

**REPORT TO: EXTRAORDINARY COUNCIL 16 FEBRUARY 2021****PORTFOLIO: FINANCIAL SERVICES****REPORT FROM: ASSISTANT DIRECTOR, RESOURCES****SUBJECT: MEDIUM TERM FINANCIAL STRATEGY 2021/22 -2025/26****1 PURPOSE OF THE REPORT**

- 1.1 This report sets out the proposed Medium Term Financial Strategy (MTFS) for the period 2021/22 to 2025/26, including the 2021/22 Budget and Council Tax level. The MTFS outlines the anticipated budget changes over the next five years, including assumptions around changes to funding levels, inflation, pressures, and savings.

**2 INTRODUCTION**

- 2.1 The Council is legally obliged to set a budget each year which must balance service expenditure against available resources. It is a key element of effective financial management for the Council to put together a financial forward plan that ensures it is well placed to meet future challenges, particularly changes to funding levels, demographic and legislation changes.

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#### 4 EXECUTIVE SUMMARY

- 4.1 This report sets out Rochford District Council's Medium Term Financial Strategy (MTFS) which provides a financial forecast over a rolling five-year timeframe from 2021/22 to 2025/26.
- 4.2 The 2021/22 budget has been prepared during challenging and uncertain times due to the ongoing impacts of COVID-19 on the Council's finances, staff, residents, and the local economy. The financial impact of COVID-19 has been an evolving picture throughout 2020/21 and this uncertainty will continue into 2021/22.
- 4.3 Government has rolled forward the settlement that Rochford District Council signed up to for the period 2016 – 2020 for another year, with the proposed removal of the anticipated £0.630m of negative Revenue Support Grant adjustments, pending the Fair Funding Review which is now not expected until a later financial year.
- 4.4 The Council's strategic context is set out in Section 5. The strategic objectives form the basis of the Business Plan and drive the allocation of resources.
- 4.5 This report provides feedback on the public budget survey which closed on 15 November after a period of 4 weeks and is outlined in section 7.
- 4.6 Budget pressures of £1.263m have been identified for 2021/22; these are partly offset by new savings / efficiencies (including income generation) of £0.854m leaving a budget gap before funding changes of £0.409m. After funding changes and proposed transfers to/from reserves for 2021/22 a residual gap of £0.158m remains.
- 4.7 It is recommended that the residual 2021/22 gap is bridged through an increase in Council Tax of 2.1%; this equates to £4.95 per year or an extra 10 pence per week on a Band D property in 2021/22.
- 4.8 The Council's Business Rates income remains subject to change, and there is significant uncertainty about the level of Business Rates income the Council will be able to retain from 2022/23 onwards; this will be managed through the Council's Business Rates Smoothing Reserve to mitigate this risk in future years.
- 4.9 The Medium Term gap to 2025/2026 is forecast to be £2.0m, based on current financial forecasting; however, this will be subject to change as additional information becomes available about the 2021 Comprehensive Spending Review, Business Rates Retention Scheme and Fair Funding Review and as further savings proposals are developed.
- 4.10 The Council aims to retain a General Fund balance (which acts as a contingency for unexpected or emergency costs) of 10% (£1.0m) in 2021/22.
- 4.11 It is expected that 2021/22 will be the final year of the New Homes Bonus scheme, following its extension in 2020/21 due to the delay in the rollout of the proposed changes to Business Rates Retention Scheme and Fair Funding Review. It is proposed that the 2021/22 New Homes Bonus grant is transferred to the Investment Fund Reserve to finance future capital expenditure.

## 5 STRATEGIC CONTEXT

- 5.1 The 2021/22 budget has been prepared during challenging and uncertain times due to the ongoing impacts of COVID-19 on the Council's finances, staff, residents, and the local economy. The Council has played a significant role in responding to COVID-19, supporting businesses and the most vulnerable in our communities as well as continuing to provide essential services to all residents.
- 5.2 The financial impact of COVID-19 has been an evolving picture throughout 2020/21 and this uncertainty will continue into 2021/22. Government spending to combat COVID-19 and mitigate its impact on businesses and individuals has led to record levels of public sector borrowing, and there is continuing uncertainty over the core funding that will be available to local authorities over the medium term.
- 5.3 The Council is forecasting additional costs in 2020/21 of c.£1m including expenditure on homelessness prevention and support for leisure services.
- 5.4 The Council's income streams have also been affected, with projected sales, fees, and charges losses, including car parking, totalling c.£1m; of which the Council will be able to claim back 75% over a 5% threshold from government. Council tax and business rates income have also suffered; the government will also be compensating for 75% of these extraordinary losses.
- 5.5 The Government has provided support to local authorities through £4.6bn of national new burdens funding; however, the Council's 2020/21 allocation of £1.1m is not sufficient to fully meet its projected losses in the 2020/21 financial year and other savings will be required to balance the budget.
- 5.6 The financial impact of COVID-19 for 2021/22 and beyond is difficult to predict, therefore in most cases COVID-19 related losses have not been assumed within base service budgets but will instead be managed via a COVID-19 Smoothing Reserve. The Council's 2021/22 COVID-19 grant allocation of £341,040 will be held in this reserve, alongside any monies received from the income compensation scheme, to be drawn on as required in the next financial year. It is possible that additional funding may be made available in 2021/22.
- 5.7 The impact of business rates and council tax losses on the collection fund, as well as cashflow impacts of additional Business Rate Reliefs paid in 2020/21, is expected to create a requirement to draw down £3.411m from the Business Rates Equalisation Reserve in 2021/22. Collection fund losses will be spread over three years from 2021/22 to 2023/24 in line with government requirements.

## SPENDING REVIEW

- 5.8 There remains significant uncertainty about the future of local government finance. Another one-year Spending Round was agreed by central

government in 2020, with the total funding allocation for local government in 2021/22 not significantly changed from 2020/21. A multi-year Comprehensive Spending Review is now planned during 2021 which could alter the total quantum of funding available for local government in future years.

- 5.9 In addition, the planned implementation of changes to the Business Rates Retention Scheme and the Fair Funding Review have been delayed again and now will not be implemented until at least 2022/23, meaning that the future allocation of funding *within* local government also remains unclear. A fundamental review of the business rates system will be undertaken, and the Government is considering responses to the call for evidence. A final report with conclusions of this review is expected in spring 2021. The uncertain funding position makes it difficult to plan for the long term.
- 5.10 A summary of the main announcements within the Local Government Settlement is set out below.

#### **Headlines from the Local Government Settlement 2021/22**

- The government published the draft settlement on 17 December 2020 and the final settlement on 4 February 2021.
- Core spending power (CSP) for local authorities in 2021/22 is estimated to increase nationally by 4.6% in cash terms. In calculating CSP, it has been assumed that authorities will increase Band D Council Tax levels by the maximum amount, and that each authority's tax-base has increased in line with their average tax-base growth since 2016/17.
- The core council tax referendum principle for shire districts remains at 2% with additional flexibility to increase council tax by up to £5 on a Band D equivalent property (if this is higher than 2%).
- The 2021/22 settlement is proposed to be 'rolled on' for a further year, meaning no significant changes to baseline funding levels. The Government proposes to maintain its commitment to remove any negative Revenue Support Grant adjustments in 2021/22. This has a positive impact on the Council's budget of £0.630m compared to previous assumptions.
- A one-off Lower Tier Services grant will be paid to ensure no Council will have less funding available in 2021/22 than 2020/21. RDC's allocation is £74,000.
- To support businesses in 2021/22, the Government has frozen the business rates multiplier, saving businesses in England an estimated £575m over the next five years. Local authorities will be fully compensated through S.31 grants.

- Continuation of Business Rates Pooling arrangements for a further year. Rochford will continue to be part of an Essex Business Rates Pool in 2021/22.
- New Homes Bonus will continue to be paid on housing growth above 0.4% in 2021/22, although no legacy payments will be received in relation to this year in future. It is expected that this will be the last year of the current scheme, but the Government is inviting views on a replacement scheme.
- £254m of additional resource nationally to tackle homelessness and rough sleeping in 2021/22. Rochford's total grant allocation for 2021/22 is £280,000.

### COVID-19 Grant Funding 2021/22

- 5.11 Nationally £3bn worth of financial support has been earmarked for local authorities in 2021/22 for COVID-19 pressures including:
- £1.55bn of grant funding to meet additional expenditure pressure as a result of COVID-19. The Council's share has been confirmed as £341,040. This grant will be placed in earmarked reserves to be drawn on as required during 2021/22.
  - £670m grant funding to help households that are least able to afford council tax payments. These monies are outside the core settlement and are to help compensate authorities for the expected increase in Local Council Tax Support in 2021/22.
  - An estimated £762m of compensation payments for 75% of irrecoverable loss of council tax and business rates revenues in 2020/21.
  - An extension to the current sales, fees, and charges reimbursement scheme for a further three months until the end of June 2021.
- 5.12 The Government has indicated that it is unlikely to extend further COVID-19 related support through business rates reliefs; outline plans for 2021/22 reliefs are expected imminently.

### Demand Pressures

- 5.13 As well as COVID-19 pressures the Council also faces increases in demand including:
- **Inflationary Pressures** (staff "cost of living" increases and contract inflation)
  - **Demographic Pressures on services:** Demand on services is driven by a growing and changing population. Rochford District population increased by 6% from 2001 to 2011 and is expected to have increased by a further

7% to 2021, with rapid growth in older age cohorts. A national census will be carried out in 2021 which will provide further insight into population changes over the last decade.

- **Increasing public expectations:** with residents expecting better services, prompter responses and right first time.

## 6 COUNCIL PRIORITIES AND THE BUSINESS PLAN

### Business Plan

- 6.1 The Business Plan vision and priorities are key to articulating the strategic direction for the Council and the services it delivers for the District. A refresh of the Council's Business Plan was undertaken in 2020.
- 6.2 To ensure continuing alignment with the Council's financial planning process and key projects, Business Planning has been undertaken in parallel with the preparation of the Medium-Term Financial Strategy so that the two align.
- 6.3 The Business Plan sets out the overarching priorities for the Council, the outcomes it is working to achieve and the actions that are currently planned until 2024. It is used to ensure officer and financial resources are allocated appropriately to achieve the actions and objectives detailed within it.
- 6.4 The Business Plan informs the subsequent agreement of annual service plans, prepared by the Council's directorates, setting out service, team and individual objectives, aligned to the vision and aims that have been set.
- 6.5 The corporate priorities underpinning the Business Plan are:
- **Being Financially Sustainable**
  - **Maximise Our Assets**
  - **Early Intervention**
  - **Enable Communities**

### Asset Delivery Programme

- 6.6 On 8 September 2020 the Council agreed to proceed with its Asset Delivery Programme and award a contract to GB Partnerships to deliver the proposed schemes for the Council's key strategic sites set out in the Council's Asset Strategy. The agreed option will consolidate the Council's operations at the Freight House site, develop a new Community Centre at the Mill site and redevelop and dispose of the remaining sites which are surplus to Council requirements.

- 6.7 It is estimated at the Final Business Case (FBC) stage that this option will have a net capital funding requirement of £1.5m (representing a capital cost of £6.0m partially offset by capital receipts of £4.5m). These figures are included in the medium term capital expenditure forecasts; however, the costs will continue to be refined as designs are finalised and will be subject to agreement by Council at two further key decision points before substantive works commence.
- 6.8 Within the Council's capital programme, the net capital funding requirement is currently assumed to be funded from the Council's reserves since the Council has sufficient resources within its Hard/Soft Infrastructure Fund Reserve (which were set aside for this purpose). At this time, it is not anticipated that any long-term borrowing would therefore be required; however, this assumption may be revisited. Council approval would be sought before any borrowing was undertaken as this would represent a change to the Council's current Capital and Treasury Management Strategy.
- 6.9 External borrowing (if required and endorsed) would create an ongoing revenue cost pressure as a result of the capital financing charges arising (interest payments and principal repayment of debt), so any business case for borrowing would need to be supported with an appropriate mitigation strategy.

#### **Association of South Essex Local Authorities**

- 6.10 An update on the work of ASELA was reported to a meeting of Council on 20 October 2020 when the intention to progress the delivery of the proposition set out in the ASELA Growth Prospectus – a transformed vision for South Essex was noted. A work programme of projects and schemes is being progressed that reflects the ambition to deliver long lasting and wider benefits for both people and place. The Growth and Recovery prospectus was submitted to Government on 31 July 2020. Subsequently there has been engagement with a number of Government Departments including Ministry for Housing, Communities and Local Government (MHCLG); Department for Culture, Media and Sport (DCMS); Department for Transport (DfT); and Department for Business, Energy and Industrial Strategy (BEIS). Discussions with the private sector have also been continuing with the intent of securing further private sector investment into the region's main programmes.
- 6.11 Five strategic priorities have been identified for the ASELA region:
- 1. Economy:** Creating high value jobs in the local area. Recovery from COVID-19. Attracting & retaining high skilled knowledge workers. Driving up educational attainment and skills. Delivering life-long learning. Attracting new inward investment. Boosting productivity and average incomes. Tackling inequalities;
  - 2. Transport & Connectivity:** Walking, cycling and green public transport become the most appealing and practical choice. Modal shift to active

travel network. Easy access to health, education, leisure facilities.  
Decarbonisation of transport. Ultra-fast digital connectivity;

3. **Infrastructure & Housing:** Strategic interventions to provide homes people need and homes people can afford;
4. **Climate & Environment:** Carbon zero by 2040. Carbon reduction through clean air zones and charging. Conversion to blue and green infrastructure; and
5. **Vibrant Communities:** redefining town centres, existing and new, to be fit for the future. High Street places of culture, commerce, retail and housing. Homes close to work opportunities.

6.12 A summary of some of the main areas of activity are as follows:

- **Ultra-fast 5G Digital Network** – further funding of £2.5m from DCMS via South East Local Enterprise Partnership has now been confirmed taking the total Government investment to £7.2m. ASELA's Local Full Fibre Network programme is also providing a catalyst for private sector investment in 5G. Between Open Reach and Three, the total private sector investment now committed to South Essex totals over £63m.
- **Town centres and regeneration** – the main towns (small cities) of ASELA are attractive locations for private sector investors. They bring capital, advice on scheduling and phasing of larger schemes, and specialist skills to support acceleration of delivery. Work is underway to scope a framework that will attract two or three strategic investor partners. Initial private sector investment of over £150m has been identified.
- **Construction Sector and Skills Training** – South Essex has secured £16m from the Government's Get Building Fund. Furthermore, the South Essex Construction Training Academy (SECTA) exceeded all targets in 2019/20 by training 749 individuals ready for the construction industry.
- **Infrastructure and Housing** – Homes England are providing a capacity fund of £250,000 for the remainder of 2020/21. Negotiations have started with regard to £23m for infrastructure funding in 2021/22 to deliver 2,000 new homes that are in local plans but that would otherwise not be viable. Beyond this a full Expression of Interest is being developed for submission in December to the **Government's new Single Housing and Infrastructure Fund (SHIF)**. This will be based on the £377m identified in the Growth Prospectus.

6.13 ASELA is currently finalising its forward plan for the next two municipal years and the governance structure which will underpin it. This will lead to an agreed programme of work, outcomes, and a financial plan for the period to March 2023.

## 7 MEDIUM TERM FINANCIAL STRATEGY TO 2025/26 (MTFS)

### MTFS Key Principles and Assumptions

7.1 The indicative MTFS for the period 2021/22 to 2025/26 is based on the following principles:

- The Council has determined the minimum level of General Fund balance to be held at 10% of the net budget requirement.
- Members will set the maximum level of capital expenditure that can be incurred each year, recognising that any expenditure over and above that which can be funded from revenue contribution to capital, specific capital grants, designated reserves or capital receipts, would need to be financed through borrowing.

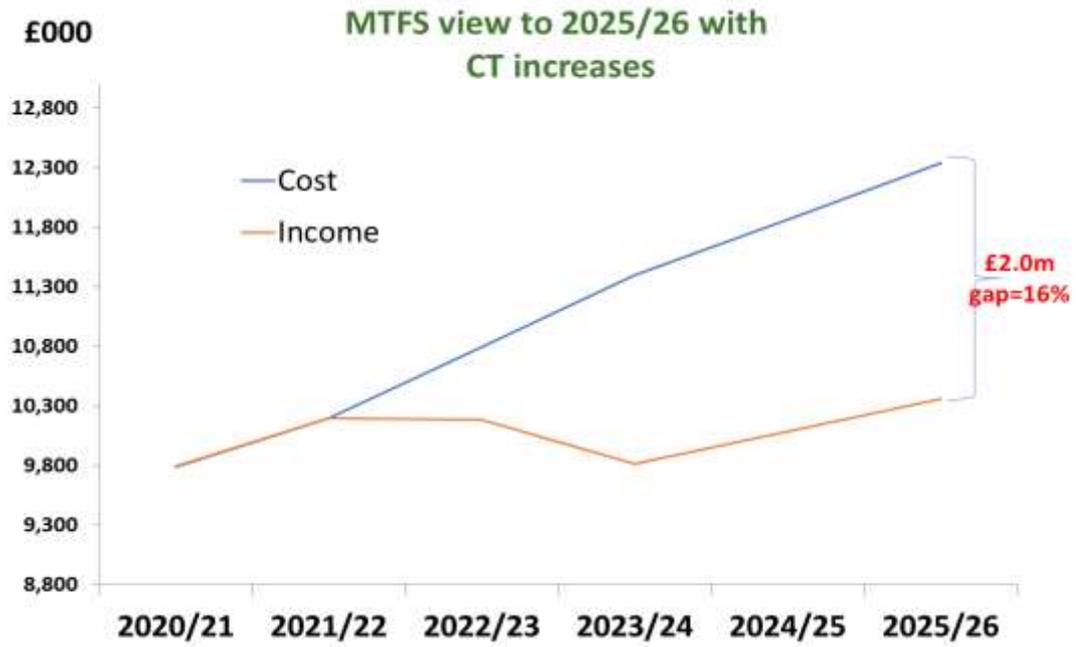
7.2 Assumptions on Government funding, demographics, inflation and a range of other factors are used to inform the MTFS and budget gap and will be kept under review over the period to ensure changes in the macro-economic picture are reflected in the strategy. These assumptions are as follows:

- **Demographic pressures:** These are built into individual budget lines. Demand for key services such as Housing Options, and Waste services, alongside a more general increases in demand for services are monitored as a result of the number of households in the district continuing to rise.
- **Inflation (pay):** a 2% increase in staff pay is assumed for each year from 2021/22 to 2025/26.
- **Inflation (non-pay):** inflation has been added in line with the individual contract agreements, which are usually linked to national inflation measures.
- **Revenue contribution to capital** is estimated at £255,000 p.a.
- **Capital financing costs:** no external borrowing has been factored into the budget and as such no provision incorporated for interest or principal debt repayment.
- **Council Tax:** A Council Tax increase of 2.1% in 2021/22 is assumed; this equates to an extra 10 pence per week on a Band D property. 2% annual Council Tax increases are assumed in future years.
- **Council Tax Support:** a discretionary hardship provision has been set aside to provide benefit support and funds to those in severe hardship.
- **The Council Tax baseline:** assumes a return to the previous growth trajectory from 2022/23 onwards (1% annual increase).

- **New Homes Bonus (NHB):** 2021/22 is assumed to be the final year of this grant (with some legacy payments due for a further year), pending the outcome of the Business Rates Retention and Fair Funding Consultations which will determine the funding settlements for individual LAs in future years.
- **Business rates:** The amount the Council will be able to retain from 2022/23 onwards will be determined via the Business Rates Retention Scheme review, which will set the baseline level of rates the Council is expected to collect each year and the level of tariff/top ups for each authority. Pending the outcome of that review the total level of Business Rates the Council will be able to retain in future years is assumed to reduce by the level of the proposed negative RSG adjustment (funded in 2021/22 through central government's share of Business Rates).
- **Revenue Support Grant:** the previously proposed negative RSG adjustment of £0.630m will be funded through the central government share of business rates in 2021/22 and therefore has been removed from the Council's funding settlement. From 2022/23 onwards it is assumed that RSG will be rolled into the overall Business Rates Retention system; however, as indicated above, it is expected that the overall level of funding the Council will retain could reduce.

### **Balancing the Budget over the Medium Term**

- 7.3 Based on the assumptions outlined above the Medium Term Financial Strategy reflects a budget gap of £2.0m by 2025/26; this means that the Council will need to find recurrent baseline savings to this value by that time. There are, however, several unknowns which could change the budget gap, most notably the Fair Funding Review, and the Business Rates Retention Review which will be consulted on over the coming months. In addition, there remain significant risks that cost inflation could continue to rise and demand pressures could be higher than estimated based on current intelligence.
- 7.4 Plans to balance the budget for 2021/22 are set out in this report. Delivery of further measures to balance the budget from 2022/23 and beyond are being explored and will, to a certain extent, be dependent on the longer term impact of COVID-19 on the wider economy and the successful implementation of the plans set out for 2021/22. The Council will therefore need to continue with its transformation ambition as set out in the Business Plan and supported by the 'Connect' programme, to identify further savings in future years.



Revenue Budget Overview 2021/22

	2020/21	2021/22	Change
	NEW PORTFOLIO STRUCTURE		
	£m	£m	£m
IT, Tourism, Housing & Parking	1.037	1.120	0.083
Community	0.516	0.552	0.036
Commercial, Business, Local Economy & Leisure	0.750	0.758	0.008
Environment & Place	2.989	3.250	0.261
Financial Services	1.127	1.352	0.225
Leader/Deputy Leader	3.146	2.981	(0.165)
Strategic Planning	0.427	0.436	0.009
Staffing Vacancy Factor	(0.200)	(0.250)	(0.050)
<b>Total Service Expenditure</b>	<b>9.792</b>	<b>10.199</b>	<b>0.407</b>
<b>Funding Sources:</b>			
Revenue Support Grant	-	-	-
Retained Business Rates	(2.337)	(2.232)	0.105
Business Rates Collection Fund (Surplus)/Deficit	0.005	3.411	3.405
New Homes Bonus	(0.498)	(0.584)	(0.086)
Council Tax (Proposed)	(7.511)	(7.699)	(0.188)
Council Tax Collection Fund Surplus)/Deficit	(0.018)	(0.110)	(0.092)
Investment Fund Contribution / (Withdrawal)	0.498	0.584	0.086
Business Rates Smoothing Reserve Contribution / (Withdrawal)	-	(3.411)	(3.411)
LCTS Grant		(0.093)	(0.093)
Lower Tier Services Grant		(0.074)	(0.074)
COVID-19 Grant		(0.341)	(0.341)
Contribution to COVID-19 Smoothing Reserve		0.341	0.341
General Fund Contribution / (Withdrawal)	0.069	0.009	(0.060)
<b>Total Funding</b>	<b>(9.792)</b>	<b>(10.199)</b>	<b>(0.407)</b>
(Surplus) / Deficit / Balanced budget	-	-	-

- 7.5 After taking income and specific grants into account, the net costs of 2021/22 services amount to £10.199m, compared to £9.792m in 2020/21. The detailed budget is shown in Appendix 1.

#### Key 2021/22 Key Pressures & Growth Items

- (1) **Contract inflation/specification changes (£0.120m)**: price increases in relation to major contracts.
- (2) **Staffing (£0.257m)**: this includes the 2% “cost of living” inflationary pressure detailed in the assumptions section plus incremental uplifts and the ongoing impact of other establishment changes agreed during 2020/21.
- (3) **Housing Benefit (£0.202m)**: net impact due to increased demand for Housing.

- (4) **Materials Recycling Facility (MRF) Costs (£0.190m):** due to a significant decline in the value of the recycling rebate.
- (5) **Reduction in Council Tax Sharing Agreement Income (£0.077m):** due to COVID-19 related council tax reductions.
- (6) **Reduction in Investment Income (£0.130m):** due to current low interest rates.

#### **2021/22 Key Savings, Efficiencies and Income**

- (7) **Efficiency savings via service reconfiguration/ deletion of vacant posts (£0.443m)**
- (8) **Additional fees and charges income (£0.080m):** due to inflationary uplifts and a review of car parking charges
- (9) **Increased vacancy factor (£0.050m):** one-off saving due to vacant MD post

#### **2021/22 Core Sources of Funding**

##### **Revenue Support Grant (RSG):**

- 7.6 The Council is no longer in receipt of any RSG; this funding stream has been gradually reduced since 2015/16 at which time the Council received £1.241m. The Government's original intention to implement negative RSG for some authorities in 2018/19 has been delayed, resulting in the Council's RSG funding being set at zero. The settlement for 2021/22 has again removed negative RSG for the Council (i.e., a payment back to Government) of £0.630m, which improves the funding position for the Council for the next financial year; however, as previously indicated, the impact of the new Fair Funding and Business Rates Retention proposals in future years is not yet known and therefore an adjustment has been made to the ongoing financial position in the Medium Term Financial Strategy to reflect this risk.

##### **Business Rates**

- 7.7 Local authorities currently retain 50% of Business Rates across the local government sector (with the other 50% returned to Central Government). Within the Local Government share there is a system of redistribution, based on relative need, which means that each individual authority is subject to a top up or tariff payment to bring their nominal share of rates in line with their assessed need. Each authority can retain up to 50% of any growth in business rates revenue over an agreed baseline.
- 7.8 The Government has moved away from its previously stated pursuit of 100% Business Rates Retention (BRR) and instead aims to increase the local share of business rates retention to 75%. Government has previously indicated that

this would be achieved through incorporating existing grants into the BRR system including Revenue Support Grant, and Public Health Grant. The remaining 25% central share would continue to be returned to Central Government. Local authorities would be able to retain 75% of growth above their baseline from 2022/23 once the system has been reset, providing an increased incentive for Local Authorities to grow their Business Rates base; however, a full reset of the system will also be undertaken meaning that the impact on the Council is unclear at this time.

- 7.9 A Fair Funding Review consultation document was also published alongside the Local Government Settlement in 2019/20 with the intent to implement from 2021/22, but is now unlikely to be implemented until at least 2023/24. This will impact on the baseline of assessed funding need for each authority and hence the top-up/tariff payments applied to the share of rates each authority nominally receives; this is therefore likely to affect the total Business Rates income the Council can retain from that date.
- 7.10 The Council's core 2021/22 Business Rates income forecast has decreased by c£0.105m from 2020/21; however, this will be managed via the Business Rate Smoothing Reserve which was set up to mitigate the risk of volatility; therefore, this does not impact on the overall funding levels that were anticipated for general fund services in 2021/22.

#### **Business Rates Collection Fund**

- 7.11 As a Billing Authority, the Council collects Business Rates on behalf of Central Government, Essex County Council and the Essex Fire and Rescue Authority via the Essex Business Rates Pool. The amount of Business Rates to be collected includes an assumption about collection rates. If the amount actually collected during the year varies compared to this assumption, then the balance is held in the Collection Fund.
- 7.12 A forecast is made of the likely outturn surplus or deficit each year. For 2021/22 there is a projected overall deficit on the Business Rates collection fund of £9.752m; however, £7.362m of this relates to Business Rates Reliefs for which precepting and billing authorities have been paid in advance via Section 31 grants in 2020/21 and the Council's share will therefore be funded via its Business Rates Smoothing Reserve. £0.551m of the overall deficit relates to the residual balance from 2019/20. The remaining deficit of £1.838m is due to the anticipated COVID-19 impact on collection, which will be spread over the next three financial years as mandated by Government. The Council's share of this exceptional balance in 2021/22 is £0.245m and will also be funded via the Business Rates Smoothing Reserve.

#### **New Homes Bonus**

- 7.13 New Homes Bonus was introduced in 2011 to provide a clear incentive to local authorities to encourage housing growth in their areas. The scheme has been extended for a further year in 2021/22; however, payments for growth

will be for one year only. The housing growth baseline above which grant is paid will also remain at 0.4%. A further consultation on a replacement scheme from 2022/23 onwards is expected during the 2021/22 financial year.

- 7.14 MHCLG has published the indicative allocations for 2021/22, the eleventh year of the scheme, which for Rochford is £584,131 comprised of £320,008 relating to 2021/22 and £264,123 of legacy payments for previous years. It is proposed that these grant monies be transferred to the Investment Fund reserve to fund future capital programme requirements. The Council will get a smaller legacy payment of £217,848 in 2022/23 in relation to previous year's growth.

### Council Tax

- 7.15 The settlement sets out a 2% (or up to £5 if higher) referendum limit on council tax increases for shire districts in 2021/22. Government illustrations of local authorities' core spending power assume that Councils will increase their council tax when calculating the total funding available to each authority.
- 7.16 When considering the Council Tax level for 2021/22, it should be noted that the current level of Council Tax is: -

	<b>2020/21 Band D Average £</b>
Essex County Council	1,204.92
Essex County Council Social Care Levy	116.19
Essex Fire Authority	73.89
Police & Crime Commissioner	198.63
Town/Parish Councils (average)	51.74
Rochford District Council	235.26
<b>Total</b>	<b>1,880.63</b>

- 7.17 The Council is proposing an increase in its share of council tax by 2.1% in 2021/22; this equates to £4.95 per year or an extra 10 pence per week on a Band D property.

### 2021/22 Council Tax Base

- 7.18 The Assistant Director, Resources (Section 151 Officer) has delegated powers to set the tax base, which is based on the current council tax valuation list plus an estimate of changes anticipated to occur in 2021/22.
- 7.19 The introduction of the Local Council Tax Support Scheme (LCTS) in 2013/14 resulted in a change in the way that the Council Tax Base is calculated. The LCTS is based on a discount rather than a benefit, so results in a reduction in the tax base. For 2021/22, the tax base is calculated as follows:-

		Band D Equivalents	
		2020/21	2021/22
	Tax Base	33,882.5	34,105.1
Less	LCTS Adjustment	(1,954.7)	(2,053.2)
<b>Equals</b>	<b>Tax Base for Council Tax Collection</b>	<b>31,927.8</b>	<b>32,051.9</b>

7.20 The change in the tax base is due to-

- Additional housing units in the districts;
- Changes in discounts and exemptions; and
- Additional fraud and compliance work being undertaken in partnership with the Essex authorities.

The calculation of the indicative Council Tax for Rochford District is set out below:

	2020/21 Original	2020/21 Current	2021/22 Original
	£m	£m	£m
Gross Expenditure	11.444	12.691	11.874
Reversal of Parish Precept	(1.652)	(1.652)	(1.675)
<b>Total Service Expenditure</b>	<b>9.792</b>	<b>11.039</b>	<b>10.199</b>
Contribution to /(from) Reserves	0.567	(0.680)	(2.477)
<b>Net Expenditure for Budget Purposes</b>	<b>10.359</b>	<b>10.359</b>	<b>7.722</b>
Revenue Support Grant	-	-	-
Retained Business Rates	(2.337)	(2.337)	(2.232)
Incentivised Funding (New Homes Bonus)	(0.498)	(0.498)	(0.584)
Collection Fund Adjustments	(0.012)	(0.012)	3.301
LCTS Grant			(0.093)
Lower Tier Services Grant			(0.074)
COVID-19 Grant			(0.341)
<b>Rochford's Element of Council Tax Requirement</b>	<b>(7.511)</b>	<b>(7.511)</b>	<b>(7.699)</b>
Council Tax Base	31,928	31,928	32,052
<b>TOTAL COUNCIL TAX (BAND D EQUIVALENT)</b>	<b>235.26</b>	<b>235.26</b>	<b>240.21</b>

7.21 The proposed increase in council tax combined with growth in the tax base, would result in income from Council Tax being £7.699m in 2021/22. The indicative Council Tax for a band D property will be £240.21, representing an increase of £4.95 per annum or just under 10p per household per week.

7.22 The total Council Tax, including the amounts for Essex County Council, Essex Police and Crime Commission, Essex Fire Authority and the Town and Parish Councils will be set at the Council meeting on 23 February 2021.

### Council Tax Collection Fund

- 7.23 As a Billing Authority, the Council collects Council Tax on behalf of Essex County Council, Essex Fire and Rescue Authority and Police and Crime Commissioner (known as main precepting bodies). The amount of Council Tax to be collected includes an assumption about collection rates. If the amount actually collected during the year varies compared to this assumption, then the balance is held in the Collection Fund. This reserve is ring fenced and is distributed between the billing authority and the main precepting bodies on a proportionate basis, based on the Band D Council Tax amount for each body.
- 7.24 A forecast is made of the likely outturn surplus or deficit and this amount is then split across the main precepting bodies and the Council. For 2021/22 there is a projected overall surplus on the council tax collection fund; this is mainly due to better than forecast performance in 2019/20 but is partly offset by an anticipated COVID-19 related deficit of £201,000 in 2020/21, which will be spread over the next three financial years, as mandated by Government.
- 7.25 The surplus is split between the billing authority and main preceptors as follows:

Recipient	Distribution Amount – Deficit/(Surplus)	
	2020/21 Actual £000	2021/22 Proposed £000
Rochford District Council	(18)	(110)
Essex County Council	(81)	(506)
Essex Police and Crime Commission	(12)	(76)
Essex Fire & Rescue Authority	(5)	(28)

### Green Gateway Trading (Grounds Maintenance) Ltd.

- 7.26 In December 2016, Green Gateway Trading (Grounds Maintenance) Ltd. (GGT) commenced trading, as the Council's first live Local Authority Trading Company (LATCo), providing a grounds maintenance service. The company has successfully generated a small profit each year, as well as realising a significant cost saving for the Council in the contracted delivery of services. It is assumed that any surplus generated in the medium term will be reinvested in the company to support future growth. The Council as sole shareholder is therefore not currently anticipating any realisation of profit via dividend payouts in its MTFs.

### Resident Engagement

- 7.27 The Rochford District Council Budget Consultation ran between 19 October and 15 November 2020. There were 5,200 online views of the Portfolio Holder for Financial Services' video blog. There was a total of 334 responses of

which 99% were from residents and 1% were from businesses in the area. Responses were received from residents across all wards within the district.

- 7.28 Residents were provided with some information on the Council's current spending levels per average household across a number of key services and were asked if they would prefer to spend less, the same, or more in each key area. Most residents wanted to spend the same on all services. Community Health and Safety received the highest number of 'spend more' responses, whilst Planning Services received the highest number of 'spend less' responses.
- 7.29 In the consultation residents were asked for their views on the Business Plan priorities. The combined responses of 'Very Important' and 'Important' show that most residents felt that Supporting Businesses and Early Intervention were the most important areas followed by Protecting Open Spaces and Modernising Services. When combining 'Not Important' and 'No Opinion', Working with Partners was felt to be the least important of the business plan priorities.
- 7.30 The consultation included some suggestions on ways Rochford District Council could raise money. Increasing the use of modern technology and increasing commercial activity for revenue were the most supported options. Most residents disagreed with introducing new charges and increasing parking charges.
- 7.31 More detail on the consultation responses is provided at Appendix 4.
- 7.32 The Council would like to take the opportunity to thank those who took the time to feed in their views and provide some insight into how the public considers the Council should use its resources in a time of financial constraint.
- 7.33 The Council is committed to involving residents, businesses and service users in shaping the district and the services they receive. Whilst not all ideas can be pursued, they allow the Council to focus on how best to use its resources to achieve its Business Plan priorities and make a difference to the people we serve.

### **Financial Priorities**

- 7.34 Over the period of the MTF5 the Council's financial priorities will be:
- (1) To deliver a balanced budget and long-term financial sustainability, while maintaining appropriate levels of reserves, balances and contingencies to protect Council services and assist in mitigating future risks, including managing ongoing COVID-19 impacts.
  - (2) To maintain unqualified accounts each year.
  - (3) To maximise recovery of income due to the Council and minimise the impact of fraud on Council business.

- (4) To support sustainable economic growth and strong communities, ensuring the district is a great place in which to invest, live, work and visit.
- (5) To create an agile and flexible workforce, including maximising ICT efficiencies, through its 'Connect' Programme.
- (6) To deliver the objectives of the Council's Asset Strategy through its Asset Delivery Programme.

## 8 2021/22 GRANTS FOR SPECIFIC SERVICES

- 8.1 In 2021/22 the specific grant funding expected to be received by the Council is:

Grants for specific services:	2021/22 £
Local Council Tax Support Scheme	(69,500)
Homelessness Prevention Fund	(279,925)
Housing Benefit Admin	(131,027)
Business Rates collection	(95,618)
New Burdens - Universal Credits	(2,239)
New Burdens - Other	(645)
Disabled Facilities Grant (estimated)	(475,000)
<b>Total Specific Grants</b>	<b>(1,053,954)</b>

## 9 CAPITAL PROGRAMME

- 9.1 A core capital programme covering the period 2021/22 to 2025/26 has been developed to provide the Council with transparency over its future spending plans and to enable effective planning, prioritisation and financial management.
- 9.2 Both revenue and capital funding must work to complement each other in support of the delivery of the Business Plan, which is dependent upon both investment in capital infrastructure and transformation and modernisation in operational service delivery.
- 9.3 The programme includes provision for routine capital expenditure on the Council's core maintenance programmes in 2021/22 in addition to the significant investment agreed in 2019/20 to provide new and enhanced play facilities over a three-year period. The programme also reflects the estimated costs for the Asset Delivery Programme, as set out in the Final Business Case. These costs will be subject to review and potential change at further decision points to be presented to Full Council during 2021/22.
- 9.4 No external borrowing is anticipated for the core maintenance programme. The programme will be financed from revenue contributions, reserves and specific grant funding.

- 9.5 It should be noted that the proposed Capital Programme does not currently include any provision for major investment in Waste services, the contract for which is both due to be re-procured in 2022/23. A separate business case for any investment required will be developed and presented to Council as part of the procurement processes but may require external borrowing.
- 9.6 The Capital Programme includes an allocation of £100,000 for investment in Community Safety works across the district. This will be used to fund up to 75% of the cost of any proposals put forward by Parish Councils for eligible capital works.
- 9.7 The Programme also includes an allocation of £50,000 for a Town Centre Regeneration Fund to support post COVID-19 economic recovery. The monies will be earmarked for public space improvements to help attract visitors back to the district's town centres once it is safe to do so.
- 9.8 The proposed 2021/22 capital programme is detailed in the table below.

Item	Commentary	2021/22 £
<b>Commercial, Business, Local Economy &amp; Leisure</b>		
Asset Strategy	Works as per Asset Strategy FBC financials	1,994,631
Rochford Accommodation works	Works identified from surveys and inspections	20,000
Windmill works	Works identified from surveys and inspections	10,000
Rayleigh Grange Community Centre	Reinstatement Works to include Underpinning of subsidence	100,000
Street Lighting	Energy Efficient Lighting	11,000
Responsive Capital works	Capital works to ensure Health and Safety and Security.	10,000
Town Centre Regeneration Fund	To support town centre investment	50,000
<b>Environment &amp; Place</b>		
Play Spaces	Agreed Programme of Play Equipment	300,000
Open Spaces	Replacement of fences/Gates/litter bins/other furniture	25,000
Parks & Open Spaces - Resurfacing works	Resurfacing & replacement of tarmac, concrete & paved foot paths & additional high risk areas within parks and open spaces	15,000
Pavilions	Essential works following condition survey	62,000
Waste Bins	Replacement of household bins	25,000
Vehicle Fleet	Replacement of vehicles	35,000
Cemeteries Groundworks	Installation of Headstone Beams	15,000
Cemeteries	Essential refurbishments	20,000
Hockley Woods	Microfiche Scanner	5,000
<b>IT, Tourism, Housing &amp; Parking</b>		
Car Park Machines	Installation of 19 new Elite LS cash terminals with number plate input	71,500
Car Parks	Car Park priority resurfacing programme	100,000
Mobile Working	New Devices Refresh	50,000
Infrastructure	Indicative allocation for equipment as part of planned office move	
Telephony System	CRM system	15,000
IT Infrastructure works	Various	25,276
IT	Wifi	50,000
<b>Community</b>		
Community Safety Fund	To fund investment in works that aid Community Safety across the district	100,000
Disabled Facilities Grant	To fund aids and adaptations	475,000
Private Housing Renewal Programme	To fund aids and adaptations	20,000
<b>Total Cost</b>		<b>3,604,407</b>
Capital Receipts Reserve		(1,262,728)
New Homes Bonus grant agreed in 2019/20 for play spaces		(300,000)
Hard/Soft Infrastructure Reserve		(1,491,679)
Transformation Reserve		(50,000)
Capital Grants	Disabled Facilities Grant	(475,000)
S106 Income	Income from developments under S106 Agreements.	(25,000)
Investment Reserve / Revenue		
<b>Total Funding</b>		<b>(3,604,407)</b>

- 9.9 It is recognised that the programme cannot accurately predict all demands for the future and that will require periodic review and revision at least annually to enable the Council to allow adjustments in the light of changing circumstances.

## **10 FEES AND CHARGES**

- 10.1 The Council reviews discretionary fees annually as part of the Budget Process; however, circumstances may change during the year necessitating in-year changes and the Council has delegated in-year approval of discretionary fees to the Executive.
- 10.2 The proposals in respect of the charges for 2021/22 are shown in Appendix 2 to this report. Any changes shown in the Appendix come into effect from 1 April each year, unless indicated otherwise.
- 10.3 The Council also undertakes to review existing services to identify opportunities for introducing or increasing charges, if appropriate. Charging users for services reduces the level of overall subsidy by Council taxpayers for a particular service.
- 10.4 Fees for Planning and certain other services are not included within the schedule for fees and charges, as these are prescribed by legislation and the Council has no discretion. These are available on request from the relevant department and will be published on the Council's website.

### **Car Park Charges**

- 10.5 When reviewing its charges, the Council's aim is to recover the costs of managing and maintaining the car parks to the high standard expected by users whilst maximising the trading opportunities in town centres.
- 10.6 Most car parking charges have been held flat since 2016/17; however, it is not sustainable to continue this indefinitely while staffing and contractual costs continue to rise year on year. It is therefore proposed to implement a modest increase across some charges, which in real terms, is in line with inflation only.
- 10.7 It is not proposed to increase season ticket tariffs.
- 10.8 It is not proposed to increase the all-day tariff in our Town Centre car parks.
- 10.9 It is not proposed to increase the one hour tariff, as it is recognised that this is one of the most popular tariffs with residents.
- 10.10 It is also not proposed to increase charges at Hockley Woods car park; however, charges will be implemented at Cherry Orchard Jubilee Country Park in line with Hockley Woods.

- 10.11 The Council will maintain free car parking on Saturday afternoons, Sundays and Bank Holidays because it understands how residents value this concession.
- 10.12 A Car Parking Member Working Group has continued to look at ways to improve car parking services and support improvements in the maintenance and repair of our car parks, including new machines and resurfacing, which are included in the capital programme for 2021/22.

## **11 PENSION AND PENSION REVALUATION**

- 11.1 The Council belongs to the Local Government Pension Scheme which is administered by Essex County Council through the Essex Pension Fund. The triennial valuation is a requirement under regulation 36 of The Local Government Pension Scheme.
- 11.2 The purpose of the triennial valuation is to value the assets and liabilities of each individual employer, and the entire pension fund, every three years, with a view to setting employer contribution rates which ensure the sustainability of the Essex Pension Fund over the longer term. A full actuarial revaluation was completed in December 2019. Rochford District Council's three year deficit payment of £1,239,731 was paid as a lump sum amount in September 2020 from the pension reserve. Annual revenue contributions of £414,000 are budgeted to maintain the reserve at adequate levels to meet the next deficit payment.

## **12 EQUALITY AND DIVERSITY IMPLICATIONS**

- 12.1 The Council has formulated its budget proposals having regard to the duties under the Equality Act 2010. At the time of developing specific service plans and policies the Council will consider in greater detail the specific impact of the proposals that might be implemented within the budgetary framework. Proposals shall only be implemented after due regard has been paid to the need to achieve the three aims set out in Section 149 of the Equality Act.

## **13 RISKS AND OPPORTUNITIES**

- 13.1 COVID-19 presents a significant risk to the Council's ongoing income e.g., from lower collection rates for Council Tax/Business Rates and reduced revenue from fee charging services such as car parks. It is recognised that there remains uncertainty over the longevity of the impacts, as the pandemic may result in longer term shifts in residents/businesses behaviours and that this may affect the current financial assumptions, which will be kept under regular review.
- 13.2 In addition to COVID-19 there are a number of risks to the Council's financial position as a result of changes in demographics, changes to legislation and other factors. The Council holds reserves and contingency balances to address future risks and concerns. These risks will be kept under review if and when they materialise.

- (1) **Homelessness:** Ongoing prevention and partnership work continues to help with the supply of temporary and settled accommodation, which has significantly reduced the number of residents in emergency accommodation and directly helped to reduce budget pressures. The number of households requiring temporary accommodation has been put under increased pressure as a result of COVID-19 and demand will continue to be closely monitored.
- (2) **Housing Benefit Net Costs:** This is a demand driven budget linked to housing need across the district and is therefore subject to fluctuation.
- (3) **Council Tax Sharing Scheme:** An extension of this scheme has been agreed until 2021/22; however, the % share-back of preceptor's additional council tax will reduce to 12% if additional income targets are not met, resulting in the potential for a further reduction in income due to the anticipated impact of COVID-19 on collection rates. If the scheme did not continue the total loss of income for the Council would be c.£280,000 compared to 2020/21 levels.
- (4) **Recycling Costs:** The budget has been set based on the revised unit prices and best intelligence of probable volumes; however, if either of these assumptions are higher than anticipated a further cost pressure could arise.
- (5) **EU Exit:** The Council will continue to monitor the impact of the EU Exit and the resultant changes in domestic legislation as the year progresses. It is not possible to quantify the impact of any cost pressures arising at this time; however, there remains a risk that prices could increase if supply chains are put under pressure.

#### **14 ROBUSTNESS OF THE BUDGET ASSUMPTIONS; ASSURANCE FROM THE S151 OFFICER**

- 14.1 The Section 151 Officer is required under section 25 of the Local Government Act 2003 to report to the Council on the robustness of the estimates and adequacy of reserves when determining their budget and level of council tax.

##### **Robustness of Estimates**

- 14.2 The financial planning process for 2021/22 has taken place in an environment of significant uncertainty. COVID-19 has created substantial challenges for many businesses and residents and the Council's income has been affected detrimentally as a result e.g., from lower collection rates for Council Tax/Business Rates and reduced revenue from fee charging services such as car parks. We recognise that there remains uncertainty over the longevity of the impacts and that this may affect our current financial assumptions, which will be kept under regular review. Despite these challenges the Council has been able to set a balanced budget in 2021/22.

- 
- 14.3 The financial planning process takes into account the strategic context for the district, medium-term resource projections, and the quantification of new pressures on resources, and the identification of potential budget savings and efficiencies, including income generation.
- 14.4 The feedback from the budget survey will be taken into consideration as the Council further develops its Medium Term Financial Strategy.

At Member level, budget discussion has taken place to share information and provide national and local context. Portfolio Holders have been engaged and provided with the evidence required to enable the MTFS recommendations outlined to be referred to Council for approval.

### **Robustness of the Budgeting Process**

- 14.5 The Council will continue to face challenging financial times for the foreseeable future, with the impact of COVID-19 being compounded by ongoing pressures on Local Government funding, inflationary pressures and increasing demand. The process that has been undertaken to set the budget has included engagement of officers throughout the year who have provided regular feedback of ideas into the process, engagement with the public and Members and benchmarking exercises, along with due consideration of statutory duties, particularly in respect of equalities.
- 14.6 The Council has a credible track record of delivery of savings and holds reserves and contingencies to help mitigate against risks and uncertainties such as COVID-19, as well as to support specific projects and grant funded work. Any pressures that cannot be met through grant funding or in-year cost reductions will need to be met from reserves; however, I am satisfied that the Council has sufficient reserves and balances to operate over the medium-term.
- 14.7 The financial climate reinforces the need for on-going robust financial management, strict budgetary control and the on-going monitoring of both savings and investment delivery plans, and I am confident that there are adequate processes in place to promote these.
- 14.8 Risks have been taken into account when setting the budget and in considering the adequacy of reserves. For these reasons, it can be confirmed that the 2021/22 budget setting process has been robust.

### **Reserves & Balances**

- 14.9 The continued provision of adequate reserves is essential. Without these, it may be necessary to take remedial urgent action in-year to mitigate challenges that arise, which could lead to longer term consequences.
- 14.10 The Section 151 Officer recommends the level of reserves within the Council's budget. However, it is important that Members understand the level of

reserves that the Council holds and ensure that the reserves policy fits in line with the organisational strategy.

14.11 There is no statutory minimum level of reserves, but it is important to manage the level of reserves in order to:

(1) Maintain adequate balances to provide contingency funds for unforeseen events such as COVID-19.

(2) Provide resources to support the Council's long-term spending plans.

(3) Avoid holding excessive amounts because of the opportunity costs in not utilising these resources.

### **General Fund Balance**

14.12 This is a contingency fund i.e., money set aside for emergencies or to cover any unexpected costs that may occur during the year, such as flooding or unexpected repairs.

14.13 The current strategy is to maintain General Fund balance at a minimum of 10% of the annual net budget requirement. This will provide a short-term contingency to manage the risks identified in this report.

14.14 The level of the General Fund reserve is reviewed annually as part of the budget process and the current 2020/21 target for General Fund balances is £1m.

### **Earmarked Reserves**

14.15 This comprises monies that are set aside for a particular purpose, such as Infrastructure / Investment funds or funds held on behalf of partnership arrangements, which cannot therefore be used to support general Council expenditure.

14.16 The total forecast movement in earmarked reserves and balances during 2020/21 is a net increase of £2.192m which reflects £2.849m of Business Rates Relief grants paid by the Government in advance during 2020/21 to aid cashflow during COVID-19, £0.536m of compensation for lost business rates and council tax due to COVID-19 in 2020/21 and £0.498m of 2020/21 related New Homes Bonus, partly offset by planned use of reserves including specific grants and budgets carried forward from the previous financial year. These are estimates based on expenditure and plans at the time of writing the budget and a further update on reserves and balances will be made to Council as part of the closure of the accounts for 2020/21.

14.17 The net projected drawdown of £4.290m in reserves during 2021/22 reflects the planned use of £3.411m in the Business Rates Smoothing Reserve to manage COVID-19 impacts, the planned use of £1.491m in the Hard/Soft Infrastructure reserve for the Asset Programme (see paragraph 6.7) and the

transfer in of £0.584m of 2021/22 New Homes Bonus monies to the Investment Reserve.

Earmarked Reserves	Estimated Opening Balance 2020/21	2020/21 Forecast Mov't In Year	Estimated Closing Balance 2020/21	2021/22 Forecast Transfer in	2021/22 Forecast Transfer out	Estimated Closing Balance 2021/22
Transformation Reserve	(399,864)	(354,932)	(754,796)		50,000	(704,796)
Pension Reserve	(1,529,158)	880,473	(648,685)	(414,000)	-	(1,062,685)
Contractor Provision Reserve	(31,206)	4,500	(26,706)	-	-	(26,706)
Legal/Insurance Reserve	(414,665)	54,407	(360,258)	-	-	(360,258)
Elections Reserve	(57,015)	-	(57,015)	-	-	(57,015)
Housing Reserve	(239,068)	-	(239,068)	-	-	(239,068)
Hard / Soft Infrastructure Reserve	(2,670,248)	399,636	(2,270,612)	-	1,491,679	(778,933)
Business Rates Smoothing Reserve	(1,265,173)	(3,074,859)	(4,340,032)	-	3,411,000	(929,032)
Leisure Smoothing Reserve	-	(272,744)	(272,744)	-	169,202	(103,542)
Investment Fund	(1,031,115)	(139,568)	(1,170,683)	(539,131)	-	(1,709,814)
Connect Reserve	(293,000)	293,000	-	-	-	-
Covid Smoothing Reserve	-	(458,000)	(458,000)	(188,678)	-	(646,678)
<b>Total Earmarked Reserve</b>	<b>(7,930,512)</b>	<b>(2,668,087)</b>	<b>(10,598,599)</b>	<b>(1,141,809)</b>	<b>5,121,881</b>	<b>(6,618,527)</b>
<b>Total Carry forward</b>	<b>(1,195,226)</b>	<b>678,356</b>	<b>(516,870)</b>	<b>-</b>	<b>230,000</b>	<b>(286,870)</b>
<b>Total Grant Funded Reserve</b>	<b>(1,080,172)</b>	<b>(133,317)</b>	<b>(1,213,489)</b>	<b>-</b>	<b>80,078</b>	<b>(1,133,411)</b>

14.18 The Council regularly reviews the reserves as part of the budget setting and closure of accounts processes to make sure that they are appropriate. Reserves should be used in accordance with the reasons they were set up for and their use is authorised by the Section 151 Officer.

14.19 If necessary, the Section 151 Officer may approve the use of Earmarked Reserves to cover emergency expenditure, in line with Council's financial regulations.

## 15 CAPITAL AND TREASURY MANAGEMENT STRATEGY

15.1 The Prudential Code for Capital Finance in Local Authorities (the Prudential Code) plays a key role in capital finance in local authorities, and it requires the Section 151 Officer to comment specifically on the Capital Strategy adopted by the Council. The full strategy is set out in Appendix 3 to this report.

15.2 Local authorities determine their own programmes for investment. In order to demonstrate that capital expenditure and investment decisions are taken in line with service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability, the Prudential Code requires authorities to have in place a Capital Strategy that sets out the long term context in which capital expenditure and investment decisions are made, and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

- 15.3 The Council's approach to treasury management investment activities is set within the Treasury Management Strategy and includes the criteria for determining how and where funds will be invested to ensure that the principal sums are safeguarded from loss and that sufficient liquidity is maintained to ensure that funds are available when needed. The treasury management investment strategy proposed for 2021/22 is consistent with that applied in previous years.
- 15.4 It should be noted that the Capital and Treasury Management Strategy presented for approval at Appendix 3 has been updated to reflect the final capital programme proposals, and therefore the tables within the Strategy will differ slightly from those presented to Review Committee for consideration on 2 February 2021; however, the underlying strategy is unchanged.

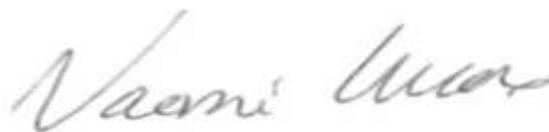
## 16 CONCLUSION

- 16.1 The MTFs has been prepared against a background of significant uncertainty as a result of COVID-19, compounded by a real terms reduction in funding and increasing cost pressures. These factors could jeopardise the Council's sustainable financial position unless budget savings continue to be delivered alongside the delivery of the Council's Business Plan priorities.
- 16.2 The MTFs covers a five-year period over which time significant savings will need to be delivered. Although the financial context is increasingly challenging, the Council has a track record of identifying and delivering significant savings within the approved budget, supported by a framework of effective financial planning. This approach will need to continue to ensure that a sustainable medium-term financial position can be maintained.
- 16.3 The Leadership Team will review the strategy annually to ensure that it continues to be aligned to overall Council objectives and priorities and that the Council continues to be able to set a balanced budget year on year.

## 17 RECOMMENDATIONS

- 17.1 It is proposed that, taking account of Council priorities as set out in the refreshed Business Plan, the Medium Term Financial Strategy, the Local Government Finance Settlement and the results of internal and external consultation, Council **RESOLVES**
- (1) That the net revenue budget requirement be set at £7.722m for 2021/22 as per paragraph 7.20.
  - (2) That the Capital Programme for 2021/22 set out at Section 9 and the proposed methods of financing the capital expenditure be approved.
  - (3) That the Assistant Director, Resources be authorised to adjust capital project budgets in 2021/22 after the 2020/21 accounts are closed and the amounts of slippage and budget carry forward required are confirmed.

- (4) It be noted that the proposed Council Tax requirement for the Council's own purposes (excluding Parish and Town Councils and Precepts) for 2021/22 is £7.699m as per paragraph 7.20.
- (5) That the 2021/22 Band D equivalent tax base for the purpose of determining the council tax charge be agreed as 32,051.9 properties.
- (6) That the increase in Rochford District Council Tax of 2.10% for 2021/22 be approved by recorded vote.
- (7) That the schedule of fees and charges for 2021/22 set out in Appendix 2 be approved.
- (8) That the target General Balance as at 1 April 2021 be set at £1.0m.
- (9) That the expected Earmarked reserves position set out in Section 14 be noted.
- (10) That the statement on the robustness of the estimates and reserves at Section 14 be noted.
- (11) That the Equality Impact Assessment as set out in section 12 of this report be noted.
- (12) That the Capital and Treasury Management Strategy for 2021/22, as set out in Appendix 3 including the 2021/22 Prudential Indicators, be agreed.
- (13) That the Budget Consultation Report at Appendix 4 be noted.



**ASSISTANT DIRECTOR, RESOURCES (SECTION 151 OFFICER)**

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**Background Papers: -**

None.

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If you would like this report in large print, Braille or another language please contact 01702 318111.

BUDGET BOOK PORTFOLIO STRUCTURE 2021~22					
PORTFOLIO HOLDER NAME	ASSISTANT DIRECTOR	ALL SERVICES	2020/21	2020/21	2021/22
			ORIGINAL	LATEST	ESTIMATE
<b>Leader/Deputy Leader</b>					
Cllr S E Wootton & Cllr C E Roe	Dawn Tribe	Reception	141,350	152,650	-
Cllr S E Wootton & Cllr C E Roe	Dawn Tribe	Support Services	193,785	191,585	125,450
Cllr S E Wootton & Cllr C E Roe	Angela Law	Legal Services	158,300	197,740	112,200
Cllr S E Wootton & Cllr C E Roe	Angela Hutchings	Human Resources	177,500	174,800	195,700
Cllr S E Wootton & Cllr C E Roe	Dawn Tribe	Communications	77,350	75,750	79,450
Cllr S E Wootton & Cllr C E Roe	Louisa Moss	Licensing	82,650	80,550	56,550
Cllr S E Wootton & Cllr C E Roe	Dawn Tribe	Customer Services	353,450	346,150	447,900
Cllr S E Wootton & Cllr C E Roe	Louisa Moss	Hackney Carriage	(105,400)	(106,100)	(87,900)
Cllr S E Wootton & Cllr C E Roe	Angela Hutchings	Corporate Management	185,050	(134,150)	220,350
Cllr S E Wootton & Cllr C E Roe	Angela Law	Members and Committee Services	409,350	412,350	444,500
Cllr S E Wootton & Cllr C E Roe	Angela Hutchings	Assistant Directors	672,280	663,280	651,250
Cllr S E Wootton & Cllr C E Roe	Angela Hutchings	Strategic Directors	133,700	131,200	136,700
Cllr S E Wootton & Cllr C E Roe	Angela Hutchings	Managing Directors	167,700	184,921	174,700
Cllr S E Wootton & Cllr C E Roe	Angela Law	Civics	80,400	80,400	72,500
Cllr S E Wootton & Cllr C E Roe	Angela Law	Conducting Elections	172,700	171,200	163,150
Cllr S E Wootton & Cllr C E Roe	Angela Law	Registration of Electors	107,850	106,350	97,850
Cllr S E Wootton & Cllr C E Roe	Angela Law	Overview	51,250	50,250	1,100
Cllr S E Wootton & Cllr C E Roe	Angela Law	Leadership Support Team	86,550	84,850	89,400
			3,145,815	2,863,776	2,980,850
<b>Financial Services</b>					
Cllr S P Smith	Naomi Lucas	Housing Benefit Administration	255,050	261,723	274,523
Cllr S P Smith	Naomi Lucas	Housing Benefit Payments	(298,300)	(298,300)	(171,190)
Cllr S P Smith	Naomi Lucas	Audit	132,550	130,650	126,600
Cllr S P Smith	Naomi Lucas	Financial Services	488,800	484,075	396,150
Cllr S P Smith	Naomi Lucas	Net External Finance	(130,000)	(130,000)	-
Cllr S P Smith	Naomi Lucas	Other Operating Income & Expenditure	789,000	789,000	789,000
Cllr S P Smith	Naomi Lucas	Council Tax	(126,100)	(120,512)	(55,950)
Cllr S P Smith	Naomi Lucas	Business Rates	(59,200)	(58,000)	(65,900)
Cllr S P Smith	Angela Law	Procurement	77,050	74,350	58,550
			1,128,850	1,132,987	1,351,783
<b>Commercial, Business, Local Economy &amp; Leisure</b>					
Cllr D Belton	Matt Harwood White	Office Accommodation Rayleigh	84,500	84,100	62,750
Cllr D Belton	Matt Harwood White	Office Accommodation Rochford	241,450	240,850	227,400
Cllr D Belton	Matt Harwood White	Estates Management	184,338	181,038	209,800
Cllr D Belton	Matt Harwood White	Sports Development & Promotion	3,150	2,150	54,600
Cllr D Belton	Matt Harwood White	Leisure Premises	266,436	664,506	186,450
Cllr D Belton	Matt Harwood White	Leisure Client Account	7,600	6,900	45,700
Cllr D Belton	Matt Harwood White	Emergency Planning	52,317	51,817	53,000
Cllr D Belton	Dawn Tribe	Local Land Charges	(140,000)	(140,000)	(140,000)
Cllr D Belton	Matt Harwood White	Health & Safety	50,550	57,450	58,400
			750,341	1,148,811	758,100
<b>Strategic Planning</b>					
Cllr I H Ward	Marcus Hotten	Highways/ Roads	(700)	11,977	(18,000)
Cllr I H Ward	Marcus Hotten	Development Management	152,550	160,113	179,200
Cllr I H Ward	Marcus Hotten	Building Control - Client Account	238,150	234,450	245,100
Cllr I H Ward	Marcus Hotten	Building Control - Fee Account	(220,000)	(220,000)	(220,000)
Cllr I H Ward	Marcus Hotten	Planning Policy & Economic Development	257,300	459,558	250,100
			427,300	646,098	436,400
<b>Environment &amp; Place</b>					
Cllr A L Williams	Marcus Hotten	Cemeteries & Churchyards	(116,950)	(117,350)	(120,250)
Cllr A L Williams	Marcus Hotten	Street Cleansing	730,200	745,200	739,700
Cllr A L Williams	Marcus Hotten	Public Conveniences	37,850	46,850	43,400
Cllr A L Williams	Marcus Hotten	Coast Protection	2,300	2,300	2,300
Cllr A L Williams	Marcus Hotten	Depot	37,750	37,750	35,700
Cllr A L Williams	Marcus Hotten	Recycling Collection	2,148,600	2,202,743	2,189,400
Cllr A L Williams	Marcus Hotten	Recycling Disposal	(627,500)	(642,500)	(437,500)
Cllr A L Williams	Marcus Hotten	Parks & Open Spaces	776,700	801,895	797,450
			2,988,950	3,076,888	3,250,200
<b>IT, Tourism, Housing &amp; Parking</b>					
Cllr D S Efde	Matt Harwood White	Off Street Parking	(1,045,600)	(1,041,325)	(1,123,600)
Cllr D S Efde	Louisa Moss	Housing Strategy	9,900	10,000	10,000
Cllr D S Efde	Louisa Moss	Private Sector Housing Renewal	66,750	66,050	67,400
Cllr D S Efde	Louisa Moss	Homelessness	738,890	738,890	824,324
Cllr D S Efde	Dawn Tribe	Digital Services	-	-	153,900
Cllr D S Efde	Dawn Tribe	Computer Services	1,252,328	1,246,428	1,173,650
Cllr D S Efde	Matt Harwood White	Culture & Heritage - Windmill	(11,431)	(11,431)	(12,700)
Cllr D S Efde	Angela Law	Information	26,250	25,650	27,000
			1,037,087	1,034,262	1,119,974
<b>Community</b>					
Cllr M J Webb	Louisa Moss	Corporate Policy & Partnership	126,500	151,500	157,600
Cllr M J Webb	Louisa Moss	Community Safety	36,450	36,450	37,550
Cllr M J Webb	Marcus Hotten	Public Health	25,100	25,100	20,100
Cllr M J Webb	Louisa Moss	Environmental Health	314,100	314,500	322,300
Cllr M J Webb	Louisa Moss	Safeguarding	13,450	13,450	14,200
			515,600	541,000	551,750
		Staff Vacancy Factor	(200,000)	(200,000)	(250,000)
		Service Related Costs	9,793,943	10,243,821	10,199,057

<b>LEADER/DEPUTY LEADER PORTFOLIO</b>			
<b>CLLR S E WOOTTON / CLLR CE ROE</b>	<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<a href="#"><u>Reception</u></a>	141,350	152,650	-
<a href="#"><u>Support Services</u></a>	193,785	191,585	125,450
<a href="#"><u>Legal Services</u></a>	158,300	197,740	112,200
<a href="#"><u>Human Resources</u></a>	177,500	174,800	195,700
<a href="#"><u>Communications</u></a>	77,350	75,750	79,450
<a href="#"><u>Licensing</u></a>	82,650	80,550	56,550
<a href="#"><u>Customer Services</u></a>	353,450	346,150	447,900
<a href="#"><u>Hackney Carriage</u></a>	(105,400)	(106,100)	(87,900)
<a href="#"><u>Corporate Mangement</u></a>	185,050	(134,150)	220,350
<a href="#"><u>Members and Committee services</u></a>	409,350	412,350	444,500
<a href="#"><u>Assistant Directors</u></a>	672,280	663,280	651,250
<a href="#"><u>Strategic Directors</u></a>	133,700	131,200	136,700
<a href="#"><u>Managing Directors</u></a>	167,700	184,921	174,700
<a href="#"><u>Civics</u></a>	80,400	80,400	72,500
<a href="#"><u>Conducting Elections</u></a>	172,700	171,200	163,150
<a href="#"><u>Registration of Electors</u></a>	107,850	106,350	97,850
<a href="#"><u>Overview</u></a>	51,250	50,250	1,100
<a href="#"><u>Leadership Support Team</u></a>	86,550	84,850	89,400
<b>Total Net Expenditure</b>	<b>3,145,815</b>	<b>2,863,776</b>	<b>2,980,850</b>







<b>LEGAL SERVICES</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	133,000	130,400	47,400
Professional Fees	1,000	1,000	1,000
Insurance	2,200	2,200	1,800
	<u>136,200</u>	<u>133,600</u>	<u>50,200</u>
<b>Transport Costs</b>			
Car Allowances	200	200	100
	<u>200</u>	<u>200</u>	<u>100</u>
<b>Supplies &amp; Services</b>			
Equipment, Furnitures & Materials	500	500	500
Travel and Subsistence	400	400	400
Legal Fee's Exp	15,000	27,950	55,000
Library	12,000	11,050	10,000
Consultancy Advice	3,000	33,040	3,000
	<u>30,900</u>	<u>72,940</u>	<u>68,900</u>
<b>TOTAL EXPENDITURE</b>	<u>167,300</u>	<u>206,740</u>	<u>119,200</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Rents - Wayleaves	(500)	(500)	(500)
Southend Council Backup Storage	(1,500)	(1,500)	(1,500)
Legal Fee's Income	(7,000)	(7,000)	(5,000)
	<u>(9,000)</u>	<u>(9,000)</u>	<u>(7,000)</u>
<b>TOTAL INCOME</b>	<u>(9,000)</u>	<u>(9,000)</u>	<u>(7,000)</u>
<b>TOTAL NET</b>	<u>158,300</u>	<u>197,740</u>	<u>112,200</u>

<b>HUMAN RESOURCES</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	134,300	131,600	138,100
Insurance	2,200	2,200	2,600
Central Training Provision	18,900	17,700	18,900
	<u>155,400</u>	<u>151,500</u>	<u>159,600</u>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	300	300	300
Travel and Subsistence	100	100	100
Consultancy	1,400	1,400	1,200
Staff Advertising	10,000	10,000	6,000
Occupational Health	7,000	7,000	7,000
Job Evaluation	3,000	3,000	3,000
Staff Reward	1,800	3,000	4,000
Staff Parking	1,000	1,000	1,000
DBS Checks	500	500	500
Attendance Bonus	10,000	10,000	13,000
	<u>35,100</u>	<u>36,300</u>	<u>36,100</u>
<b>TOTAL EXPENDITURE</b>	<u>190,500</u>	<u>187,800</u>	<u>195,700</u>
<b>INCOME</b>			
Staff Parking	<u>(13,000)</u>	<u>(13,000)</u>	-
	<u>(13,000)</u>	<u>(13,000)</u>	-
<b>TOTAL INCOME</b>	<u>(13,000)</u>	<u>(13,000)</u>	-
<b>TOTAL NET</b>	<u>177,500</u>	<u>174,800</u>	<u>195,700</u>

<b>COMMUNICATIONS</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	75,400	73,800	77,500
Insurance	1,500	1,500	1,800
	<u>76,900</u>	<u>75,300</u>	<u>79,300</u>
<b>Transport Costs</b>			
Car Allowances	200	200	-
	<u>200</u>	<u>200</u>	<u>-</u>
<b>Supplies &amp; Services</b>			
Equipment, Supplies and Materials	150	150	150
Travel and Subsistence	100	100	-
	<u>250</u>	<u>250</u>	<u>150</u>
<b>TOTAL EXPENDITURE</b>	<u>77,350</u>	<u>75,750</u>	<u>79,450</u>

<b>LICENSING</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>Employee Costs</b>			
Salaries	139,400	136,600	97,000
Insurance	2,200	2,200	1,800
	<u>141,600</u>	<u>138,800</u>	<u>98,800</u>
<b>Transport Related</b>			
Car Allowances	1,250	1,250	1,250
	<u>1,250</u>	<u>1,250</u>	<u>1,250</u>
<b>Supplies &amp; Services</b>			
Subscription	300	300	300
Equipment, Furniture & Materials	400	1,100	1,500
Travel & Subsistence	-	-	100
Veterinary License Fee	4,000	4,000	2,000
	<u>4,700</u>	<u>5,400</u>	<u>3,900</u>
<b>TOTAL EXPENDITURE</b>	<u>147,550</u>	<u>145,450</u>	<u>103,950</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Collector's License	(400)	(400)	-
Site Licensing	(500)	(500)	-
Gaming Licence	(4,000)	(4,000)	(3,200)
Other Licensing	(4,000)	(4,000)	-
Animal Welfare Licensing	(6,000)	(6,000)	(4,200)
Liquor Licensing	(48,000)	(48,000)	(40,000)
Veterinary License Fee	(2,000)	(2,000)	-
	<u>(64,900)</u>	<u>(64,900)</u>	<u>(47,400)</u>
<b>TOTAL INCOME</b>	<u>(64,900)</u>	<u>(64,900)</u>	<u>(47,400)</u>
<b>TOTAL NET</b>	<u>82,650</u>	<u>80,550</u>	<u>56,550</u>

<b>CUSTOMER SERVICES</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	343,100	335,800	433,200
Insurance	9,650	9,650	14,000
	<u>352,750</u>	<u>345,450</u>	<u>447,200</u>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	700	700	700
	<u>700</u>	<u>700</u>	<u>700</u>
<b>TOTAL EXPENDITURE</b>	<u>353,450</u>	<u>346,150</u>	<u>447,900</u>

<b>HACKNEY CARRIAGE</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Supplies &amp; Services</b>			
Hackney Carriage - Publicity	600	600	600
Travel & Subsistence	11,700	11,700	11,000
Hackney Carriage Exp	6,000	5,300	6,500
	<u>18,300</u>	<u>17,600</u>	<u>18,100</u>
<b>TOTAL EXPENDITURE</b>	<u>18,300</u>	<u>17,600</u>	<u>18,100</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Vehicle Licensing	(112,000)	(112,000)	(95,000)
Driver Licensing	(11,700)	(11,700)	(11,000)
	<u>(123,700)</u>	<u>(123,700)</u>	<u>(106,000)</u>
<b>TOTAL INCOME</b>	<u>(123,700)</u>	<u>(123,700)</u>	<u>(106,000)</u>
<b>TOTAL NET</b>	<u>(105,400)</u>	<u>(106,100)</u>	<u>(87,900)</u>

<b>CORPORATE MANAGEMENT</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Supplies &amp; Services</b>			
Subscriptions	2,750	2,750	2,750
Chartermark	-	2,450	-
Member's Away Day	1,500	1,000	1,000
Reward and Recognition	300	300	-
National Apprenticeship Levy	18,000	18,000	18,100
South Essex 2050	60,000	60,000	60,000
	-	45,276	-
	82,550	129,776	81,850
<b>Contracted Services</b>			
External Audit Fees - Main Audit	47,700	47,700	75,000
External Audit Fees - Grant Claims	8,800	8,800	17,500
Bank Charges	12,000	12,000	12,000
Credit/Debit Card Charges	34,000	34,000	34,000
	102,500	102,500	138,500
<b>TOTAL EXPENDITURE</b>	185,050	232,276	220,350
<b>INCOME</b>			
<b>Other Income</b>			
COVID Income	-	(366,426)	-
	-	(366,426)	-
<b>TOTAL INCOME</b>	-	(366,426)	-
<b>TOTAL NET</b>	185,050	(134,150)	220,350

<b>MEMBER &amp; COMMITTEE SERVICES</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	98,100	98,100	133,000
Insurance	1,500	1,500	1,800
	<u>99,600</u>	<u>99,600</u>	<u>134,800</u>
<b>Transport Related</b>			
Car Allowances	200	200	200
	<u>200</u>	<u>200</u>	<u>200</u>
<b>Supplies &amp; Services</b>			
Publicity	1,100	600	600
Subscriptions	18,200	18,700	18,700
Equipment, Furniture and Materials	200	700	200
Travel and Subsistence	150	150	100
Overview & Scrutiny Provision	3,000	3,000	3,000
Members Support & Training	6,500	9,000	6,500
Members Allowances	280,000	280,000	280,000
	<u>309,150</u>	<u>312,150</u>	<u>309,100</u>
<b>Contracted Services</b>			
Members Delivery	500	500	500
	<u>500</u>	<u>500</u>	<u>500</u>
<b>TOTAL EXPENDITURE</b>	<u>409,450</u>	<u>412,450</u>	<u>444,600</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Member Training	(100)	(100)	(100)
	<u>(100)</u>	<u>(100)</u>	<u>(100)</u>
<b>TOTAL INCOME</b>	<u>(100)</u>	<u>(100)</u>	<u>(100)</u>
<b>TOTAL NET</b>	<u>409,350</u>	<u>412,350</u>	<u>444,500</u>

<b>ASSISTANT DIRECTORS</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	561,800	552,800	590,100
Training	53,880	36,700	36,700
Professional Fees	-	17,180	9,000
Insurance	4,450	4,450	5,300
Work Placements	43,000	43,000	-
	<u>663,130</u>	<u>654,130</u>	<u>641,100</u>
<b>Transport Related</b>			
Car Allowances	700	700	700
	<u>700</u>	<u>700</u>	<u>700</u>
<b>Supplies &amp; Services</b>			
Subscriptions	7,600	7,600	8,700
Equipment, Furniture & Materials	300	300	200
Travel and Subsistence	550	550	550
	<u>8,450</u>	<u>8,450</u>	<u>9,450</u>
<b>TOTAL EXPENDITURE</b>	<u><u>672,280</u></u>	<u><u>663,280</u></u>	<u><u>651,250</u></u>

<b>STRATEGIC DIRECTOR</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	126,000	123,500	129,500
Training	600	600	-
Events	2,500	2,500	2,500
Insurance	750	750	900
	<u>129,850</u>	<u>127,350</u>	<u>132,900</u>
<b>Transport Related</b>			
Car Allowances	450	450	450
	<u>450</u>	<u>450</u>	<u>450</u>
<b>Supplies &amp; Services</b>			
Subscriptions	3,000	3,000	3,000
Personal Expenses	50	50	50
Equipment, Furniture & Materials	50	50	50
Travel and Subsistence	100	100	100
Conference Expenses	200	200	150
	<u>3,400</u>	<u>3,400</u>	<u>3,350</u>
<b>TOTAL EXPENDITURE</b>	<u><u>133,700</u></u>	<u><u>131,200</u></u>	<u><u>136,700</u></u>

<b>MANAGING DIRECTOR</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	160,300	177,521	168,800
Insurance	750	750	900
	<u>161,050</u>	<u>178,271</u>	<u>169,700</u>
<b>Transport Related</b>			
Car Allowances	900	900	-
	<u>900</u>	<u>900</u>	<u>-</u>
<b>Supplies &amp; Services</b>			
Subscriptions	350	350	350
Personal Expenses	100	100	50
Equipment, Furniture & Materials	100	100	50
Travel and Subsistence	1,200	1,200	1,200
Officers Meetings	2,000	2,000	2,000
Conferences Expenses	2,000	2,000	1,350
	<u>5,750</u>	<u>5,750</u>	<u>5,000</u>
<b>TOTAL EXPENDITURE</b>	<u><u>167,700</u></u>	<u><u>184,921</u></u>	<u><u>174,700</u></u>

<b>CIVICS</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	59,700	59,700	53,600
Insurance	2,200	2,200	2,600
	<u>61,900</u>	<u>61,900</u>	<u>56,200</u>
<b>Transport Related</b>			
Chairman's Transport Allowance	5,100	5,100	5,100
	<u>5,100</u>	<u>5,100</u>	<u>5,100</u>
<b>Supplies &amp; Services</b>			
Civic Drivers Uniform	200	200	200
Regalia Expenses	1,200	1,200	1,200
Holocaust Memorial	300	300	300
Citizens Award	700	700	700
Chairman's A/C 20/21 Exp	11,000	11,000	8,800
	<u>13,400</u>	<u>13,400</u>	<u>11,200</u>
<b>TOTAL EXPENDITURE</b>	<u>80,400</u>	<u>80,400</u>	<u>72,500</u>

<b>CONDUCTING ELECTIONS</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	74,650	73,150	65,250
Insurance	1,500	1,500	1,800
	<u>76,150</u>	<u>74,650</u>	<u>67,050</u>
<b>Supplies &amp; Services</b>			
Equipment, Furniture and Materials	1,500	1,500	1,000
Travel and Subsistence	50	50	100
Cost of Parish elections	10,000	10,000	10,000
Cost of Elections	95,000	95,000	95,000
	<u>106,550</u>	<u>106,550</u>	<u>106,100</u>
<b>TOTAL EXPENDITURE</b>	<u>182,700</u>	<u>181,200</u>	<u>173,150</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Parish Re-charges	(10,000)	(10,000)	(10,000)
	<u>(10,000)</u>	<u>(10,000)</u>	<u>(10,000)</u>
<b>TOTAL INCOME</b>	<u>(10,000)</u>	<u>(10,000)</u>	<u>(10,000)</u>
<b>TOTAL NET</b>	<u>172,700</u>	<u>171,200</u>	<u>163,150</u>

<b>REGISTRATION OF ELECTORS</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	74,650	73,150	65,250
Insurance	1,500	1,500	900
	<u>76,150</u>	<u>74,650</u>	<u>66,150</u>
<b>Supplies &amp; Services</b>			
Bulk Postage	10,000	10,000	10,000
Printing	8,000	8,000	10,000
Payments to Canvassers	15,000	15,000	13,000
	<u>33,100</u>	<u>33,100</u>	<u>33,100</u>
<b>TOTAL EXPENDITURE</b>	<u>109,850</u>	<u>108,350</u>	<u>99,850</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Sales	(2,000)	(2,000)	(2,000)
	<u>(2,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>
<b>TOTAL INCOME</b>	<u>(2,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>
<b>TOTAL NET</b>	<u>107,850</u>	<u>106,350</u>	<u>97,850</u>

<b>OVERVIEW AND SCRUTINY</b>			
<b>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</b>	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	50,300	49,300	-
Insurance	750	750	900
	<u>51,050</u>	<u>50,050</u>	<u>900</u>
<b>Transport Related</b>			
Car Allowances	100	100	100
	<u>100</u>	<u>100</u>	<u>100</u>
<b>Supplies and Services</b>			
Equipment, Furniture and Materials	100	100	100
	<u>100</u>	<u>100</u>	<u>100</u>
<b>TOTAL EXPENDITURE</b>	<u>51,250</u>	<u>50,250</u>	<u>1,100</u>

<b>LEADERSHIP SUPPORT TEAM</b>			
<i>PORTFOLIO HOLDER NAME: CLLR S E WOOTTON / CLLR CE ROE</i>	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	84,200	82,500	86,700
Insurance	2,200	2,200	2,600
	<u>86,400</u>	<u>84,700</u>	<u>89,300</u>
<b>Transport Related</b>			
Car Allowances	50	50	-
	<u>50</u>	<u>50</u>	<u>-</u>
<b>Supplies and Services</b>			
Equipment, Furniture and Materials	100	100	100
	<u>100</u>	<u>100</u>	<u>100</u>
<b>TOTAL EXPENDITURE</b>	<u>86,550</u>	<u>84,850</u>	<u>89,400</u>

<b>FINANCIAL SERVICES PORTFOLIO</b>			
<b>CLLR SP SMITH</b>	<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<a href="#"><u>Housing Benefit Administration</u></a>	255,050	261,723	274,523
<a href="#"><u>Housing Benefit Payments</u></a>	(298,300)	(298,300)	(171,190)
<a href="#"><u>Audit</u></a>	132,550	130,650	126,600
<a href="#"><u>Financial Services</u></a>	488,800	484,075	396,150
<a href="#"><u>Net External Finance</u></a>	(130,000)	(130,000)	-
<a href="#"><u>Other Operating Income &amp; Expenditure</u></a>	789,000	789,000	789,000
<a href="#"><u>Council Tax</u></a>	(126,100)	(120,512)	(55,950)
<a href="#"><u>Business Rates</u></a>	(59,200)	(58,000)	(65,900)
<a href="#"><u>Procurement</u></a>	77,050	74,350	58,550
<b>Total Net Expenditure</b>	<b>1,128,850</b>	<b>1,132,987</b>	<b>1,351,783</b>

<b>HOUSING BENEFIT ADMINISTRATION</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		370,800	363,200	385,800
Insurance		8,900	8,900	9,700
		<u>379,700</u>	<u>372,100</u>	<u>395,500</u>
<b>Transport Related</b>				
Car Allowances		2,100	2,100	2,100
		<u>2,100</u>	<u>2,100</u>	<u>2,100</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		1,000	1,750	1,000
Travel and Subsistances		100	100	100
Printing		500	500	500
Court Cost - Expenditure		500	500	500
HB Welfare Reforms		250	8,430	-
Local Authority Data Sharing		-	6,094	-
DHP Overpayments		145,000	145,000	145,000
CIPFA Services		700	700	750
On Line Training Manual Subs(VF)		1,100	1,100	1,100
Benefits Development Fund		4,500	4,500	4,500
		<u>153,650</u>	<u>168,673</u>	<u>153,450</u>
	<b>TOTAL EXPENDITURE</b>	<u>535,450</u>	<u>542,873</u>	<u>551,050</u>

**INCOME****Fees & Charges**

M.O.D Income	(200)	(200)	-
Court Costs - Income	(500)	(500)	(500)
Discretionary Housing Payments Inc	(145,000)	(145,000)	(145,000)
Temp Accom Changes	-	(750)	-
	<u>(145,700)</u>	<u>(146,450)</u>	<u>(145,500)</u>

**Grants**

Subsidy	(134,700)	(134,700)	(131,027)
	<u>(134,700)</u>	<u>(134,700)</u>	<u>(131,027)</u>

<b>TOTAL INCOME</b>	<u>(280,400)</u>	<u>(281,150)</u>	<u>(276,527)</u>
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<b>TOTAL NET</b>	<u>255,050</u>	<u>261,723</u>	<u>274,523</u>
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<b>HOUSING BENEFIT PAYMENTS</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Transfer Payments</b>				
Rent Rebates		353,700	353,700	483,631
Rent Allowances		10,928,000	10,928,000	10,298,039
		<u>11,281,700</u>	<u>11,281,700</u>	<u>10,781,670</u>
	<b>TOTAL EXPENDITURE</b>	<u>11,281,700</u>	<u>11,281,700</u>	<u>10,781,670</u>
<b>INCOME</b>				
<b>Grants</b>				
Rent Rebates		(240,000)	(240,000)	(317,079)
Housing Benefit Subsidy		(10,783,000)	(10,783,000)	(10,174,907)
DWP Rebates		(423,000)	(423,000)	(256,000)
B&B Subsidy		(134,000)	(134,000)	(204,874)
		<u>(11,580,000)</u>	<u>(11,580,000)</u>	<u>(10,952,860)</u>
	<b>TOTAL INCOME</b>	<u>(11,580,000)</u>	<u>(11,580,000)</u>	<u>(10,952,860)</u>
	<b>TOTAL NET</b>	<u>(298,300)</u>	<u>(298,300)</u>	<u>(171,190)</u>

<b>AUDIT</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		131,000	129,100	124,800
Insurance		1,500	1,500	1,800
		<u>132,500</u>	<u>130,600</u>	<u>126,600</u>
<b>Supplies &amp; Services</b>				
Travel and Subsistence		50	50	-
		<u>50</u>	<u>50</u>	<u>-</u>
	<b>TOTAL EXPENDITURE</b>	<u>132,550</u>	<u>130,650</u>	<u>126,600</u>

<b>FINANCIAL SERVICES</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		466,100	449,000	332,500
Insurance		17,800	17,800	15,700
		<u>483,900</u>	<u>466,800</u>	<u>348,200</u>
<b>Transport Costs</b>				
Car Allowances		400	400	-
		<u>400</u>	<u>400</u>	<u>-</u>
<b>Supplies &amp; Services</b>				
Subscriptions		4,900	4,900	4,900
Equipment, Furniture & Materials		6,350	3,225	6,350
Travel and Subsistence		800	800	-
		<u>12,050</u>	<u>8,925</u>	<u>11,250</u>
<b>Contracted Services</b>				
Loomis		2,700	2,700	2,500
Asset Valuation		3,500	4,700	3,500
Treasury Management		8,000	8,000	8,250
Consultancy		2,950	17,250	2,950
Enforcement agents		200	200	-
Braintree Contract		-	-	21,000
		<u>17,350</u>	<u>32,850</u>	<u>38,200</u>
	<b>TOTAL EXPENDITURE</b>	<u>513,700</u>	<u>508,975</u>	<u>397,650</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Trust Property Administration recharge		(700)	(700)	(700)
Income - Castle Point BC		(23,400)	(23,400)	-
VAT - Car Allowances		(800)	(800)	(800)
		<u>(24,900)</u>	<u>(24,900)</u>	<u>(1,500)</u>
	<b>TOTAL INCOME</b>	<u>(24,900)</u>	<u>(24,900)</u>	<u>(1,500)</u>
	<b>TOTAL NET</b>	<u>488,800</u>	<u>484,075</u>	<u>396,150</u>

<b>OTHER OPERATING INCOME &amp; EXPENDITURE</b>			
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>			
	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>			
<b>Parish Precepts</b>			
Local Council Tax Support Grants	-	-	-
	-	-	-
<b>INCOME</b>			
<b>Other Income</b>			
Net External Finance	(130,000)	(130,000)	-
	(130,000)	(130,000)	-
<b>TOTAL INCOME/EXPENDITURE</b>	<b>(130,000)</b>	<b>(130,000)</b>	<b>-</b>

<b>NON DISTRIBUTED COSTS</b>			
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>			
	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Pension	534,000	534,000	534,000
	534,000	534,000	534,000
<b>Supplies &amp; Services</b>			
Contribution to Capital Expenditure	255,000	255,000	255,000
	255,000	255,000	255,000
<b>TOTAL EXPENDITURE</b>	<b>789,000</b>	<b>789,000</b>	<b>789,000</b>

<b>COUNCIL TAX</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		2020/21	2020/21	2021/22
		ORIGINAL	LATEST	ESTIMATE
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		330,500	323,900	327,600
Insurance		7,400	7,400	8,800
		<u>337,900</u>	<u>331,300</u>	<u>336,400</u>
<b>Transport Related</b>				
Car Allowances		2,700	2,700	2,700
		<u>2,700</u>	<u>2,700</u>	<u>2,700</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials and Subscriptions		1,000	1,000	500
Experian Checks		2,000	2,000	2,000
Travel and Subsistence		600	600	600
Printing		1,000	1,000	1,000
CIPFA Services		700	700	750
Council Tax Support - New Burdens		1,400	13,589	1,400
Council Tax Development		1,800	1,800	1,800
Court Costs		20,000	20,000	15,000
		<u>28,500</u>	<u>40,689</u>	<u>23,050</u>
<b>Contracted Services</b>				
Annual Billing		18,000	18,000	18,100
Enforcement Agents		2,000	2,000	2,000
Tracing Agents		300	300	300
		<u>20,300</u>	<u>20,300</u>	<u>20,400</u>
	<b>TOTAL EXPENDITURE</b>	<u>389,400</u>	<u>394,989</u>	<u>382,550</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Penalties Income		(1,000)	(1,000)	(1,000)
Council Tax Discounts & Exemptions		(350,000)	(350,000)	(273,000)
Court Costs		(95,000)	(95,000)	(95,000)
		<u>(446,000)</u>	<u>(446,000)</u>	<u>(369,000)</u>
<b>Grants</b>				
Local Council Tax Support Admin Subsidy		(69,500)	(69,500)	(69,500)
		<u>(69,500)</u>	<u>(69,500)</u>	<u>(69,500)</u>
	<b>TOTAL INCOME</b>	<u>(515,500)</u>	<u>(515,500)</u>	<u>(438,500)</u>
	<b>TOTAL NET</b>	<u>(126,100)</u>	<u>(120,512)</u>	<u>(55,950)</u>

<b>BUSINESS RATES</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		79,600	78,100	81,900
Insurance		1,500	1,500	1,800
		<u>81,100</u>	<u>79,600</u>	<u>83,700</u>
<b>Transport Related</b>				
Car Allowances		950	950	950
		<u>950</u>	<u>950</u>	<u>950</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		100	100	100
Travel and Subsistence		50	50	50
New Burdon Exp - NNDR		-	2,700	-
Court Costs		1,000	1,000	500
		<u>1,150</u>	<u>3,850</u>	<u>650</u>
<b>Contracted Services</b>				
NNDR Development Fund		900	900	900
		<u>900</u>	<u>900</u>	<u>900</u>
	<b>TOTAL EXPENDITURE</b>	<u>84,100</u>	<u>85,300</u>	<u>86,200</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
External Works		(2,500)	(2,500)	-
Court Costs		(8,500)	(8,500)	(8,500)
		<u>(11,000)</u>	<u>(11,000)</u>	<u>(8,500)</u>
<b>Grants</b>				
NNDR Pool Admin Grant		(94,300)	(94,300)	(95,600)
Renewable Energy		(38,000)	(38,000)	(48,000)
		<u>(132,300)</u>	<u>(132,300)</u>	<u>(143,600)</u>
	<b>TOTAL INCOME</b>	<u>(143,300)</u>	<u>(143,300)</u>	<u>(152,100)</u>
	<b>TOTAL NET</b>	<u>(59,200)</u>	<u>(58,000)</u>	<u>(65,900)</u>

<b>PROCUREMENT</b>				
<i>PORTFOLIO HOLDER NAME: CLLR SP SMITH</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		69,600	66,900	54,500
Insurance		1,500	1,500	1,800
		<u>71,100</u>	<u>68,400</u>	<u>56,300</u>
<b>Supplies &amp; Services</b>				
Travel and Subsistence		100	100	100
Consultancy		2,000	2,000	2,000
Individual Training		3,700	3,700	-
		<u>5,800</u>	<u>5,800</u>	<u>2,100</u>
	<b>TOTAL EXPENDITURE</b>	<u>77,050</u>	<u>74,350</u>	<u>58,550</u>

<b>COMMERICAL, BUSINESS, LOCAL ECONOMY &amp; LEISURE PORTFOLIO CLLR D BELTON</b>	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<a href="#"><u>Office Accommodation Raleigh</u></a>	84,500	84,100	62,750
<a href="#"><u>Office Accommodation Rochford</u></a>	241,450	240,850	227,400
<a href="#"><u>Estates Management</u></a>	184,338	181,038	209,800
<a href="#"><u>Sports Development</u></a>	3,150	2,150	54,600
<a href="#"><u>Leisure Premises</u></a>	266,436	664,506	186,450
<a href="#"><u>Leisure Client Account</u></a>	7,600	6,900	45,700
<a href="#"><u>Emergency Planning</u></a>	52,317	51,817	53,000
<a href="#"><u>Local Land Charges</u></a>	(140,000)	(140,000)	(140,000)
<a href="#"><u>Health and Safety</u></a>	50,550	57,450	58,400
<b>Total Net Expenditure</b>	<b>750,341</b>	<b>1,148,811</b>	<b>758,100</b>

<b>OFFICE ACCOMMODATION RAYLEIGH</b>			
<b>PORTFOLIO HOLDER NAME: CLLR D BELTON</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	16,800	16,400	17,200
Insurance	4,600	4,600	5,100
	<u>21,400</u>	<u>21,000</u>	<u>22,300</u>
<b>Transport Costs</b>			
Car Allowances	950	950	900
	<u>950</u>	<u>950</u>	<u>900</u>
<b>Premises, Related Costs</b>			
National Non Domestic Rates	27,600	27,600	27,150
Repairs, Maintenance and Utilities	28,600	28,600	10,000
Window Cleaning	400	400	400
Refuse Removal	1,000	1,000	1,000
Cleaning of Civic Suite	10,000	10,000	1,000
	<u>67,600</u>	<u>67,600</u>	<u>39,550</u>
<b>Supplies &amp; Services</b>			
Travel and Subsistence	50	50	-
Rayleigh Water Cooler Maintenance	400	400	-
	<u>450</u>	<u>450</u>	<u>-</u>
<b>TOTAL EXPENDITURE</b>	<u>90,400</u>	<u>90,000</u>	<u>62,750</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Robing Room Rent	(5,900)	(5,900)	-
	<u>(5,900)</u>	<u>(5,900)</u>	<u>-</u>
<b>TOTAL INCOME</b>	<u>(5,900)</u>	<u>(5,900)</u>	<u>-</u>
<b>TOTAL NET</b>	<u>84,500</u>	<u>84,100</u>	<u>62,750</u>

<b>OFFICE ACCOMMODATION ROCHFORD</b>			
<b>PORTFOLIO HOLDER NAME: CLLR D BELTON</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	27,000	26,400	31,400
Insurance	6,500	6,500	7,700
	<u>33,500</u>	<u>32,900</u>	<u>39,100</u>
<b>Transport Related</b>			
Car Allowances	900	900	600
	<u>900</u>	<u>900</u>	<u>600</u>
<b>Premises Related</b>			
Cleaning	50,000	50,000	34,000
National Non-Domestic Rates	65,200	65,200	63,700
Repairs, Maintenance and Utilities	82,200	82,200	75,100
Window Cleaning	700	700	1,300
Refuse Removal	4,800	4,800	10,000
	<u>202,900</u>	<u>202,900</u>	<u>184,100</u>
<b>Supplies &amp; Services</b>			
Cleaning Materials	5,000	5,000	4,000
Travel and Subsistence	150	150	100
Rochford Water Cooler Maintenance	1,000	1,000	1,500
	<u>6,150</u>	<u>6,150</u>	<u>5,600</u>
<b>TOTAL EXPENDITURE</b>	<u>243,450</u>	<u>242,850</u>	<u>229,400</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Rent	(2,000)	(2,000)	(2,000)
	<u>(2,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>
<b>TOTAL INCOME</b>	<u>(2,000)</u>	<u>(2,000)</u>	<u>(2,000)</u>
<b>TOTAL NET</b>	<u>241,450</u>	<u>240,850</u>	<u>227,400</u>

<b>ESTATES MANAGEMENT</b>				
<b>PORTFOLIO HOLDER NAME: CLLR D BELTON</b>		<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
		<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		180,888	177,588	206,400
Insurance		2,200	2,200	4,400
		<u>183,088</u>	<u>179,788</u>	<u>210,800</u>
<b>Transport Costs</b>				
Car Allowances		1,000	1,000	1,500
Transport & Plant		2,300	2,300	-
		<u>3,300</u>	<u>3,300</u>	<u>1,500</u>
<b>Supplies &amp; Services</b>				
Equipment, Tools And Materials		2,500	2,500	2,500
Travel and Subsistence		50	50	100
Meetings Refreshments		1,500	1,500	1,000
Valuation of Lane		5,000	5,000	5,000
		<u>9,050</u>	<u>9,050</u>	<u>8,600</u>
	<b>TOTAL EXPENDITURE</b>	<u>195,438</u>	<u>192,138</u>	<u>220,900</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Admin Charge		(11,100)	(11,100)	(11,100)
		<u>(11,100)</u>	<u>(11,100)</u>	<u>(11,100)</u>
	<b>TOTAL INCOME</b>	<u>(11,100)</u>	<u>(11,100)</u>	<u>(11,100)</u>
	<b>TOTAL NET</b>	<u>184,338</u>	<u>181,038</u>	<u>209,800</u>

<b>SPORTS DEVELOPMENT &amp; PROMOTION</b>			
<i>PORTFOLIO HOLDER NAME: CLLR D BELTON</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Related</b>			
Salaries	50,300	49,300	51,700
Insurance	750	750	900
Contractors and Suppliers	2,000	2,000	2,000
	<u>53,050</u>	<u>52,050</u>	<u>54,600</u>
<b>Transport Related</b>			
Car Allowance	400	400	-
	<u>400</u>	<u>400</u>	<u>-</u>
<b>Supplies &amp; Services</b>			
Active Rochford -Exp	-	5,000	-
	<u>-</u>	<u>5,000</u>	<u>-</u>
<b>TOTAL EXPENDITURE</b>	<u>53,450</u>	<u>57,450</u>	<u>54,600</u>
<b>INCOME</b>			
<b>Other Income</b>			
Holmes Place - Officer Sal	(50,300)	(50,300)	-
Active Rochford - Inc	-	(5,000)	-
	<u>(50,300)</u>	<u>(55,300)</u>	<u>-</u>
<b>TOTAL INCOME</b>	<u>(50,300)</u>	<u>(55,300)</u>	<u>-</u>
<b>TOTAL NET</b>	<u>3,150</u>	<u>2,150</u>	<u>54,600</u>

<b>LEISURE PREMISES</b>			
<i>PORTFOLIO HOLDER NAME: CLLR D BELTON</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Premises Related</b>			
Repairs, Maintenance and Utilities	18,600	30,740	16,800
	<u>18,600</u>	<u>30,740</u>	<u>16,800</u>
<b>Special Items:</b>			
Leisure Premises - NNDR	-	-	60,000
Insurance	32,500	32,500	42,500
	<u>32,500</u>	<u>32,500</u>	<u>102,500</u>
<b>Contracted Services</b>			
Leisure Prem - Contract Payments	227,836	542,066	79,650
Leisure Contract Consultant	-	71,700	-
	<u>227,836</u>	<u>613,766</u>	<u>79,650</u>
<b>TOTAL EXPENDITURE</b>	<u>278,936</u>	<u>677,006</u>	<u>198,950</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Great Wakering Sports Centre Rent	(12,500)	(12,500)	(12,500)
	<u>(12,500)</u>	<u>(12,500)</u>	<u>(12,500)</u>
<b>TOTAL INCOME</b>	<u>(12,500)</u>	<u>(12,500)</u>	<u>(12,500)</u>
<b>TOTAL NET</b>	<u>266,436</u>	<u>664,506</u>	<u>186,450</u>

<b>LEISURE CLIENT ACCOUNT</b>				
<b>PORTFOLIO HOLDER NAME: CLLR D BELTON</b>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		37,900	37,200	39,000
Insurance		2,200	2,200	1,800
		<u>40,100</u>	<u>39,400</u>	<u>40,800</u>
<b>Transport Related</b>				
Car Allowances		500	500	-
		<u>500</u>	<u>500</u>	<u>-</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		500	500	500
Art Contractors and Suppliers		4,400	4,400	4,400
Essex on Tour		2,000	2,000	-
		<u>6,900</u>	<u>6,900</u>	<u>4,900</u>
	<b>TOTAL EXPENDITURE</b>	<u>47,500</u>	<u>46,800</u>	<u>45,700</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Leisure Contract Recharge - Salary		(37,900)	(37,900)	-
Essex on Tour		(2,000)	(2,000)	-
		<u>(39,900)</u>	<u>(39,900)</u>	<u>-</u>
	<b>TOTAL INCOME</b>	<u>(39,900)</u>	<u>(39,900)</u>	<u>-</u>
	<b>TOTAL NET</b>	<u>7,600</u>	<u>6,900</u>	<u>45,700</u>

<b>EMERGENCY PLANNING</b>			
<b>PORTFOLIO HOLDER NAME: CLLR D BELTON</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	22,100	21,600	22,700
On Call Costs	20,497	20,497	21,500
Insurance	750	750	900
	<u>43,347</u>	<u>42,847</u>	<u>45,100</u>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	2,000	2,000	1,000
Travel and Subsistence	50	50	-
Call-Out Service	5,670	5,670	5,600
Communication	1,250	1,250	1,300
	<u>8,970</u>	<u>8,970</u>	<u>7,900</u>
<b>TOTAL EXPENDITURE</b>	<u>52,317</u>	<u>51,817</u>	<u>53,000</u>

<b>LOCAL LAND CHARGES</b>				
<i>PORTFOLIO HOLDER NAME: CLLR D BELTON</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Supplies &amp; Services</b>				
Local Land Charges Searches		20,000	20,000	20,000
		<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
	<b>TOTAL EXPENDITURE</b>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Fees & Charges		(160,000)	(160,000)	(160,000)
		<u>(160,000)</u>	<u>(160,000)</u>	<u>(160,000)</u>
	<b>TOTAL INCOME</b>	<u>(160,000)</u>	<u>(160,000)</u>	<u>(160,000)</u>
	<b>TOTAL NET</b>	<u>(140,000)</u>	<u>(140,000)</u>	<u>(140,000)</u>

<b>HEALTH &amp; SAFETY</b>			
<b>PORTFOLIO HOLDER NAME: CLLR D BELTON</b>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	26,600	26,100	27,400
Insurance	750	750	900
First Aiders Allowance	3,300	3,300	2,000
Health & Safety Reps Allowance	1,500	1,500	1,500
Fire Marshall Allowance	1,500	1,500	1,200
Health & Safety Training	7,500	7,500	7,500
	<u>41,150</u>	<u>40,650</u>	<u>40,500</u>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	3,400	3,400	3,400
Personal Protector Equipment	-	7,400	8,500
Health & Safety	6,000	6,000	6,000
Travel and Subsistence	-	-	-
	<u>9,400</u>	<u>16,800</u>	<u>17,900</u>
	<u>50,550</u>	<u>57,450</u>	<u>58,400</u>
<b>TOTAL EXPENDITURE</b>			

<b>STRATEGIC PLANNING PORTFOLIO</b>			
<b>CLLR IH WARD</b>	<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<a href="#"><u>Highways/ Roads</u></a>	(700)	11,977	(18,000)
<a href="#"><u>Development Management</u></a>	152,550	160,113	179,200
<a href="#"><u>Building Control - Client Account</u></a>	238,150	234,450	245,100
<a href="#"><u>Building Account - Fee Account</u></a>	(220,000)	(220,000)	(220,000)
<a href="#"><u>Planning Policy &amp; Economic Development</u></a>	257,300	459,558	250,100
<b>Total Net Expenditure</b>	<b>427,300</b>	<b>646,098</b>	<b>436,400</b>

<b>HIGHWAYS/ ROADS</b> <i>PORTFOLIO HOLDER NAME: CLLR IH WARD</i>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		57,400	57,400	62,300
<b>Supplies &amp; Services</b>				
Street/Footpath Lighting		7,000	7,000	7,000
Highway Verge Improvements		2,500	2,500	2,500
Street Nameplates		3,000	3,000	2,000
Salting		1,000	1,000	1,000
Flood Prevention		19,500	32,177	-
Ranger Equipment		15,500	15,500	15,500
Insurance		1,700	1,700	-
		<u>50,200</u>	<u>62,877</u>	<u>28,000</u>
	<b>TOTAL EXPENDITURE</b>	<u>107,600</u>	<u>120,277</u>	<u>90,300</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Verge Maintenance		(33,300)	(33,300)	(33,300)
		<u>(33,300)</u>	<u>(33,300)</u>	<u>(33,300)</u>
<b>Grant</b>				
ECC Highway Ranger Grant		(75,000)	(75,000)	(75,000)
		<u>(75,000)</u>	<u>(75,000)</u>	<u>(75,000)</u>
	<b>TOTAL INCOME</b>	<u>(108,300)</u>	<u>(108,300)</u>	<u>(108,300)</u>
	<b>TOTAL NET</b>	<u>(700)</u>	<u>11,977</u>	<u>(18,000)</u>

<b>DEVELOPMENT MANAGEMENT</b>				
<i>PORTFOLIO HOLDER NAME: CLLR IH WARD</i>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		567,600	557,200	588,900
Insurance		8,900	8,900	10,500
		<u>576,500</u>	<u>566,100</u>	<u>599,400</u>
<b>Transport Related</b>				
Car Allowances		2,600	2,600	2,200
		<u>2,600</u>	<u>2,600</u>	<u>2,200</u>
<b>Supplies &amp; Services</b>				
Advertising		15,000	15,000	14,000
Subscriptions		8,600	8,600	10,200
Equipment, Furniture & Materials		3,000	5,000	3,500
Travel and Subsistence		100	100	500
Planning Appeals		15,000	13,000	15,000
Planning Portal		350	350	-
		<u>42,050</u>	<u>63,938</u>	<u>43,200</u>
<b>Contracted Services</b>				
Consultancy Advice		4,500	22,463	4,500
Specialist Planning Advice		30,000	30,000	33,000
		<u>34,500</u>	<u>52,463</u>	<u>37,500</u>
	<b>TOTAL EXPENDITURE</b>	<u>655,650</u>	<u>685,101</u>	<u>682,300</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Planning Fees		(450,000)	(450,000)	(450,000)
Pre Application Advice - Income		(45,000)	(45,000)	(45,000)
High Hedges		(500)	(500)	(500)
Discharge Condition Fee		(5,000)	(5,000)	(5,000)
ECC Urban Design Free for Pre App Advice		-	(2,100)	-
Research Charge		(2,100)	(500)	(2,100)
		<u>(503,100)</u>	<u>(524,988)</u>	<u>(503,100)</u>
	<b>TOTAL INCOME</b>	<u>(503,100)</u>	<u>(524,988)</u>	<u>(503,100)</u>
	<b>TOTAL NET</b>	<u>152,550</u>	<u>160,113</u>	<u>179,200</u>



<b>PLANNING POLICY &amp; ECONOMIC DEVELOPMENT</b>		<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
<b>PORTFOLIO HOLDER NAME: CLLR IH WARD</b>		<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		211,200	209,100	213,900
Insurance		3,700	3,700	4,400
		<u>214,900</u>	<u>212,800</u>	<u>218,300</u>
<b>Transport Related</b>				
Car Allowance		2,500	2,500	2,300
		<u>2,500</u>	<u>2,500</u>	<u>2,300</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		200	200	100
Travel and Subsistence		500	500	300
South Essex Joint Working		-	10,000	-
Economic Development		4,200	4,200	4,200
Events		4,000	13,000	400
Growth Partnership Director		12,500	12,500	12,500
Local Development Framework/Core Strategy		6,500	176,858	-
Economic Growth Strategy		12,000	12,000	12,000
		<u>39,900</u>	<u>322,094</u>	<u>29,500</u>
	<b>TOTAL EXPENDITURE</b>	<u>257,300</u>	<u>537,394</u>	<u>250,100</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Reopening High Streets Safely		-	(77,836)	-
		<u>-</u>	<u>(77,836)</u>	<u>-</u>
	<b>TOTAL INCOME</b>	<u>-</u>	<u>(77,836)</u>	<u>-</u>
	<b>TOTAL NET</b>	<u>257,300</u>	<u>459,558</u>	<u>250,100</u>

<b>ENVIRONMENT &amp; PLACE PORTFOLIO</b>			
<b>CLLR AL WILLIAMS</b>	<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<u>Cemeteries &amp; Churchyards</u>	(116,950)	(117,350)	(120,250)
<u>Street Cleansing</u>	730,200	745,200	739,700
<u>Public Conveniences</u>	37,850	46,850	43,400
<u>Coast Protection</u>	2,300	2,300	2,300
<u>Depot</u>	37,750	37,750	35,700
<u>Recycling Collection</u>	2,148,600	2,202,743	2,189,400
<u>Recycling Disposal</u>	(627,500)	(642,500)	(437,500)
<u>Parks &amp; Open Spaces</u>	776,700	801,895	797,450
<b>Total Net Expenditure</b>	<b>2,988,950</b>	<b>3,076,888</b>	<b>3,250,200</b>

<b>CEMETERIES &amp; CHURCHYARDS</b>				
<b>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</b>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Insurance		50	50	100
		<u>50</u>	<u>50</u>	<u>100</u>
<b>Premises, Related Expenditure</b>				
National Non Domestic Rates		2,300	2,300	2,500
Insurance		400	-	-
Repairs, Alterations & Maintenance		8,300	8,300	19,650
Columbarium Exp		1,500	1,500	1,000
		<u>12,500</u>	<u>12,100</u>	<u>23,150</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		3,000	3,000	3,000
		<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
	<b>TOTAL EXPENDITURE</b>	<u>15,550</u>	<u>15,150</u>	<u>26,250</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Columbarium Inc		(10,100)	(10,100)	(10,100)
Interments		(62,000)	(62,000)	(72,000)
Monuments		(20,400)	(20,400)	(20,400)
Grave Purchases		(40,000)	(40,000)	(44,000)
		<u>(132,500)</u>	<u>(132,500)</u>	<u>(146,500)</u>
	<b>TOTAL INCOME</b>	<u>(132,500)</u>	<u>(132,500)</u>	<u>(146,500)</u>
	<b>TOTAL NET</b>	<u>(116,950)</u>	<u>(117,350)</u>	<u>(120,250)</u>

<b>STREET CLEANSING</b>			
<i>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</i>			
<i>ACCOUNTANCY OFFICER:</i>			
	<b>2019/20 ORIGINAL</b>	<b>2019/20 LATEST</b>	<b>2020/21 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	900	900	900
	<u>900</u>	<u>900</u>	<u>900</u>
<b>Contracted Services</b>			
Environmental Enforcement Exp	500	500	500
Minor Groundworks	4,500	1,500	4,000
Contract Payments	714,600	709,600	723,200
	<u>729,700</u>	<u>744,700</u>	<u>739,700</u>
<b>TOTAL EXPENDITURE</b>	<u>730,600</u>	<u>745,600</u>	<u>740,600</u>
<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Littering Fixed Penalty Notices	(400)	(400)	(900)
	<u>(400)</u>	<u>(400)</u>	<u>(900)</u>
<b>TOTAL INCOME</b>	<u>(400)</u>	<u>(400)</u>	<u>(900)</u>
<b>TOTAL NET</b>	<u>730,200</u>	<u>745,200</u>	<u>739,700</u>

<b>PUBLIC CONVENIENCES</b>				
<i>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Premises Related Costs</b>				
National Non-Domestic Rates		6,800	6,800	6,800
Insurance		550	550	1,300
Repairs, Alterations & Maintenance		7,100	16,100	11,900
		<u>14,450</u>	<u>23,450</u>	<u>20,000</u>
<b>Contracted Services</b>				
Contract Cleaning		23,400	23,400	23,400
		<u>23,400</u>	<u>23,400</u>	<u>23,400</u>
	<b>TOTAL EXPENDITURE</b>	<u>37,850</u>	<u>46,850</u>	<u>43,400</u>

<b>COAST PROTECTION</b>				
<i>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Supplies &amp; Services</b>				
Contribution - Crouch Harbour		2,300	2,300	2,300
		<u>2,300</u>	<u>2,300</u>	<u>2,300</u>
<b>TOTAL EXPENDITURE</b>		<u>2,300</u>	<u>2,300</u>	<u>2,300</u>

<b>DEPOT</b>			
<i>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</i>			
	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Premises Related</b>			
National Non-Domestic Rates	30,500	30,500	29,600
Repairs, Alterations, Maintenance & Insurance	5,250	5,250	4,100
	<u>35,750</u>	<u>35,750</u>	<u>33,700</u>
<b>Contracted Services</b>			
Depot Security Contractor	2,000	2,000	2,000
	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>
<b>TOTAL EXPENDITURE</b>	<u>37,750</u>	<u>37,750</u>	<u>35,700</u>

<b>RECYCLING COLLECTION</b>				
<b>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</b>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		115,400	113,100	136,300
Insurance		2,200	2,200	3,600
		<u>117,600</u>	<u>115,300</u>	<u>139,900</u>
<b>Transport Related</b>				
Car Allowances		400	400	400
		<u>400</u>	<u>400</u>	<u>400</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		900	900	900
Travel and Subsistence		100	100	100
Gt Wakering Freighters Expenditure		5,100	5,100	5,100
Recycling Sacks		-	2,430	3,500
Recycling Events & Promotions		7,000	7,000	7,000
Waste Contract Communications		-	68,613	-
		<u>13,100</u>	<u>84,143</u>	<u>16,600</u>
<b>Contracted Services</b>				
Contract Payments - Refuse Collection		2,082,500	2,063,400	2,107,500
Continuous Improvement Fund		-	4,500	-
		<u>2,082,500</u>	<u>2,067,900</u>	<u>2,107,500</u>
	<b>TOTAL EXPENDITURE</b>	<u>2,213,600</u>	<u>2,267,743</u>	<u>2,264,400</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Bulk Waste Collection		(65,000)	(65,000)	(75,000)
		<u>(65,000)</u>	<u>(65,000)</u>	<u>(75,000)</u>
	<b>TOTAL INCOME</b>	<u>(65,000)</u>	<u>(65,000)</u>	<u>(75,000)</u>
	<b>TOTAL NET</b>	<u>2,148,600</u>	<u>2,202,743</u>	<u>2,189,400</u>

<b>RECYCLING DISPOSAL</b>				
<b>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</b>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Contracted Services</b>				
Recycling Banks - Payments to Contractors		12,000	12,000	12,000
MRF Gate Fees		450,000	435,000	640,000
		<u>462,000</u>	<u>447,000</u>	<u>652,000</u>
	<b>TOTAL EXPENDITURE</b>	<u>462,000</u>	<u>447,000</u>	<u>652,000</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
E.C.C		(1,047,000)	(1,047,000)	(1,047,000)
Avoided Disposal Credit		(30,000)	(30,000)	(30,000)
Textile Credits		(12,500)	(12,500)	(12,500)
		<u>(1,089,500)</u>	<u>(1,089,500)</u>	<u>(1,089,500)</u>
	<b>TOTAL INCOME</b>	<u>(1,089,500)</u>	<u>(1,089,500)</u>	<u>(1,089,500)</u>
	<b>TOTAL NET</b>	<u>(627,500)</u>	<u>(642,500)</u>	<u>(437,500)</u>

<b>PARKS &amp; OPEN SPACES</b> <b>PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS</b>	<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>			
<b>Employee Costs</b>			
Salaries	347,000	340,000	337,700
Insurance	12,200	12,600	15,400
	<u>359,200</u>	<u>352,600</u>	<u>353,100</u>
<b>Transport Related</b>			
Car Allowances	2,000	2,000	2,000
Transport & Plant	33,100	33,100	33,100
	<u>35,100</u>	<u>35,100</u>	<u>35,100</u>
<b>Premises Related</b>			
Repairs, Maintenance and Utilities	36,300	50,935	57,600
	<u>36,300</u>	<u>50,935</u>	<u>57,600</u>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	11,800	14,660	11,800
Travel and Subsistence	400	400	400
Memorial Trees and Benches	2,000	2,000	1,500
Maintenance of Bridleways	5,000	5,000	5,000
Trees & Grounds	2,000	2,000	1,500
	<u>21,200</u>	<u>24,060</u>	<u>20,200</u>
<b>Contracted Services</b>			
Annual Safety Audit	4,000	4,000	4,000
Play Equipment Repairs (Engineers)	17,000	17,000	17,000
Weed & Pest Control	500	500	1,000
Works Outside of Main Contract	24,000	38,300	24,000
Main Contract	425,700	425,700	430,850
Tree Survey Works	2,600	2,600	2,600
Woodlands Contractors	18,300	18,300	18,300
Contractors and Suppliers	8,500	8,500	8,500
	<u>500,600</u>	<u>514,900</u>	<u>506,250</u>
<b>TOTAL EXPENDITURE</b>	<u>952,400</u>	<u>977,595</u>	<u>972,250</u>

<b>INCOME</b>			
<b>Fees &amp; Charges</b>			
Reservoir Rents	(1,100)	(1,100)	(1,100)
Land & Access Charges	(16,500)	(16,500)	(21,000)
Pavilions	(20,000)	(20,000)	(20,000)
Hire of Football Pitches	(15,000)	(15,000)	(15,000)
Hire of Cricket Pitches	(1,200)	(1,200)	(1,200)
Woodland Tranding Pitches Income	(1,800)	(1,800)	(3,000)
Sales	(12,000)	(12,000)	-
Service Level Agreement - Rochford Housing Association	(30,600)	(30,600)	(30,000)
Woodlands Misc Income	(500)	(500)	(500)
Ashingdon Tree Recharges	(15,000)	(15,000)	(20,000)
Memorial Trees & Benches	(500)	(500)	(1,500)
	<u>(114,200)</u>	<u>(114,200)</u>	<u>(113,300)</u>
<b>Other Income</b>			
Contract Contingency	(61,500)	(61,500)	(61,500)
	<u>(61,500)</u>	<u>(61,500)</u>	<u>(61,500)</u>
<b>TOTAL INCOME</b>	<u>(175,700)</u>	<u>(175,700)</u>	<u>(174,800)</u>
<b>TOTAL NET</b>	<u>776,700</u>	<u>801,895</u>	<u>797,450</u>

IT, TOURISM, HOUSING & PARKING PORTFOLIO			
CLLR D EFDE	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<u>Off Street Parking</u>	(1,045,600)	(1,041,325)	(1,123,600)
<u>Housing Strategy</u>	9,900	10,000	10,000
<u>Private Sector Housing Renewal</u>	66,750	66,050	67,400
<u>Homelessness</u>	738,890	738,890	824,324
<u>Digital Services</u>	-	-	153,900
<u>Computer Services</u>	1,252,328	1,246,428	1,173,650
<u>Culture &amp; Heritage - Windmill</u>	(11,431)	(11,431)	(12,700)
<u>Information</u>	26,250	25,650	27,000
<b>Total Net Expenditure</b>	<b>1,037,087</b>	<b>1,034,262</b>	<b>1,119,974</b>



**INCOME****Fees & Charges**

Other Rents	(8,800)	(8,800)	(8,800)
Websters Way	(1,358,100)	(1,358,100)	(1,438,100)
Permits/Season Tickets	(100,000)	(100,000)	(100,000)
PCN Payments	(40,000)	(40,000)	(40,000)
Commercial Use Of Space	(2,000)	(2,000)	(2,000)
	<u>(1,508,900)</u>	<u>(1,508,900)</u>	<u>(1,588,900)</u>
<b>TOTAL INCOME</b>	<u>(1,508,900)</u>	<u>(1,508,900)</u>	<u>(1,588,900)</u>
<b>TOTAL NET</b>	<u>(1,045,600)</u>	<u>(1,041,325)</u>	<u>(1,123,600)</u>

<b>HOUSING STRATEGY</b>				
<i>PORTFOLIO HOLDER NAME: CLLR D EFDE</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Supplies &amp; Services</b>				
Housing Coordinator - Thames Gateway		10,000	10,000	10,000
		10,000	10,000	10,000
	<b>TOTAL EXPENDITURE</b>	10,000	10,000	10,000
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Housing Strategy Income		(100)	-	-
		(100)	-	-
	<b>TOTAL INCOME</b>	(100)	-	-
	<b>TOTAL NET</b>	9,900	10,000	10,000

<b>PRIVATE SECTOR HOUSING RENEWAL</b> <i>PORTFOLIO HOLDER NAME: CLLR D EFDE</i>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		50,300	50,300	51,700
Insurance		750	750	900
		<u>51,050</u>	<u>51,050</u>	<u>52,600</u>
<b>Transport Related</b>				
Car Allowances		300	300	200
		<u>300</u>	<u>300</u>	<u>200</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		500	500	500
Home Improvement Agencies		18,000	18,000	18,000
		<u>18,500</u>	<u>18,500</u>	<u>18,500</u>
	<b>TOTAL EXPENDITURE</b>	<u>69,850</u>	<u>69,850</u>	<u>71,300</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Inspection and Enforcement		(3,100)	(3,800)	(3,900)
		<u>(3,100)</u>	<u>(3,800)</u>	<u>(3,900)</u>
	<b>TOTAL INCOME</b>	<u>(3,100)</u>	<u>(3,800)</u>	<u>(3,900)</u>
	<b>TOTAL NET</b>	<u>66,750</u>	<u>66,050</u>	<u>67,400</u>



<b>DIGITAL SERVICES</b>				
<i>PORTFOLIO HOLDER NAME: CLLR D EFDE</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		-		153,500
Insurance		-		-
		-	-	153,500
<b>Transport Related</b>				
Car Allowances		-		100
		-	-	100
<b>Supplies &amp; Services</b>				
Equipment, Furniture & Materials		-		300
Travel and Subsistence		-		-
		-	-	300
	<b>TOTAL EXPENDITURE</b>	-	-	153,900



<b>CULTURE &amp; HERITAGE - WINDMILL</b>				
<b>PORTFOLIO HOLDER NAME: CLLR D EFDE</b>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>				
<b>Premises Related</b>				
National Non-Domestic Rates		900	900	500
Insurance		800	800	-
Repairs, Maintenance and Utilities		7,000	7,000	7,900
		<u>8,700</u>	<u>8,700</u>	<u>8,400</u>
<b>Supplies &amp; Services</b>				
Windmill - Running Costs		2,500	2,500	2,500
Windmill - Licensing		1,869	1,869	1,900
Windmill - Wedding Expenditure		2,000	2,000	2,000
Old House - Wedding Expenditure		1,500	1,500	1,500
		<u>7,869</u>	<u>7,869</u>	<u>7,900</u>
	<b>TOTAL EXPENDITURE</b>	<u>16,569</u>	<u>16,569</u>	<u>16,300</u>
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Windmill - Wedding Income		(24,000)	(24,000)	(24,000)
Old House - Wedding Income		(4,000)	(4,000)	(5,000)
		<u>(28,000)</u>	<u>(28,000)</u>	<u>(29,000)</u>
	<b>TOTAL INCOME</b>	<u>(28,000)</u>	<u>(28,000)</u>	<u>(29,000)</u>
	<b>TOTAL NET</b>	<u>(11,431)</u>	<u>(11,431)</u>	<u>(12,700)</u>

<b>INFORMATION</b>		<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
<b>PORTFOLIO HOLDER NAME: CLLR D EFDE</b>		<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		25,300	24,700	26,000
Insurance		750	750	900
		<u>26,050</u>	<u>25,450</u>	<u>26,900</u>
<b>Supplies &amp; Services</b>				
Equipment, Furniture and Materials		200	200	100
		<u>200</u>	<u>200</u>	<u>100</u>
	<b>TOTAL EXPENDITURE</b>	<u>26,250</u>	<u>25,650</u>	<u>27,000</u>

<b>COMMUNITY PORTFOLIO</b>			
<b>CLLR MJ WEBB</b>	<b>2020/21</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>ORIGINAL</b>	<b>LATEST</b>	<b>ESTIMATE</b>
<a href="#"><u>Coporate Policy &amp; Partnership</u></a>	126,500	151,500	157,600
<a href="#"><u>Community Safety</u></a>	36,450	36,450	37,550
<a href="#"><u>Public Health</u></a>	25,100	25,100	20,100
<a href="#"><u>Environmental Health</u></a>	314,100	314,500	322,300
<a href="#"><u>Safeguarding</u></a>	13,450	13,450	14,200
<b>Total Net Expenditure</b>	<b>515,600</b>	<b>541,000</b>	<b>551,750</b>

<b>CORPORATE POLICY &amp; PARTNERSHIP</b> <i>PORTFOLIO HOLDER NAME: CLLR MJ WEBB</i>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		52,900	52,900	55,800
Insurance		750	750	1,800
		<u>53,650</u>	<u>53,650</u>	<u>57,600</u>
<b>Transport Related</b>				
Car Allowances		500	500	600
		<u>500</u>	<u>500</u>	<u>600</u>
<b>Supplies &amp; Services</b>				
Voluntary Grants		-	25,000	25,000
Equipment, Furniture & Materials		200	200	200
Advice Services		70,000	70,000	70,000
Travel and Subsistence		50	50	100
Summits		2,100	2,100	2,100
Public Health Improvement Officer		24,000	24,000	24,000
Essex Youth Service		2,000	2,000	2,000
		<u>98,350</u>	<u>123,350</u>	<u>123,400</u>
	<b>TOTAL EXPENDITURE</b>	<u>152,500</u>	<u>177,500</u>	<u>181,600</u>
<b>INCOME</b>				
<b>Other Income</b>				
Public Health Improvement Officer		(24,000)	(24,000)	(24,000)
Essex Youth Service		(2,000)	(2,000)	-
		<u>(26,000)</u>	<u>(26,000)</u>	<u>(24,000)</u>
	<b>TOTAL INCOME</b>	<u>(26,000)</u>	<u>(26,000)</u>	<u>(24,000)</u>
	<b>TOTAL NET</b>	<u>126,500</u>	<u>151,500</u>	<u>157,600</u>

<b>COMMUNITY SAFETY</b>				
<b>PORTFOLIO HOLDER NAME: CLLR MJ WEBB</b>		<b>2020/21 ORIGINAL</b>	<b>2020/21 LATEST</b>	<b>2021/22 ESTIMATE</b>
<b>EXPENDITURE</b>				
<b>Employee Costs</b>				
Salaries		35,100	35,100	36,100
Insurance		900	900	1,000
		<u>36,000</u>	<u>36,000</u>	<u>37,100</u>
Car Allowances		300	300	300
		<u>300</u>	<u>300</u>	<u>300</u>
<b>Supplies &amp; Services</b>				
Travel and Subsistence		50	50	50
Equipment, Tools, & Materials & Subscriptions		100	100	100
Police Crime Commissioner Funding		12,400	12,400	12,400
		<u>12,550</u>	<u>12,550</u>	<u>12,550</u>
	<b>TOTAL EXPENDITURE</b>	<u>48,850</u>	<u>48,850</u>	<u>49,950</u>
<b>INCOME</b>				
<b>Grants</b>				
Police Crime Commissioner Funding		(12,400)	(12,400)	(12,400)
		<u>(12,400)</u>	<u>(12,400)</u>	<u>(12,400)</u>
	<b>TOTAL INCOME</b>	<u>(12,400)</u>	<u>(12,400)</u>	<u>(12,400)</u>
	<b>TOTAL NET</b>	<u>36,450</u>	<u>36,450</u>	<u>37,550</u>

<b>PUBLIC HEALTH</b> <i>PORTFOLIO HOLDER NAME: CLLR MJ WEBB</i>	2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>EXPENDITURE</b>			
<b>Contracted Services</b>			
Land Management	5,000	5,000	-
Collection/Kennelling - Stray Dogs	20,100	20,100	20,100
	<u>25,100</u>	<u>25,100</u>	<u>20,100</u>
<b>TOTAL EXPENDITURE</b>	<u>25,100</u>	<u>25,100</u>	<u>20,100</u>

<b>ENVIRONMENTAL HEALTH</b>				
<i>PORTFOLIO HOLDER NAME: CLLR MJ WEBB</i>		2020/21 ORIGINAL	2020/21 LATEST	2021/22 ESTIMATE
<b>Employee Costs</b>				
Salaries		289,000	289,000	297,000
		295,000	295,000	303,200
<b>Transport Related</b>				
		4,900	4,900	4,900
<b>Supplies &amp; Services</b>				
Subscriptions		1,000	1,000	1,000
Equipment, Furniture & Materials		1,500	1,500	1,500
Travel and Subsistence		500	500	100
Fees & Samples		800	800	800
		9,400	9,400	9,000
<b>Contracted Services</b>				
Equipment Calibration		1,200	1,200	1,200
		12,800	12,800	12,800
	<b>TOTAL EXPENDITURE</b>	322,100	322,100	329,900
<b>INCOME</b>				
<b>Fees &amp; Charges</b>				
Misc Env Health Fee's		(400)	(400)	(400)
Environmental Permitting Income		(6,400)	(6,400)	(6,400)
Access to Environmental Info		(1,200)	(800)	(800)
		(8,000)	(7,600)	(7,600)
	<b>TOTAL INCOME</b>	(8,000)	(7,600)	(7,600)
	<b>TOTAL NET</b>	314,100	314,500	322,300

<b>COMMERCIAL SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Hire of Windmill</b>					
	For commercial use - 1 hour session on one floor	Standard	35.32	35.32	0.0%
	For commercial use - all day (7.5hr)	Standard	90.34	90.34	0.0%
	For non - commercial use - 1 hour session on one floor	Standard	17.66	17.66	0.0%
	For non - commercial use - all day (7.5hr)	Standard	44.15	44.15	0.0%
<b>Wedding Hire - Windmill</b>					
	Mondays - Fridays Inclusive (am)	Standard	220.00	220.00	0.0%
	Mondays - Fridays Inclusive (pm)	Standard	330.00	330.00	0.0%
	Saturday, Sunday and Bank Holidays	Standard	440.00	440.00	0.0%
	Chair Cover Hire including sashes	Standard	66.00	66.00	0.0%
<b>Wedding Hire - Old House</b>					
	Mondays - Fridays Inclusive (am)	Standard	315.00	315.00	0.0%
	Mondays - Fridays Inclusive (pm)	Standard	420.00	420.00	0.0%
	Saturday, Sunday and Bank Holidays	Standard	525.00	525.00	0.0%
	Hire of Chair Sashes	Standard	52.50	52.50	0.0%
	Hire of Bridal Suite (2 hours)	Standard	105.00	105.00	0.0%
	Hire of ground floor reception room (2 hours)	Standard	105.00	105.00	0.0%
	Corkage fee (per bottle)	Standard	9.00	9.00	0.0%
<b>Sewer Clearances</b>					
	Cost of works apportioned to number of properties affected, with minimum charge of:	Non-Vatable	37.35	37.60	0.7%
<b>Hire of Civic Suite</b>					
	Council Chamber - Up to 3 hour session	Non-Vatable	99.67	100.40	0.7%
	Council Chamber - sessions over 3 hours / full day	Non-Vatable	167.17	168.30	0.7%
	Additional Charge for use of video projection equipment (per 3 hour session)	Non-Vatable	13.50	13.60	0.7%
	Room 5 - Capacity for 12 people - Commercial Use per Hour	Non-Vatable	10.35	10.40	0.5%
	Room 5 - Capacity for 12 people - Non Commercial Use per Hour	Non-Vatable	8.32	8.40	0.9%
	Room 4 - Capacity for 20 people - Commercial Use per Hour	Non-Vatable	20.81	21.00	0.9%
	Room 4 - Capacity for 20 people - Non Commercial Use Per Hour	Non-Vatable	16.65	16.80	0.9%
	Room 5 & Room 4 - Break out Room Hire - Commercial Per Hour	Non-Vatable	25.98	26.20	0.8%
	Room 5 & Room 4 - Break out Room Hire - Non Commercial Per Hour	Non-Vatable	20.81	21.00	0.9%
	Tea, Coffee, Biscuits Per Head	Non-Vatable	0.41	0.40	-1.5%
	IT Equipment Hire Per 3 Hour Session	Non-Vatable	13.50	13.60	0.7%
	<i>All charges for commercial use will be increased by 100%</i>				

<b>Key to VAT:</b>	
Non-Vatable	No VAT to be added to the published fee.
Inclusive	The VAT charge is included in the published fee
X%	VAT needs to be added to the published fee at the rate stated.
Standard	VAT needs to be added to the published fee at the current standard rate. As at April 2021, the standard rate is 20%.

<b>COMMUNITY / HOUSING SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Factual Statements</b>					
	Research or completion of works in default of a notice period per hour (min charge - 1hr)	Non-Vatable	50.34	50.70	0.7%
	Section 28(9) of Health and Safety at Work etc Act 1974 - per hour	Non-Vatable	50.34	50.70	0.7%
<b>Requests for Environmental Information</b>					
	Up to 4 hours	Standard	201.48	202.90	0.7%
	Per hour thereafter	Standard	50.34	50.70	0.7%
<b>Housing</b>					
	Improvement and Prohibition Notices	Non-Vatable	472.48	475.80	0.7%
	Key-worker Sales Certificate	Inclusive	72.67	73.20	0.7%
	Property Inspection report to support Visa applications.	Non-Vatable	188.99	190.30	0.7%
	Ready to Rent	Non-Vatable	150.00	151.10	0.7%
	Charge for Service of Enforcement Notice		472.48	475.80	0.7%
<b>Park Home Site licencing</b>					
	<b>Annual Fee</b>				
	1-25 pitches	Non-Vatable	339.52	339.52	0.0%
	26-99 pitches	Non-Vatable	466.19	466.19	0.0%
	100-199 pitches	Non-Vatable	603.32	603.32	0.0%
	200+ pitches	Non-Vatable	739.33	739.33	0.0%
	<b>Fee for New Licence</b>				
	1-25 pitches	Non-Vatable	531.66	531.66	0.0%
	26-99 pitches	Non-Vatable	658.33	658.33	0.0%
	100-199 pitches	Non-Vatable	874.32	874.32	0.0%
	200+ pitches	Non-Vatable	1,072.65	1,072.65	0.0%
	<b>Fee for Transfer of Licence</b>	Non-Vatable	143.32	143.32	0.0%
	<b>Fee for Deposit of Site Rules</b>				
	1-25 pitches	Non-Vatable	151.64	151.64	0.0%
	26-99 pitches	Non-Vatable	169.20	169.20	0.0%
	100-199 pitches	Non-Vatable	177.52	177.52	0.0%
	200+ pitches	Non-Vatable	185.85	185.85	0.0%
	<b>Enforcement Notice (per notice)</b>	Non-Vatable	472.48	472.48	0.0%
<b>Houses in Multiple Occupation</b>					
	Fee for Mandatory Licencing of Houses in Multiple Occupation (N.B. HMOs owned by a Registered Charity are exempt ):				
	Up to 5 bedrooms	Non-Vatable	367.53	370.10	0.7%
	For each additional bedroom	Non-Vatable	57.65	58.10	0.8%
	Renewal of License	Non-Vatable	50% of Fee	50% of Fee	
<b>Other Charges</b>					
	Insect identification	Standard	10.35	10.40	0.5%
<b>Food</b>					
	FHRS re-rating inspection	Non-Vatable	125.66	126.50	0.7%
<b>Funerals Administration</b>					
	Public Health Act Funerals administration Fee	Standard	565.86	565.86	0.0%
<b>Other Establishments</b>					
	Acupuncture, tattooing, semi-permanent skin colouring, cosmetic piercing & electrolysis	Non-Vatable	219.14	220.70	0.7%

<b>Key to VAT:</b>	
Non-Vatable	No VAT to be added to the published fee.
Inclusive	The VAT charge is included in the published fee
X%	VAT needs to be added to the published fee at the rate stated.
Standard	VAT needs to be added to the published fee at the current standard rate. As at April 2021, the standard rate is 20%.

<b>DEMOCRATIC SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Council Minutes Etc.</b>					
	Parish List - Yearly Charge	Non-Vatable	182.70	184.00	0.7%
	Council - Yearly Charge	Non-Vatable	120.48	121.30	0.7%
	Council - Per Meeting	Non-Vatable	21.82	22.00	0.8%
	Committee - Yearly Charge	Non-Vatable	236.70	238.40	0.7%
	Committee - Per meeting	Non-Vatable	37.35	37.60	0.7%
	Sub Committee - Yearly Charge	Non-Vatable	135.00	135.90	0.7%
	Sub Committee - Per meeting	Non-Vatable	21.82	22.00	0.8%
	Committee report background papers				
	Inspection fee (per item)	Non-Vatable	2.03	2.00	-1.5%
<b>Member Training</b>					
	Charge for Parish Officers to attend RDC training courses (per person per session)	Standard unless Statutory when exempt	40.60	40.90	0.7%
	Charge for local authority Officers to attend RDC led training courses (per person per session)	Standard unless Statutory when exempt	45.68	46.00	0.7%
<b>Copy Documents</b>					
	(VAT absorbed on items under £1.00 - VAT to be added in other cases)				
	A4 Copy per Sheet	Standard	0.10	0.10	0.0%
	A3 Copy per Sheet	Standard	0.30	0.30	0.0%
	A2 Copy per Sheet	Standard	0.50	0.50	0.0%
	A1 Copy per Sheet	Standard	1.60	1.60	0.0%
	A0 Copy per Sheet	Standard	2.84	2.90	2.0%
	Photocopying for voluntary groups	Standard			
	Letter of confirmation of registration on electoral register	Inclusive	16.65	16.80	0.9%
				Actual cost + 20% for basic items. Bespoke work costed per job.	

<b>Key to VAT:</b>	
Non-Vatable	No VAT to be added to the published fee.
Inclusive	The VAT charge is included in the published fee
X%	VAT needs to be added to the published fee at the rate stated.
Standard	VAT needs to be added to the published fee at the current standard rate. As at April 2021, the standard rate is 20%.

<b>ENVIRONMENTAL SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Football</b>					
	Alternative use of pitch - Sat	Non-Vatable	807.00	812.60	0.7%
	Alternative use of pitch - Sun	Non-Vatable	868.00	874.10	0.7%
<b>Casual</b>					
	Adults Sat	Standard	117.33	118.20	0.7%
	Adults Sun	Standard	131.85	132.80	0.7%
	Juniors Sat	Standard	78.87	79.40	0.7%
	Juniors Sun	Standard	87.19	87.80	0.7%
<b>Established Junior Pitches</b>					
	Alternative use of pitch - Sat	Non-Vatable	377.99	380.60	0.7%
	Alternative use of pitch - Sun	Non-Vatable	404.99	407.80	0.7%
<b>Mini Football</b>					
	Alternative use of pitch - Sat	Non-Vatable	318.81	321.00	0.7%
	Alternative use of pitch - Sun	Non-Vatable	376.87	379.50	0.7%
	<i>NOTE: Fees may be reduced where clubs undertake some of the required tasks.</i>				
<b>Pavilion Hire</b>					
	Including changing rooms per 3 hour session.	Non-Vatable	83.03	83.60	0.7%
	<i>NOTE: Hire in respect of Youth Clubs will be reduced by 50%</i>				
<b>Playgroups</b>					
	Pre-School and mother and child - Morning Session	Non-Vatable	15.53	15.60	0.5%
	Pre-School and mother and child - Afternoon Session	Non-Vatable	15.53	15.60	0.5%
	<i>NOTE: Fees do not include service charges. Reduction of 25% for registered charities</i>				
<b>Cricket</b>					
	Cricket	Non-Vatable	560.69	564.60	0.7%
	Pavilion Hire (50% of pitch hire)				
<b>Open Spaces</b>					
<b>Memorials</b>					
	Formal bench including five year maintenance agreement	Non-Vatable	648.99	653.50	0.7%
	Backed bench including five year maintenance agreement	Non-Vatable	446.50	449.60	0.7%
	Unbacked bench including five year maintenance agreement	Non-Vatable	342.66	345.10	0.7%
	Tree planting includes cost of tree.	Non-Vatable	155.80	156.90	0.7%
	Burial of pet ashes does not include memorial cost	Standard	62.32	62.80	0.8%
<b>Commercial use of open spaces</b>					
Costs for licensed organisations to use open spaces for events.					
	- 'Low key' commercial use – e.g. Dog Walking Companies, 'Boot Camp' style fitness sessions where operators charge participants. (per annum)	Standard	311.50	313.70	0.7%
	- General community events which are free at the point of entry (e.g. Sponsored Walks, Race for Life, Schools Orienteering).	Non-Vatable			

**ENVIRONMENTAL SERVICES**

Fees & Charges		VAT	2020/21 £	2021/22 £	% Increase
	- Not for profit and commercial interest companies, special interest events, for which an entrance charge is made to help cover the organiser's costs. (per day)	Non-Vatable	207.67	209.10	0.7%
	- Fully commercial, profit making events – e.g. Music concerts markets etc. (per event).	Non-Vatable	1,038.35	1,045.60	0.7%

<b>ENVIRONMENTAL SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Access Licences</b>					
	General Access Licences on to open spaces	Non-Vatable	31.16	31.40	0.8%
<b>Tree Works</b>					
	Work on Council trees for which there is no safety case. Hourly rate	Standard	59.17	59.60	0.7%
	Trading Pitch in Open Spaces (Renewable every three years) subject to a tendering process				
<b>Fixed Penalty Notices</b>					
Fixed Penalty notices can be awarded for a number of offences and range in value, a detailed listing can be found on the Council's website.					
<b>Lost, Found or Stray Dogs</b>					
	Statutory fee + administration charge	Non-Vatable	30.00	30.20	0.7%
	Daily kennelling fee - plus vet fees if necessary	Non-Vatable	14.51	14.60	0.6%
	Microchip at the Kennels	Non-Vatable	19.69	19.80	0.6%
<b>Wheeled Bins</b>					
	Set of 3 wheeled bins for new housing developments - charge levied on developer - bins provided for recycling service	Non-vatable	174.00	175.20	0.7%
<b>Bulky Waste Collection</b>					
Collection of bulky waste (household furniture) and electrical household items					
	- For one item	Non-Vatable	15.50	18.00	16.1%
	- Each additional item booked at same time	Non-Vatable	7.30	8.50	16.4%

<b>ENVIRONMENTAL SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Cemeteries</b>					
<b>Interments In Graves or Vaults</b>					
	Interment Fee (New grave or re-open) :				
	- Still Born - Under 1 Month	Non-Vatable	No Charge		
	- Under 12 Years	Non-Vatable	No Charge		
	- Over 12 Years	Non-Vatable	712.33	712.33	0.0%
	Exclusive Right of Burial ( <i>50% reduction for child under 12 buried in children's area</i> )	Non-Vatable	796.37	796.37	0.0%
	For the Interment of a Cremation Casket in a purchased grave	Non-Vatable	267.86	267.86	0.0%
<b>Interments in Cremation Plots</b>					
	Interment Fee (New Grave or reopen)	Non-Vatable	267.86	267.86	0.0%
	Exclusive Right of Burial	Non-Vatable	406.00	406.00	0.0%
<b>Columbarium at Rayleigh cemetery</b>					
	Cost to scatter ashes including an engraved plaque on the memorial wall	Non-Vatable	434.01	434.01	0.0%
	Cost for engraved plaque on memorial wall without scattering ashes	Non-Vatable	381.03	381.03	0.0%
	Cost to reserve niche for 15 years, including supply and engraving of memorial plaque, with a renewal fee of £109.01 for a further period of 15 years	Non-Vatable	977.04	977.04	0.0%
	Placement of first casket in a reserved niche, Supply and engrave memorial plaque. This will include a reissue of the licence for 30 years.	Non-Vatable	381.03	381.03	0.0%
	Cost to inter ashes in Columbarium, including supply and engraving of memorial plaque for a period of 30 years	Non-Vatable	977.04	977.04	0.0%
	Cost of second set of ashes in Columbarium, including engraving memorial plaque	Non-Vatable	381.03	381.03	0.0%
	Coloured, enamelled picture of the deceased to the plaque on the Memorial Wall or Columbarium	Non-Vatable	129.82	129.82	0.0%
	15 year renewal fee	Non-Vatable	109.01	109.01	0.0%

<b>ENVIRONMENTAL SERVICES</b>				
<b>Fees &amp; Charges</b>	<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Rayleigh Cemetery Monuments, Headstones and Inscriptions</b>				
<b>Earthen Graves</b>				
A headstone set on a base with or without kerbstone surround is permitted.				
Headstone maximum height 91.4 cm from ground level, a maximum of 10.2 cm thick and 76.2 cm wide at its maximum width. A base of the same material maximum size 91.4 cm long 38.1 cm wide.	Non-Vatable	186.86	186.86	0.0%
Kerbstone or border stone (height not exceeding 30.5cm)	Non-Vatable	186.86	186.86	0.0%
<b>Cremation plots</b>				
Memorials on cremation plots can vary in forms of memorial vase/inscription panel, open books etc, but restricted to a maximum height of 30.5 cm	Non-Vatable	186.86	186.86	0.0%
Kerbstone around a cremation plot (76cm x 76cm)	Non-Vatable	186.86	186.86	0.0%
Side panel for additional inscription. Size not to exceed 23 cm x 23 cm to match existing memorial	Non-Vatable	186.86	186.86	0.0%
Any additional inscription on a memorial	Non-Vatable	81.00	81.00	0.0%
<b>Hall Road Cemetery Monuments, Headstones and Inscriptions</b>				
<b>Earthen Graves</b>				
Since this is a Lawn Cemetery the only memorial permitted will be in the form of a headstone set on a base				
Maximum Height 91.4 cm from ground level, a maximum of 10.2 cm thick and 76.2 cm wide at its maximum width. A base of the same material maximum size 91.4 cm long 38.1 cm wide	Non-Vatable	186.86	186.86	0.0%
<b>Cremation plots</b>				
A memorial vase/inscription panel only is permitted. Size not to exceed 61 cm x 30.5 cm 23 cm x 23cm.	Non-Vatable	186.86	186.86	0.0%
Side panel for additional inscription. Size not to exceed 23 cm x 23 cm to match existing memorial	Non-Vatable	186.86	186.86	0.0%
Any additional inscription on a memorial	Non-Vatable	81.00	81.00	0.0%
<b>NOTE: Flagstone and kerbstones are not applicable to Hall Road</b>				
<b>NOTE: If the deceased had not been a Council Taxpayer, inhabitant or parishioner within the Rochford District within a period of three years prior to his or her death, then all the foregoing fees, payments and sums will be doubled.</b>				
<b>Exhumation Charge</b>				
Each exhumation will be recharged on an actual costs basis plus VAT	Standard			
<b>Additional Fees</b>				
Registering Transfer of grant	Non-Vatable	85.16	85.80	0.8%

**ENVIRONMENTAL SERVICES**

Fees & Charges		VAT	2020/21 £	2021/22 £	% Increase
<b>Transportation</b>					
<b>Car Parks</b>					
<b>Old Ship Lane</b>					
Up to 1/2 hour	Inclusive		0.60	0.70	16.7%
Up to 1 Hour	Inclusive		1.20	1.20	0.0%
Up to 2 Hours	Inclusive		1.80	2.00	11.1%
Up to 3 Hours	Inclusive		2.60	2.90	11.5%
Up to 4 Hours	Inclusive		3.30	3.70	12.1%
<b>Websters Way/</b>					
<b>Mill Hall</b>					
Up to 1/2 hour	Inclusive		0.60	0.70	16.7%
Up to 1 Hour	Inclusive		1.20	1.20	0.0%
Up to 2 Hours	Inclusive		1.80	2.00	11.1%
Up to 3 Hours	Inclusive		2.60	2.90	11.5%
Up to 4 Hours	Inclusive		3.30	3.70	12.1%
<b>Hockley Woods</b>					
Up to 1 Hour	Inclusive		0.30	0.30	0.0%
Up to 2 Hours	Inclusive		0.50	0.50	0.0%
Up to 3 Hours	Inclusive		0.70	0.70	0.0%
Up to 4 Hours	Inclusive		1.50	1.50	0.0%
All Day	Inclusive		3.00	3.00	0.0%
Annual Season Ticket	Inclusive		500.00	500.00	0.0%
<b>Cherry Orchard Country Park</b>					
Up to 1 Hour	Inclusive		0.30	0.30	0.0%
Up to 2 Hours	Inclusive		0.50	0.50	0.0%
Up to 3 Hours	Inclusive		0.70	0.70	0.0%
Up to 4 Hours	Inclusive		1.50	1.50	0.0%
All Day	Inclusive		3.00	3.00	0.0%
Annual Season Ticket	Inclusive		50.00	50.00	0.0%
<b>Mixed (including Freight House)</b>					
Up to 1/2 hour	Inclusive		0.60	0.70	16.7%
Up to 1 Hour	Inclusive		1.20	1.20	0.0%
Up to 2 Hours	Inclusive		1.80	2.00	11.1%
Up to 3 Hours	Inclusive		2.60	2.90	11.5%
Up to 4 Hours	Inclusive		3.30	3.70	12.1%
Up to 5 Hours	Inclusive		3.60	4.00	11.1%
All Day	Inclusive		5.50	5.50	0.0%
<b>The Approach</b>					
Day Ticket	Inclusive		4.50	5.50	22.2%
<b>Season Tickets</b>					
<b>The Approach, Rayleigh</b>					
Quarterly	Inclusive		204.00	204.00	0.0%
Annual	Inclusive		714.00	714.00	0.0%
Admin Fee for Refund of Season Ticket	Inclusive		30.00	30.00	0.0%
<b>All RDC Car Parks Excluding The Approach, Rayleigh</b>					
Quarterly	Inclusive		245.00	245.00	0.0%
Annual	Inclusive		816.00	816.00	0.0%

**ENVIRONMENTAL SERVICES**

Fees & Charges		VAT	2020/21 £	2021/22 £	% Increase
	Admin Fee for Refund of Season Ticket	Inclusive	30.00	30.00	0.0%

<b>ENVIRONMENTAL SERVICES</b>					
<b>Fees &amp; Charges</b>		<b>VAT</b>	<b>2020/21 £</b>	<b>2021/22 £</b>	<b>% Increase</b>
<b>Market Traders</b>					
	Valid for 3 months Tuesdays at the Freight House car park, Rochford and Wednesdays in the Market car park, Rayleigh		104.00	104.00	0.0%
	Valid for 3 months on Tuesdays at the Freight House car park, Rochford only		52.00	52.00	0.0%
	Valid for 3 months on Wednesdays at the Market car park, Rayleigh only - £52	Inclusive	52.00	52.00	0.0%
<b>Mobile Phone Payment</b>					
	Transaction fee (charged by 3rd party)	Inclusive	0.20	0.20	0.0%
	Text Receipt (Can opt out online)	Inclusive	0.10	0.10	0.0%
	Text Reminder (Can opt out online)	Inclusive	0.10	0.10	0.0%
<b>Penalties</b>					
	Higher Penalty Charge:-				
	If paid within 14 days	Non-Vatable	35.00	35.00	0.0%
	If unpaid after 14 days	Non-Vatable	70.00	70.00	0.0%
	If charge certificate issued	Non-Vatable	105.00	105.00	0.0%
	If traffic enforcement centre involved	Non-Vatable	112.00	112.00	0.0%
	Lower Penalty Charge:-				
	If paid within 14 days	Non-Vatable	25.00	25.00	0.0%
	If unpaid after 14 days	Non-Vatable	50.00	50.00	0.0%
	If charge certificate issued	Non-Vatable	75.00	75.00	0.0%
	If traffic enforcement centre involved	Non-Vatable	82.00	82.00	0.0%
<b>Staff Parking Permits</b>					
	South Street Office Car Parks	Inclusive	400.00	400.00	0.0%
	Other Car Parks	Inclusive	200.00	200.00	0.0%
<b>Commercial Parking</b>					
	Commercial use of an off-street parking space (per bay)				
	- First day	Non-Vatable	20.00	20.00	0.0%
	- Each day thereafter	Non-Vatable	7.50	7.50	0.0%

<b>Key to VAT:</b>	
Non-Vatable	No VAT to be added to the published fee.
Inclusive	The VAT charge is included in the published fee
X%	VAT needs to be added to the published fee at the rate stated.
Standard	VAT needs to be added to the published fee at the current standard rate. As at April 2021, the standard rate is 20%.

<b>Description of Offence - Fixed Penalty Notices</b>	<b>Act</b>	<b>Penalty if paid early</b>	<b>Maximum Penalty conviction</b>
1. Dropping Litter (including gum & cigarettes)	S87/8 EPA 1990 amended by S18 CNEA	£50	£2,500
2. Abandonment of Vehicle	S2 & 2A RD (A) Act 1978	£120	£2,500
3. Failure to remove dogs mess	S3 Dogs (FL) Act 1996	N/A	£1,000
4. Sale of vehicles on road	S3 CNEA 2005	£80	£2,500
5. Repair of vehicles on a road	S4 CNEA 2005	£80	£2,500
6. Waste Bin Offences	S46 & S47(ZA) EPA 1990	£60	£1,000
7. Graffiti	S43&44 ASBA 03, S1 CDA	£50	£5,000
8. Fly Posting	S43&44 ASBA 03, S224 TCPA	£50	£2,500
9. Failure to comply with a street litter control notice	S94 & 94A EPA 1990	£60	£2,500
10. Failure to comply with a litter clearing notice	S92 & S94 EPA 1990	£60	£2,500
11. Cycling on footpath	S72 HA 1835	N/A	N/A
12. No smoke free signage	S6 & 9 Health Act 2006	£150 (15D)	£1,000
13. Smoking in a smoke free place	S7 & 9 Health Act 2006	£30 (15D)	£200
14. Failure to produce waste documents	S34 EPA 1990	180	Unlimited
15. Failure to produce a Waste Carriers Licence	S5 & 5b COP(A) Act 1989	180	Unlimited
16. Noise from dwelling	S8 Noise Act 1996	£60	£5,000
17. Noise from Licensed Premises	S8 Noise Act 1996	N/A	£20,000
18. Leaflet Distribution on designated land	Sch 3A EPA 1990	£50	£2,500
19. Fly tipping unauthorised depositing of waste	S33 EPA1990	£200	£2,500
20. Offences under Public Space Protection Orders	S59 ABC&P Act 2014	£100	£1,000

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**CAPITAL AND TREASURY MANAGEMENT STRATEGY 2021/22****1 INTRODUCTION**

- 1.1 This report sets out the Council's Capital and Treasury Management Strategy for 2021/22 for approval by Full Council.
- 1.2 The Prudential Code for Capital Finance in Local Authorities (the Prudential Code) plays a key role in capital finance in local authorities, and it requires the Section 151 Officer to comment specifically on the Capital Strategy adopted by the Council. The full strategy is set out within this report.
- 1.3 Local authorities determine their own programmes for investment. The Prudential Code was developed by CIPFA as a professional code of practice to support local authorities in taking their decisions. Local authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the Local Government Act 2003. Part of the Prudential Code requires the Section 151 Officer to report explicitly on the affordability and risk associated with the Capital Strategy.
- 1.4 In financing capital expenditure, local authorities are governed by legislative frameworks, including the requirement to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) and the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (Treasury Management Code).
- 1.5 In order to demonstrate that capital expenditure and investment decisions are taken in line with service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability, the Prudential Code requires authorities to have in place a Capital Strategy that sets out the long term context in which capital expenditure and investment decisions are made, and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.
- 1.6 The Capital and Treasury Management Strategy provides an overview of the governance process for approval and monitoring of capital expenditure. It provides a projection of the Council's capital financing requirement and explains how the Council will make prudent revenue provision for the repayment of any debt.
- 1.7 The Council's approach to treasury management investment activities is set out at Section 8, and includes the criteria for determining how and where funds will be invested to ensure that the principal sums are safeguarded from loss and that sufficient liquidity is maintained to ensure that funds are available when needed. The treasury management investment strategy proposed for 2021/22 is consistent with that applied in previous years. The Council has a good track record with regard to its treasury investment activity, adhering to the statutory requirement to give priority to security and liquidity

over yield. Internal Audit's most recent review issued a 'good' assurance opinion on the management of these activities, confirming that internal controls are consistently adhered to.

- 1.8 The Capital Strategy also sets out the Council's policy approach to commercial investment activities, including processes, due diligence and defining the Council's risk appetite in respect of these. The Council has not undertaken any commercial investment activities at the present time; however if this was to be considered in future it would be in accordance with the Council's governance framework for decision making, and giving due regard to risk and proportionality. The Council's policies, objectives and approach to risk management of its treasury management activities, and the manner in which it seeks to achieve its policies and objectives for treasury management is set out in the Strategy, alongside the knowledge and skills available to the Council and provides confirmation that these are commensurate with the Council's risk appetite.
- 1.9 The distinct, but inter-related, elements of the Capital Strategy therefore collectively demonstrate that the Council's capital expenditure and investment decisions properly take account of stewardship, value for money, prudence, sustainability and affordability, by setting out the long term context in which capital expenditure and investment decisions are made, and by giving due consideration to both risk and reward and impact on the achievement of priority outcomes.

## 2 REPORTING

- 2.1 The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals. These reports are:-
- The Capital and Treasury Management Strategy (this report), which covers:-
    - the capital plans (including prudential indicators);
    - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
    - the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
    - an investment strategy (the parameters on how investments are to be managed).
  - The Mid-Year Treasury Management Report which will update members with the progress of the capital position, amending prudential indicators as necessary, and whether the Treasury Strategy is delivering its objectives or whether any policies require revision. In addition, the Executive will receive quarterly updates of the capital programme position.

- Annual Strategy report. This provides details of actual performance compared to the estimates.
- 2.2 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Review Committee.

### 3 CAPITAL AND TREASURY MANAGEMENT STRATEGY

- 3.1 The purpose of the Capital and Treasury Management Strategy is to demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. It sets out the long term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes. The Capital and Treasury Management Strategy comprises a number of distinct, but inter-related, elements as follows:
- **Capital expenditure** (see Section 4); which includes an overview of the governance process for approval and monitoring of capital expenditure, including the Council's policies on capitalisation, and an overview of its capital expenditure and financing plans.
  - **Capital financing and borrowing** (see Section 5); provides a projection of the Council's capital financing requirement, how this will be funded and repaid. It therefore sets out the Council's borrowing strategy and explains how it will discharge its duty to make prudent revenue provision for the repayment of debt.
  - **Treasury management investments** (see Section 8); explains the Council's approach to treasury management investment activities, including the criteria for determining how and where funds will be invested to ensure that the principal sums are safeguarded from loss and that sufficient liquidity is maintained to ensure that funds are available when needed.
  - **Commercial investments** (see Section 10); provides an overview of those of the Council's policy on commercial investment activities that count as capital expenditure, including processes, due diligence and defining the Council's risk appetite in respect of these.
  - **Knowledge and skills** (see Section 16); summarises the knowledge and skills available to the Council and provides confirmation that these are commensurate with the Council's risk appetite.

## 4 CAPITAL EXPENDITURE

### Capitalisation Policies

- 4.1 Expenditure is classified as capital expenditure when it results in the acquisition or construction of an asset (e.g. land, buildings, roads and bridges, vehicles, plant and equipment etc.) that:
- Will be held for use in the delivery of services, for rental to others, or for administrative purposes; and
  - Are of continuing benefit to the Council for a period extending beyond one financial year.
  - Subsequent expenditure on existing assets is also classified as capital expenditure if these two criteria are met.
- 4.2 There may be instances where expenditure does not meet this definition but would nevertheless be treated as capital expenditure, including:
- Where the Council has no direct future control or benefit from the resulting assets, but would treat the expenditure as capital if it did control or benefit from the resulting assets; and
  - Where statutory regulations require the Council to capitalise expenditure that would not otherwise have expenditure implications according to accounting rules.

### Governance

- 4.3 The Section 151 Officer manages the preparation of a capital programme on an annual basis which is presented to Full Council for approval as part of the Medium Term Financial Strategy report.
- 4.4 Schemes will usually only be added to, or removed from, the capital programme as part of the annual budget setting process. Any request outside of this process to change the capital programme by adding or removing schemes, or by allocating additional scheme and payment approvals to an approved scheme, must be approved by Full Council in line with the Council's financial regulations.
- 4.5 The Section 151 Officer will also monitor performance against the Council's approved capital programme on an on-going basis, as part of the quarterly financial reports, which are presented to Executive by the Portfolio Holder for Finance. These financial overview reports will provide a comparison of the Council's projected expenditure with the latest approved capital programme.

**Capital Expenditure Plans**

- 4.6 The proposal is for capital investment of £3.604m in 2021/22; the detailed programme for which will be presented to Full Council for approval as part of the Medium Term Financial Strategy report.
- 4.7 When expenditure is classified as capital expenditure for capital financing purposes, this means that the Council is able to finance that expenditure from the following sources:
- Capital grants and contributions - amounts awarded to the Council in return for past or future compliance with certain stipulations.
  - Capital receipts – amounts generated from the sale of assets and from the repayment of capital
  - Loans, grants or other financial assistance.
  - Revenue contributions – amounts set aside from the revenue budget
  - Borrowing - amounts that the Council does not need to fund immediately from cash resources, but instead charges to the revenue budget over a number of years into the future. The implications of financing capital expenditure from borrowing are explained in Section 7.

**5 CAPITAL FINANCING AND BORROWING**

- 5.1 The Council's capital expenditure plans are one of the key drivers of treasury management activity. The capital expenditure plans are reflected in prudential indicators, which are designed to assist Members' overview and confirm capital expenditure plans.

**Capital Expenditure and the Capital Financing Requirement.**

- 5.2 This prudential indicator is a summary of the Council's capital expenditure budget for 2021/22, both items agreed previously, and those forming part of this budget cycle. The table below also shows how these plans are being financed.

£000s	2019/20 Outturn	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast
<b>Opening CFR</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>
Capital Expenditure	1,124	1,590	3,604	4,811	1,287	890	890
<b>Financed by:</b>							
Capital Receipts Reserve	184	509	1,263	4,116	327	-	-
Capital Grants	630	643	475	475	475	475	475
Other Earmarked Reserves	310	43	1,542	100	-	-	-
Revenue Contribution	-	255	-	-	411	375	390
Section 106 Income	-	25	25	25	25	25	25
New Homes Bonus Income	-	115	300	95	50	15	-
<b>Closing CFR</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>	<b>777</b>

- 5.3 The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR. The CFR is reduced by the application of resources such as capital receipts, grants or charges to revenue.
- 5.4 The adoption of IFRS16 may have an impact on the CFR of this authority when implemented, due to some leases being required to be recognised on the balance sheet; however there will be no new financial requirement to the authority as any identified underlying borrowing requirement resulting from this new classification will be met through voluntary Minimum Revenue Provision.

#### **Minimum Revenue Provision (MRP) Policy Statement**

- 5.5 As noted above the Capital Financing Requirement (CFR) provides a measure of the amount of capital expenditure that the Council yet to fund from cash resources. Instead, the Council is required to set aside monies from the revenue budget each year to repay the borrowing. This practice is referred to as making minimum revenue provision (or MRP) for the repayment of debt. Statutory guidance requires MRP to be provided annually on a prudent basis, and interprets 'prudent' to mean that MRP charges on unsupported borrowing should be made over a period commensurate with the period the assets financed from borrowing continue to provide benefit. Where it is practical or appropriate to do so, the Council may make voluntary revenue provision, or apply capital receipts, to reduce debt over a shorter period.
- 5.6 Any future borrowing by the Council will require an MRP recognition through the revenue account, which will be considered as part of any future business case and the preferred method would be the Asset Life method (by way of either Equal Instalment or Annuity)

**6 OTHER INDICATORS****The Use of the Council's Resources and the Investment Position**

- 6.1 The application of resources (capital receipts, reserves etc) to either finance capital expenditure or other budget decisions to support the revenue budget will have an on-going impact on investments unless resources are supplemented each year from new sources (asset sales etc). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources £000	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Earmarked Reserves & General Fund Balance	13,514	9,182	9,146	7,488	7,802	7,740
Capital Receipts Reserve	1,189	2,996	327	-	-	-
<b>Total Core Funds</b>	<b>14,703</b>	<b>12,178</b>	<b>9,473</b>	<b>7,488</b>	<b>7,802</b>	<b>7,740</b>
<b>Expected Investments</b>	<b>16,203</b>	<b>13,678</b>	<b>10,973</b>	<b>8,988</b>	<b>9,302</b>	<b>9,240</b>

**Affordability Prudential Indicators**

- 6.2 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans.
- 6.3 The indicators are designed to support and record local decision making in a manner that is publicly accountable but are not designed to be comparative performance indicators to other organisations. There are no recommended limits or values for the indicators.
- 6.4 These provide an indication of the impact of the capital investment plans on the Council's overall finances. Members are asked to approve the following indicators.

**Ratio of financing costs to net revenue stream (revenue budget).**

- 6.5 The table below shows the impact of borrowing compared to the general fund. It is negative because the Council does not currently borrow and so this represents only the interest received on investments as a comparison to the revenue budget.

%	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Ratio of Financing Costs to Net Revenue Stream	-0.51%	0.00%	-0.46%	-0.44%	-0.42%

**Incremental impact of capital investment decisions on the band D council tax.**

- 6.6 If the capital programme was to be funded through revenue (council tax) this indicator identifies the revenue costs associated with proposed changes to the capital programme.

	2020/21	2021/22	2022/23	2023/24	2024/25
£000s	Estimate	Estimate	Estimate	Estimate	Estimate
Capital Expenditure	1,590	3,604	4,811	1,287	890
Incremental impact of capital investment	466	2,014	1,207	(3,524)	(397)
Council tax base	31,927.8	32,051.9	32,372.4	32,696.1	33,023.1
<b>Council tax Band D impact(£)</b>	0.01	0.06	0.04	-0.11	-0.01

**7 BORROWING**

- 7.1 The Council does not currently have any borrowing, as it has managed to fund its previous capital expenditure within its available resources. It is possible that borrowing would be considered in future for larger capital schemes, however this would need to be agreed on a case by case basis.
- 7.2 Borrowing may be considered for “invest to save” projects providing the cost of servicing the debt is contained within the revenue savings/income the project generates, the project generates a positive net present value and the payback period is shorter than the life of the asset.

**Asset Delivery Programme**

- 7.3 On 8 September 2020 Full Council agreed to proceed with its Asset Delivery Programme and award a contract to GB Partnerships to deliver the proposed schemes for the Council’s key strategic sites set out in the Council’s Asset Strategy. The agreed option will consolidate the Council’s operations at the Freight House site, develop a new Community Centre at the Mill site and redevelop and dispose of the remaining sites which are surplus to Council requirements.
- 7.4 it is estimated at the Final Business Case (FBC) stage that this option will have a net capital funding requirement of £1.5m (representing a capital cost of £6.0m partially offset by capital receipts of £4.5m). These figures are included in the medium term capital expenditure forecasts shown above; however the costs will continue to be refined as designs are finalised and will be subject to agreement by Full Council at two further key decision points before substantive works commence.
- 7.5 For prudence, the FBC assumes a long-term loan of £1.5m is required to fund the residual gap at a cost of £75k per annum, which is assumed within the FBC revenue projections. If the Council chooses instead to fund the gap from

its cash reserves, it will realise a further saving on the financing element of the assumed cost. Within the Council's capital programme the net capital funding requirement is currently assumed to be funded from the Council's reserves since the Council has sufficient resources within its Hard/Soft Infrastructure Fund Reserve (which were set aside for this purpose). At this time it is not anticipated that any long-term borrowing would therefore be required; however this assumption may be revisited. Shorter term cash requirements will depend on the delivery profile of the Programme, in particular when capital receipts are realised, and it is possible borrowing could be required to fund cash flow works during the delivery phase. Full Council approval would be sought before any borrowing was undertaken as this would represent a change to the Council's current Capital and Treasury Management Strategy.

- 7.6 The following issues will be considered prior to undertaking any external borrowing:
- Affordability
  - Maturity profile of existing debt
  - Interest rate and refinancing risk
  - Borrowing source including Internal
- 7.7 Sources of borrowing. In conjunction with advice from its treasury advisor, the council will keep under review the following external borrowing sources:
- Public Works Loan Board (PWLB) (or its replacement)
  - any institution approved for investments
  - any other bank or building society authorised to operate in the UK
  - UK public and private sector pension funds (except for Essex Pension Fund)
  - Capital market bond investors
  - Municipal Bonds Agency - created to enable local authority bond issues
  - Capital markets (stock issues, commercial paper and bills)
- 7.8 Borrowing would add pressure on the revenue budget as MRP and interest would become payable. The capacity to make these payments would need to be identified in advance, to ensure they are affordable.
- 7.9 Where capital expenditure on an asset is financed wholly or partly by borrowing or credit arrangements, MRP is to be determined by reference to the life of the asset. With the Equal\_Instalment approach, MRP is determined by reference to the life of the asset and an equal amount charged in each

year. The Annuity method involves a more complex calculation. Here, MRP is the principal element for the year of the annuity required to repay over the asset life the amount of capital expenditure financed by borrowing.

## **8 TREASURY MANAGEMENT**

- 8.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 8.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses.
- 8.3 The core investment policy objective for this Council is the prudent investment of its treasury balances. The Council's investment priorities are security of capital and liquidity of its investments so that funds are available for expenditure when needed.
- 8.4 Both the CIPFA Code and the MHCLG guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its Treasury Management investments before seeking the highest rate of return, or yield. The generation of investment income to support the Council's spending plans is an important, but secondary objective. Investment in commercial activities or for wider strategic objectives may be subject to different criteria than those applied to funds invested purely for Treasury Management purposes, as set out in Section 10 below.
- 8.5 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 8.6 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

**TREASURY INDICATORS: LIMITS TO BORROWING ACTIVITY**

- 8.7 The Council is only permitted to borrow externally (including via credit arrangements) up to the level implied by its Capital Financing Requirement (CFR).
- 8.8 To ensure that external borrowing does not exceed the CFR, other than in the short term, limits are established for external debt, as follows:
- **Authorised limit** – this defines the maximum amount of external debt permitted by the Council, and represents the statutory limit determined under section 3 (1) of the Local Government Act 2003.
  - **Operational boundary** – this is an estimate of the probable level of the Council’s external debt, and provides the means by which external debt is managed to ensure that the ‘authorised limit’ is not breached.
- 8.9 The Authorised and Operational limits are based on the assumption that there will be long term borrowing to fund capital expenditure and that borrowing will be to fund long and short term cash flow requirements. The limits include balance sheet liabilities such as finance leases and creditors, with the exception of IFRS16 changes noted at paragraph 5.4 above.

£000s	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
<b>Operational Limit</b>	777	777	777	777	777
<b>Authorised Limit</b>	977	977	977	977	977

**Treasury Management Limits on Activity**

- 8.10 There are debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are too restrictive they will impair the opportunities to reduce costs / improve performance.
- 8.11 The limit indicators are shown separately for borrowing and investments. Fixed rates for investments or borrowing for a period of less than one year are treated as variable by the Prudential Code.

Interest rate Exposures %	2020/21	2021/22	2022/23
	Upper	Upper	Upper
<b>Limits on fixed interest rates:</b>			
<b>Borrowing</b>	100%	100%	100%
<b>Investments</b>	100%	100%	100%
<b>Limits on variable interest rates:</b>			
<b>Borrowing</b>	25%	25%	25%
<b>Investment</b>	100%	100%	100%

## 9 ANNUAL INVESTMENT STRATEGY

9.1 The Council has no plans to deviate from its current investment strategy for Treasury Management investments. A full list of those items included in the 2021/22 strategy are:

- Term and Call Deposits with banks and building societies
- Term deposits, call deposits and bonds with other UK Local Authorities
- Certificates of deposit with banks and building societies
- Deposit Facility
- Money Market funds (both Standard and Enhanced)
- Debt Management Agency Deposit Facility (Government Managed)
- Treasury Bills

## 10 COMMERCIAL INVESTMENTS

10.1 Statutory guidance on local authority investments (issued by the Secretary of State under section 15(1)(a) of the Local Government Act 2003) classifies local authority investments into the following categories:

- Investments held for treasury management purposes
- Other investments

10.2 Investments held for treasury management purposes are dealt with in the 'Treasury Management' section of this document. This section deals with 'other investments', where the intention is for investments to contribute to the Council's service delivery objectives and/or place making role.

10.3 The Council does not currently hold any investments for non-Treasury Management purposes. It is worth highlighting that any commercial

investment activities are subject to approval in accordance with the Council's governance framework for decision making.

- 10.4 Non-core activities and investments could be undertaken by the Council, subject to the appropriate governance, in order to generate income to support the delivery of a balanced budget or to contribute to the Council's service delivery objectives and/or place making role. Such investments would only be entered into following a full assessment of the risks and having secured expert external advice (where it is relevant to do so).

To the extent that it is necessary to secure borrowing to fund commercial investment activities, the Council will need to have regard to the statutory guidance on investments. This stipulates that authorities must not borrow more than, or in advance of their needs purely in order to profit from the investment of the extra sums borrowed, before deciding whether or not to proceed. The commentary on the statutory guidance on local government investments indicates that local authorities can still finance the acquisition of financial or non-financial investments from capital receipts generated from the sale of surplus assets, but that they should not repurpose receipts allocated to the acquisition of assets that contribute to service delivery to fund the purchase of investments, solely to avoid the requirements against borrowing in advance of need. Should the Council decide to disregard the statutory guidance, it will need to explain why it has decided to do so, and what its policies are for investing the money borrowed.

#### **Loans to Subsidiaries, Local Enterprises and Third Parties**

- 10.5 Loans to subsidiaries, local enterprises and third parties may be considered, as part of a wider strategy for local economic growth, even though they may not all be seen as prudent if adopting a narrow definition of prioritising security and liquidity.
- 10.6 Such loans will be considered when all of the following criteria are satisfied:
- The loan is given towards expenditure which would, if incurred by the Council, be capital expenditure;
  - The purpose for which the loan is given is consistent with the Council's corporate / strategic objectives and priorities;
  - Due diligence is carried out that confirms the Council's legal powers to make the loan, and that assesses the risk of loss over the loan term;
  - A formal loan agreement is put in place which stipulates the loan period, repayment terms and loan rate (which will be set at a level that seeks to mitigate any perceived risks of a loss being charged to the General Fund, and takes appropriate account of state aid rules) and any other terms that will protect the Council from loss;

**Other Commercial Investments**

10.7 The Capital Strategy will be updated should any commercial investment opportunities be agreed during 2021/22.

**11 CREDIT RATINGS**

11.1 This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard & Poor's. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

11.2 This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:-

<b>Capita Colour Coding</b>	<b>Maximum Duration</b>	<b>Maximum Investment (per institution)</b>
No colour	Not to be used	0
Green	100 days	£6m
Red	6 months 100 days	£3m £6m
Orange	1 year 6 months 100 days	£1m £3m £6m
Blue	1 year 6 months 100 days	£4m £3m £6m
Purple	2 years 1 year 6 months 100 days	£3m £4m £3m £6m

Organisation	Maximum Duration	Maximum Investment
Debt Management Office (Government Body)	6 months	£14m
Lloyds Bank current account The Council's main banker	On call (can be withdrawn immediately)	£5m
Money Market Funds – AAA long-term credit rating	On call (can be withdrawn immediately)	£5m per fund
Certificates of Deposit and Treasury Bills.	Will follow the Capita Colour Coding limits as per the above table.	Will follow the Capita Colour Coding limits as per the above table.
Local Authorities	1 year	£3m

- 11.3 The Link Asset Services' creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.
- 11.4 Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalents) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.
- 11.5 All credit ratings will be monitored weekly. The Council is alerted to changes in ratings of all three agencies through its use of Link Asset Services creditworthiness service. If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately. In addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.
- 11.6 Sole reliance will not be placed on the use of this external service. The Council will also use market data and information and shared intelligence from sector bodies/ peer authorities to help support its decision making process.

### Country Limits

- 11.7 The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA+ from Fitch Ratings (or equivalent from other agencies if Fitch does not provide).

- 11.8 The approval to remove the United Kingdom from the stipulation of an AA+ credit rating criteria was granted at Full Council 19 July 2016. LINK has advised that it would be very unlikely for a UK institution to be allowed to default, given the Government's robust financial backing and the consequences this might have on the industry as a whole.
- 11.9 Countries other than the UK will be subject to a £3m investment limit for duration of up to one year, subject to Section 151 Officer authorisation.

### **Investment Management**

- 11.10 The Council does not use a fund manager and funds are managed in-house. Investments will accordingly be made with reference to the core balances and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

### **Investment Returns Expectations**

Bank Rate is forecast to stay at 0.10% for the foreseeable future:

- 2020/ 2021 0.10%
- 2021/ 2022 0.10%
- 2022/ 2023 0.10%
- 2023/ 2024 0.10%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows:

- 2021/ 2022 0.10%
- 2022/ 2023 0.10%
- 2023/ 2024 0.10%

- 11.11 There are upside risks to these forecasts (i.e. increases in Bank Rate occur sooner) if economic growth strengthens. The UK's exit from the European Union is not expected to have a direct impact on the Council's investment returns, with any upturn in investment rates being linked more closely to a UK and global economic recovery post COVID-19.
- 11.12 Given the low interest rate forecasts no investment income has been included in the 2021/22 budget.
- 11.13 At the end of the financial year, the Council will report on its investment activity as part of its Annual Strategy Report.

## **12 LIQUIDITY RISK MANAGEMENT**

- 12.1 This council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times

to have sufficient liquidity in its investments, taking into account known and potential cash-flow requirements and the level of funds available to it which are necessary for the achievement of its business/service objectives.

- 12.2 Giving due consideration to the Council's level of balances over the next year, the need for liquidity, its spending commitments and provisioning for contingencies, it is considered unlikely that the Council will have cash balances to invest other than on a temporary basis. For this reason, no cash will be held on term deposit maturities in excess of 1 year.

### **13 CASH AND CASH FLOW MANAGEMENT**

- 13.1 The objective should be to keep low interest cash balances at an optimum and maximise temporary investments. There is likely to be a difference between forecast activity and actual activity and therefore working capital will need to be subject to regular review and report to Review Committee / Full Council in the light of changing levels of activity.
- 13.2 The council will prepare reports which include cash flow forecasts and actuals on a 12 month rolling basis so as to be able to determine:
- whether minimum acceptable levels of cash balances plus short-term investments might be (or have been) breached
  - the adequacy (or otherwise) of standby/overdraft facilities or contingency arrangements
  - the optimum arrangements to be made for investing and managing surplus cash.

### **14 SCHEME OF DELEGATION**

- 14.1 Under the Code, the Council is required to specify its Scheme of Delegation for Treasury Management and the responsibilities of the Section 151 Officer, and this is shown below:-

#### **(i) Full Council**

- receiving and reviewing reports on treasury management policies, practices and activities.
- approval of annual strategy
- budget consideration and approval.
- receiving the end of year report on treasury management.

#### **(ii) Review Committee Treasury Management Task & Finish Group**

- scrutiny of the three main treasury reports, before recommendation to Council or Executive.

**(iii) Executive**

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- approval of the division of responsibilities.
- receiving and reviewing regular monitoring reports and acting on recommendations.

**(iv) Audit Committee**

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

**(v) Section 151 Officer**

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- submitting regular treasury management policy reports.
- submitting budgets and budget variations.
- receiving and reviewing management information reports.
- reviewing the performance of the treasury management function.
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- ensuring the adequacy of internal audit, and liaising with external audit.
- Recommending the appointment of external service providers.

**15 TREASURY MANAGEMENT POLICY STATEMENT AND TREASURY MANAGEMENT PRACTICES**

15.1 During 2017, CIPFA consulted on proposed changes to its Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes (the Treasury Management Code), and published a revised version of the CIPFA Code in December 2017. The Treasury Management Code has largely been updated following recent developments in the marketplace and the introduction of the Localism Act 2011, which gave authorities greater flexibility to enter into a wider range of investment activities under the 'general power of competence'.

15.2 The Treasury Management Code has a particular significance under the provisions of the Local Government Act 2003 which requires local authorities

*'to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify'.*

- 15.3 The Treasury Management Code contains the following definition of treasury management activities which has been adopted by CIPFA:

*The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.*

This definition is intended to apply to all public service organisations in their use of capital and project financings, borrowings and all investments.

- 15.4 The updated Treasury Management Code clarifies that 'investments' in the above definition covers all of the Council's financial assets, as well as other non-financial assets held primarily for financial returns if applicable. This means that it encompasses investments which are not managed as part of normal treasury management or under treasury management delegations.

- 15.5 The Treasury Management Code identifies three key principles for treasury management:

- Public service organisations should put in place formal and comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- Their policies and practices should make clear that the effective management and control of risk are prime objectives of their treasury management activities and that responsibility for these lies clearly within their organisations. Their appetite for risk should form part of their annual strategy, including any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and portfolio liquidity when investing treasury management funds.
- They should acknowledge that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools for responsible organisations to employ in support of their business and service objectives, and that within the context of effective risk management, their treasury management policies and practices should reflect this.

- 15.6 In accordance with these principles, the Council had previously adopted a Treasury Management Policy Statement, which set out the policies, objectives and approach to risk management of its treasury management activities, and a series of Treasury Management Practices (TMPs), which set out the manner in which the Council sought to achieve its policies and objectives for treasury management.

- 15.7 The Council's Treasury Management Policy Statement and its Treasury Management Practices have been updated to reflect the requirements of the updated Treasury Management Code.

## 16 KNOWLEDGE AND SKILLS

- 16.1 The Council recognises the importance of ensuring that all officers involved in the treasury management function (including commercial investment activities) are fully equipped to undertake the duties and responsibilities allocated to them. The Section 151 Officer is responsible for recommending and implementing the necessary arrangements and does this by:

- **Ensuring officers are both capable and experienced.** All individuals involved in the delivery of the treasury management function are required to undertake continuing professional development.
- **Providing training and technical guidance**  
All individuals involved in the delivery of the treasury management function are provided with access to relevant technical guidance and training necessary to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills to undertake the duties and responsibilities allocated to them.
- **Appointing a treasury management and other professional advisors**  
By employing external providers of treasury management services, the Section 151 Officer ensures that the individuals involved in delivery of the Council's treasury management activities have access to specialist skills and resources.

- 16.2 The Council has uses the services of Link Asset Services "Link" (formerly Capita Asset Services) as its external treasury management advisors,

- 16.3 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

- 16.4 The Section 151 Officer will ensure that elected members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities. This is fulfilled via annual training sessions with the Council's professional advisors. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

**17 RISK IMPLICATIONS**

- 17.1 As an authority that does not currently have any debt the Council's highest priority in its treasury management function is the security of its investments in accordance with the priorities set out in the CIPFA Code. Sums are invested with a range of counter parties to minimise the risk of the capital sum being diminished through movements in prices.
- 17.2 The Council, whilst fundamentally risk adverse, will accept some modest degree of risk in its Treasury Management activities. It will consider first the range of risks and secondly how prudently to manage those different risks. It will ensure that priority is given to security and liquidity when investing funds for Treasury Management purposes before seeking to optimise yield. The use of different investment instruments and diversification of high credit quality counter parties along with country, sector and group limits, as set out in the Strategy, enables the Council to minimise the nature and extent of the different risks.
- 17.3 The Council does not currently hold any investments for non-Treasury Management purposes. Non-core activities and investments may be considered by the Council in future, subject to the appropriate governance, to support the Council's wider strategic objectives and/or place-making role. Such investments would only be entered into following a full assessment of the risks and having secured expert external advice (where it is relevant to do so).

**18 RESOURCE IMPLICATIONS**

- 18.1 All interest paid and received is accounted for within the General Fund. The amount of income generated is dependent upon interest rates and level of balances.

**19 LEGAL IMPLICATIONS**

- 19.1 This strategy complies with the statutory requirements set out in the Local Government Act 2003 and associated guidance and regulations.



Naomi Lucas

Assistant Director, Resources

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**Background Papers:-**

None

For further information please contact Naomi Lucas (Section 151 Officer) on:-

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If you would like this report in large print, Braille or another language please contact 01702 318111.

**REPORT TO: EXTRAORDINARY COUNCIL 16 FEBRUARY 2021**

**PORTFOLIO: FINANCIAL SERVICES**

**REPORT FROM: ASSISTANT DIRECTOR, RESOURCES**

**SUBJECT: BUDGET CONSULTATION RESULTS 2021/2022**

**1 PURPOSE OF THE REPORT**

- 1.1 To set out the results of Rochford District Council's 2020 Budget Consultation.

**2 INTRODUCTION**

- 2.1 The Rochford District Council Budget Consultation ran between 19 October and 15 November 2020.
- 2.2 A mix of social media, information emails to partners such as the Parish Councils, posters in RDC open spaces and newspaper advertising were used to promote the consultation in 2020. The Council was unable to use its usual poster locations such as doctors' surgeries and libraries due to COVID-19 restrictions. The Council issued 14 Facebook and Twitter posts (total) with a combined reach of 32,800, of which 70% were from Twitter. The posts generated 55 messages from the public. The Council also ran an article in the Echo newspaper and circulated the Budget Consultation details to businesses via the Economic Development team, along with email alerts to various local community based groups.

**3 SUMMARY OF RESULTS**

- 3.1 334 responses were received in 2020 compared to 221 responses in 2019 and 160 in 2018. No requests for paper copies were received; however, several comments did raise concerns about those who do not use online services.
- 3.2 Of the total 334 responses 99% were from residents and 1% were from businesses in the area. Responses were received from residents across all wards within the district.

**Breakdown of responses by ward**

Roche South Ward	12%
Wheatley Ward	12%
Hockley Ward	9%
Hawkwell East Ward	9%
Trinity Ward	9%
Lodge Ward	8%
Hockley and Ashingdon Ward	7%
Downhall and Rawreth Ward	7%
Foulness and the Wakerings Ward	7%
Sweyne Park and Grange Ward	7%
Roche North and Rural Ward	4%
Hawkwell West Ward	4%
Hullbridge Ward	4%

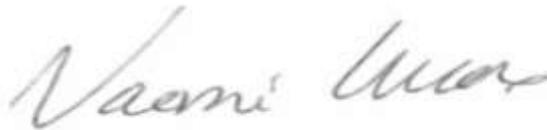
- 3.3 Residents were provided with some information on the Council's current spending levels per average household across a number of key services and were asked if they would prefer to spend less, the same, or more in each key area. Most residents wanted to spend the same on all services. Community Health and Safety received the highest number of 'spend more' responses, whilst Planning Services received the highest number of 'spend less' responses.
- 3.4 In the consultation residents were asked for their views on the Business Plan priorities. The combined responses of 'Very Important' and 'Important' show that most residents felt that Supporting Businesses and Early Intervention were the most important areas followed by Protecting Open Spaces and Modernising Services. When combining 'Not Important' and 'No Opinion', Working with Partners was felt to be the least important of the business plan priorities.
- 3.5 The consultation included some suggestions on ways Rochford District Council could raise money. Increasing the use of Modern Technology and Increasing Commercial Activity for Revenue were the most supported options. Most residents disagreed with Introducing New Charges and Increasing Parking Charges.

3.6 The breakdown at the end of this report sets out the responses to each question in more detail and addresses some of the comments received, with further feedback planned for the remaining items during the year. The responses to the questions showed that there are several common themes, and this will be useful to inform future decision making processes.

3.7 Of the comments received five directly referenced COVID-19, and the potential impact of charges on residents facing difficult financial circumstances. There were seven comments about officers and Councillors, mainly concerned with staff salaries and reducing the number of elected Members.

#### 4 CONCLUSION

4.1 The results of the 2020 Budget Consultation have been reviewed and considered as part of the budget setting process for 2021/22. The feedback received will also be used to inform future decision making across the Council.



**ASSISTANT DIRECTOR, RESOURCES (SECTION 151 OFFICER)**

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#### Background Papers: -

None.

For further information please contact Naomi Lucas on: -

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**Detailed Breakdown of Responses to Consultation Questions****Question 1: Spending on Services**

The consultation listed the services that Rochford District Council provides. The cost figures show the average annual cost per household for a Band D council taxpayer.

The consultation question asked:

**As the Council tries to balance its budget, can you tell us which services you feel the Council should spend less, the same or more on?**

<b>Service (£ average annual spend per household)</b>	<b>Spend less</b>	<b>Spend the same</b>	<b>Spend more</b>
Household Waste Collection (£50.07)	8%	86%	5%
Street Cleansing (£22.87)	15%	69%	15%
Maintaining Parks and Open Spaces (£21.45)	13%	66%	22%
Economic Development (£2.78)	29%	55%	15%
Community Health and Safety (£10.27)	16%	54%	30%
Homelessness Prevention and Housing Support (£21.35)	20%	53%	26%
Planning Services (£4.78)	42%	51%	6%
Leisure and Culture (£8.64)	33%	49%	18%

**Spending on Services - Summary of Results**

Overall, residents opted to Spend the Same across all the options provided.

Most services received a Spend the Same majority from all wards; however, Homelessness Prevention, Planning Services and Economic Development had a more diverse split across the options.

The only services to receive majority Spend More results were Maintaining Parks and Open Spaces and Community Health and Safety; however, in both cases, these results were equalled by a second option.

**Detailed Breakdown of Responses to Consultation Questions (continued)****Question 2: Business Plan**

The Council has committed to achieving a number of objectives in its Business Plan 2020-23; some it can do on its own, and others require it to work in partnership with other organisations and partners.

The consultation question asked:

**Can you tell us which of the statements below concerning the activities of the Council are the most important to you?**

<b>Business Plan Priority</b>	<b>Very Important</b>	<b>Important</b>	<b>Not Important</b>	<b>No Opinion</b>
Wherever possible, we will support local businesses and organisations.	47%	44%	7%	1%
We will maintain, protect, and enhance our many green parks, playgrounds, and open spaces, creating greater opportunities for leisure and cultural enjoyment	44%	43%	11%	1%
We will focus on early intervention and protection for the most vulnerable.	43%	48%	7%	1%
We will improve our efficiency through modernising services and changing the way we work to meet residents' needs.	39%	46%	13%	2%
We will support residents, local businesses, and organisations to create a district full of great life opportunities and choices, business growth and economic security.	39%	45%	13%	3%
We will be more environmentally conscious and strive to eliminate our carbon footprint.	38%	36%	23%	3%
We will engage with communities to meet our priorities and shape the future of the district.	35%	46%	14%	3%
We will work with partners to build community resilience and public safety.	32%	46%	17%	4%
We will support and invest in community level work which enables everyone to lead healthy, safe, and fulfilling lives.	30%	46%	19%	4%
We will work with other councils across South Essex and Central Government to promote the district and create inward investment which will	22%	44%	29%	4%

shape our landscape for the future.				
We will inspire our communities to make a difference.	21%	44%	28%	6%
We will work with partner organisations to tackle inequalities and enable more improvements in well-being to be delivered by communities.	19%	44%	32%	5%
We will invest in the future of the district to stimulate growth and prosperity as well as attracting investors and visitors.	18%	55%	23%	3%

### Summary of Results - Business Plan

Overall, residents felt that all the Business Plan priorities were Very Important or Important.

Those receiving the majority of Very Important responses were Protect Open Spaces, Engage and Community Resilience with the highest response rate going to Protect Open Spaces.

The priority to receive the highest number of Not Important was Carbon Footprint although it received more Important responses overall.

The priority to receive the highest number of No Opinion was Invest in District although it received more Important responses overall.

**Detailed Breakdown of Responses to Consultation Questions (continued)****Question 3: Raising More Money**

Looking at ways to generate income is one way the Council can reduce its budget gap.

The consultation question asked:

**Listed below are different ideas that we would welcome your views on. Please indicate how you feel about each statement.**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither Agree or Disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Increase the use of modern technologies in the delivery of services	28%	43%	16%	9%	4%
Become a cashless council because cash is more expensive to handle than digital transactions	20%	22%	17%	24%	16%
Increase commercial activity to make money that can be used to fund local services	18%	47%	19%	10%	6%
Introduce charges for services that the Council has the option to provide such as green waste	6%	13%	12%	34%	35%
Increase car parking charges	6%	9%	20%	32%	34%
Increase council tax	3%	11%	27%	26%	33%

**Summary of Results - Raising More Money**

None of the suggestions received a majority of Strongly Agree votes. The majority of residents disagreed with Become a Cashless Council. However, when combined the Strongly Agree and Agree responses compared to the combined Strongly Disagree and Disagree responses, the results show a mixed view across the district. This is reflected in the optional comments with the more negative comments concerned with demographics who don't operate in a cashless way and could be excluded.

Increase use of Modern Technology received the highest number of Strongly Agree responses but the majority opted for Agree, rather than Strongly Agree.

The majority of residents disagreed with Introduce New Charges.

Increase Commercial Activity for Revenue received a majority of Agree responses and was the only suggestion to have a united response across all wards.

The majority of residents were in strong disagreement with both Increase Council Tax and Increase Car Park Charges. A number of comments were in response to these suggestions with the main themes of impact on residents and businesses given the current climate.

**Question 4: Other Comments**

As part of the consultation residents were given the opportunity to provide further comments and feedback. The comments were themed in the following categories and subsequently categorised as positive, negative or statement.

	<b>Responses</b>	<b>% that were Positive</b>	<b>% that were Negative</b>	<b>% that were a Statement</b>
Housing / Housing Development	6.6%	0%	55%	45%
Protecting Green Spaces / The Environment	6.0%	20%	75%	5%
Car Parks / Parking / Parking Costs	6.0%	10%	50%	40%
Increasing Costs / Council Tax Related	5.4%	6%	39%	56%
Safeguarding and Community Safety	3.6%	0%	67%	33%
Modernised Services / Cashless	3.0%	0%	60%	40%
Listening to Residents / Engagement / Transparency	2.7%	0%	78%	22%
Asset Delivery Programme	2.4%	0%	0%	100%
Infrastructure	2.1%	0%	57%	43%
Develop Business Opportunities	1.8%	0%	100%	0%
Other	11.4%	3%	89%	8%
No Comment Provided	61.7%	-	-	-

A sample of comments have been included below alongside more information or links to further information held on our, or external, websites.

- ***Invest in new functional CCTV and security patrols across entire district.***

A report from the CCTV working group was presented to Full Council on 14 July 2020. The working group made up of the RDC Community Safety Officer and RDC Councillors found that Rochford District had the lowest levels of recorded crime in Essex. RDC carried out a CCTV consultation where 91.5% of respondents felt that the presence of a public CCTV system would make their town safer, 91.2% of respondents felt that CCTV is a deterrent for crime and anti-social behaviour and 11% of respondents indicated that would feel uncomfortable being in a public place under the watch of CCTV cameras. The report can be found via the link below.

<https://www.rochford.gov.uk/cctvreport-14july20>

- ***I don't feel it is possible to increase council tax year after year. In my case the increase generally is above the increase in my pensions.***

There are a number of support options available for those who are required to pay Council Tax, including Single Persons Discount, student discounts and exempt properties. The RDC website has a helpful Council Tax Support calculator to help you find out your eligibility for support. Further information can be found on the RDC Council Tax Discounts, Exemptions and Local Council Tax Support webpage, please see the link below.

Empty properties are also subject to council tax and to deter empty properties, RDC no longer allows a discount for properties that are unoccupied and unfurnished. These types of properties are subject to 100% Council Tax with an additional amount charged if that property is empty for 2 years or more.

<https://www.rochford.gov.uk/ctsupport>

- ***Residents need to be made more aware of the financial pressures on councils and how little council tax is spent on local services.***
- ***I would like to see the salaries of the top members of the Executive published along with the other info on the council spending.***

RDC produces an Annual Statement of Accounts at the end of each financial year which is compliant with all current legislation to ensure that it discloses all required information. Our accounts are available to view within the 'Related Content' section of the Council's Annual Financial Report.

The Annual Financial Report for 2019/20 explains the financial position of the council in detail. You can read the latest report on the RDC Financial Information webpage, please see the link below.

RDC publishes the Leadership Team's salary bands on its website, this information is also included within the Annual Financial Report. Please see the link below.

<https://www.rochford.gov.uk/finance>

<https://www.rochford.gov.uk/remuneration>

- ***More frequent public consultation at an early stage***

Community consultation is a process by which Rochford District Council asks members of the public their views on a particular issue in order to inform decision making. The Council uses a range of methods to consult. For example, residents may be invited to give their comments on a particular issue by letter, to complete a questionnaire, or to attend a discussion meeting or focus group. Rochford District Council runs many public consultations throughout the year, and they are all promoted via our social media channels and listed on our Consultations webpage. See the link to the RDC Consultation webpage below.

RDC also consult on planning applications which you can register for on the RDC Planning consultation webpage, please see the link below.

As Essex residents, RDC residents are also able to take part in Essex County Council consultations available on the ECC Consultation webpage, please see the link below.

<https://www.rochford.gov.uk/oc-consultations>

<https://www.rochford.gov.uk/consultations>

<https://www.rochford.gov.uk/ECC-Consultations>

- ***Create regular open meetings, say half-a-dozen a year, where residents can meet with Council members face-to-face to raise and discuss current issues.***

Rochford District Council Committee meetings are open to the public and upcoming meetings are available on the RDC Committee website, please see the link to CMIS below.

During the pandemic, the Council moved to online meetings and this enabled it to make these meetings available via YouTube, both live and available as recordings to be watched at a later time. Please see the link to the RDC YouTube channel below.

The RDC Committee website, CMIS, lists the contact details for Members of the Council and the wards they represent. Residents can contact their ward Member or the relevant Portfolio Holder to raise any current issues of concern. Please see the Member Directory link below.

<https://www.rochford.gov.uk/cmis>

<https://www.rochford.gov.uk/RDCMeetings>

<https://www.rochford.gov.uk/cmis-members>

- ***I feel strongly about our environment, it is vital we all make the necessary changes to protect and improve our carbon footprint.***

15 households have been assisted out of fuel poverty this year through RDC's Well Home's initiative and ECO funding. This has helped save the equivalent of 820.2 tonnes of carbon.

In January 2021, RDC launched its new Flexible Eligibility Statement of Intent; this sets out how RDC intends to identify households who could be eligible for the governments ECO: Help to Heat Funding scheme.

In addition, RDC were part of the Essex-wide bid for funding for the Government Green Home Vouchers, the measures available under this scheme are all carbon neutral.

<https://www.rochford.gov.uk/climatecode>

- ***Concerned that some expenses such as public toilets, as being passed to town councils, this should be retained by district council. Worried that projects such as Rayleigh Mill Hall redevelopment will not deliver what the area needs and will not deliver value for money.***

The Parish / Town Councils have worked in partnership with the Council to ensure that not only have public toilets remained open but have also received a complete refurbishment.