.6	Training virement from Resources to departments
172 4470	113 4470	0.9	Training virement from Resources to departments
172 9136	103 9136	26.3	Externally Funded Salary income virement from Resources to departments
800 9325	101 4835	328	To vire across the Business Rates S31 surplus to Contingency budget

Budget Requests

Budget Requests					Funded by:	
Revenue / Capital	Sub - Directorate	Amount £'000s	Description	Cost Centre	GF / Reserve	Description
Revenue	SD – CSO	12	Cost of emergency drainage work at prom park	511	General fund	Budget request
Revenue	S&R - CEX	18.5	Cost as a result of Job Evaluation panel reviews	172	General fund	Budget request
Revenue	S&R – RES	25	Resilience training	105	LGR Reserve	Reserve drawdown
Revenue	SD – P&C	24	Budget required climate action in 25/26. A budget is required to deliver the 25-28 Climate action plan, to support projects and initiatives.	572	General fund	Growth pressure
Revenue	SD – CSO	10	Additional budget required for Postages Council Tax and National Non-Domestic Rates (NNDR) in 25/26. The council is required to send Council tax and NNDR bills out and the budget required is to cover the additional cost due to the increased number of households in the district	216	General fund	Growth pressure
Revenue	SD – P&C	15	Budget required for Health and Safety in 25/26. A budget is required to complete health and safety training along with consumables and equipment across the council	132	General fund	Growth pressure
Revenue	SD - CSO	40	Additional budget required for Tree Surgery in Parks and other open spaces in 25/26. The additional budget is required to complete the survey of MDC owned trees in the district, with the recent tragic events in Southend this is now an urgent piece of work	514	General fund	Growth pressure
	Total	144.5				

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General Fund Balance and Earmarked Reserves

Reserve Name	Purpose	Balance 31/03/2025 £'000s	Movement	Forecast Balance 31/03/2026 £'000s
Community Infrastructure Levy (CIL) and Local Development Plan (LDP) review	Money has been put aside from unspent budgets to support the creation and adoption of the delayed LDP	506	(233)	273
Community Safety	Reserve set aside to fund Community Safety activities.	75		75
Council Tax and Business Rates equalisation	This reserve is to counter the timing differences in Council Tax and Business Rates funding.	2,930		2,930
Corporate Delivery	Set aside to assist in funding corporate priorities.	125		125
Economic Development	Reserve set aside to support economic development activities in the District.	30		30
Electoral Registration	To provide a reserve to enable the Authority to forward fund the District Elections every 4 years and By-Elections when they occur.	121		121
Community Housing Fund Grant	Reserve to support Community-led housing delivery. Objective is to help deliver affordable housing aimed at first time buyers.	93		93
Domestic Abuse (DA) Grant	To support domestic abuse victims - funds DA post	84		84
Homeless Reduction Act Grant	Reserve set up to use three years of grant funding for Homelessness Reduction Officer. Funds RSI post	57		57
Revenues and Benefits	Various Grants - new Burdens, VEP, Transition - May be used to fund F&C provision, if vacancies are recruited to.	468		468
Sports Development	Reserve set aside to fund Sports Development activities. Used for Active Maldon in 22/23.	31		31
Heritage Projects	The Council gives grants in support of environmental initiatives and historic buildings.	8		8

APPENDIX 4

Reserve Name	Purpose	Balance 31/03/2025 £'000s	Movement	Forecast Balance 31/03/2026 £'000s
Insurance liability	To cover its liabilities under policy excesses, finance any claims for small risks not insured externally and cover any future liability from winding up of Municipal Mutual Insurance.	51		51
Neighbourhood Plan Applications	To provide funding for preparation of Neighbourhood Plans	29		29
Triennial Pensions Payment	To provide a reserve to enable the Authority to forward fund the pension deficit for 3 years in 2023 and 2026.	240		240
Repairs & Renewals Fund	To provide funds to support additional revenue / capital costs arising from the need to maintain the Council's Asset base.	161		161
Revenue Budget Commitments	This reserve exists to smooth out the timing differences between monies being earmarked to expenditure from the annual revenue budget and the expenditure actually occurring.	132	(132)	0
Transformation	To provide funds to meet the one-off investment costs of efficiency savings or service reductions to be realised in future years. Also to enable the upfront costs of potential income generating projects.	928	(196)	732
LG Reorganisation	Used for costs incurred relating to LG Reorganisation	500	(5)	495
Total Earmarked Reserves		6,569	(566)	6,003

Funding Reserves	Purpose	Balance 31/03/2025	Movement	Balance 31/03/2026
General Fund	Unallocated - available for any purpose	8,636	(55)	8,581
Total Funding Reserves		8,636	(55)	8,581

Total Useable Reserves		15,205	(621)	14,584
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Reconciliation to Original Revenue Budget

Maldon District Council - Budget Rec	Original	Rev. Commit	12 June Strategy and Resources Committee	Revised
	Budget £'000s	From FY24- 25 £'000s	(S&R) £'000s	Budget £'000s
Sub-Directorate Level				
Service Delivery	236			236
Chief Executive	3,826		62	3,888
Finance	156			156
Assistant Director (AD) - Resources	714	15		729
AD - Programmes, Performance and Governance	317	5		322
AD - Strategy, Partnerships and Communications	44	12	5	61
AD - Customer Services and Operations	1,504	55	5	1,564
AD - Place and Community	5,050	45		5,095
AD - Planning and Implementation	1,233			1,233
Interest Income	(664)			(664)
Total Service Net Expenditure	12,416	132	72	12,620
Funded by:				
Government Grants	(1,703)			(1,703)
Council Tax	(6,275)			(6,275)
Business Rates	(4,365)			(4,365)
Transfer (from) / to Earmarked Reserve	(73)	(132)	(17)	(222)
Transfer (from) / to General Fund	0		(55)	(55)
Total Funding	(12,416)	(132)	(72)	(12,620)
Net Total Expenditure	0	0	0	0

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Medium-Term Financial Strategy

	LGRyr-3	LGRyr-2	LGRyr-1	LGRyr 1	
	2025/26	2026/27	2027/28	2028/29	
Spending estimates	£000s	£000s	£000s	£000s	
Base Budget b/f	12,931	13,081	13,683	14,195	
Virement Reversals	-742	0	0	0	
Increase in Salaries	519	352	380	389	+2.5% pa
Contract Inflation (incl. Waste)	229	242	253	265	+2% pa, except waste which is +4.9% pa
Fees & Charges	-129	-120	-122	-124	+2% pa
Prior Year Approved Savings	-191	0	0	0	assumed 100% delivered (or substituted) in 25/26
New Savings	-504	0	0	0	assumed 100% delivered (or substituted) in 25/26
New Growth	442	0	0	0	requires review for 25/26 forecast and 26/27 base
New Pressures	836	0	0	0	requires review for 25/26 forecast and 26/27 base
Temporary Growth	206	-206	0	0	requires review for 25/26 forecast and 26/27 base
Temporary Reserve Funding	-439	334	0	0	requires review for 25/26 forecast and 26/27 base
Other	-78	0	0	0	
Estimated Net Cost of Services (base budget c/f)	13,081	13,683	14,195	14,725	
implied growth					

	2025/26	2026/27	2027/28	2028/29	
Funding estimates	£000s	£000s	£000s	£000s	
government funding					
New Homes Bonus	-587	0	0	0	assume 100% removed 26/27
EPR Funding	-636	-636	-636	-636	assume flat cash
Renewable Energy	-973	-993	-1,013	-1,033	as prev.: 2% increase p/a (multiplier)
Business Rates Baseline Funding	-1,275	-1,301	-1,327	-1,353	as prev.: 2% increase p/a (multiplier)
Business Rates Growth incl S31	-2,041	-2,041	-2,041	-2,041	assume flat cash
Business Rates levy/benefit	334	368	405	445	as prev.: 2% increase p/a (multiplier)
NNDR Under-Indexing	-355	-362	-370	-377	as prev.: 2% increase p/a (multiplier)
Other Grants	-37	0	0	0	as prev.: 2% increase p/a (multiplier)
Funding Floor	-443	-443	-443	-443	assume flat cash
local funding					see below
Estimated Yield from Council Tax	-6,230	-6,492	-6,764	-7,047	assume base growth 1.3% per year plus 2.99% pa charge increase (per govt assumptions)
Estimated Collection Fund (surplus)/deficit	-350	-175	-88	-44	assume reducing
before TMgt	- 12,594	- 12,075	- 12,275	- 12,529	
Investment Interest	-664	-332	-332	-332	
Total Estimated Funding	- 13,258	- 12,406	- 12,607	- 12,861	
Estimated (Surplus) / Deficit	-177	1,277	1,588	1,864	

	2025/26	2026/27	2027/28	2028/29
Proposed mitigations	£000s	£000s	£000s	£000s
to/(from) reserves	177	- 1,000	- 1,000	- 1,000
savings (pay)		- 200	- 300	- 300
savings (contracts)			- 200	- 300
estimated (surplus)/deficit after mitigations proposed	-	77	88	264

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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