

REPORT TO: EXTRAORDINARY COUNCIL - 11 FEBRUARY 2020**PORTFOLIO: FINANCE****REPORT FROM: ASSISTANT DIRECTOR, RESOURCES****SUBJECT: MEDIUM TERM FINANCIAL STRATEGY 2020/21 -2024/25****1 PURPOSE OF THE REPORT**

- 1.1 This report sets out the proposed Medium Term Financial Strategy (MTFS) for the period 2020/21 to 2024/25, including the 2020/21 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.

3 CONTENTS**3.1 Report Pack:**

- Section 4 - Executive Summary
- Section 5 - Strategic Context
- Section 6 - Council Priorities and Business Plan
- Section 7 - Medium Term Financial Strategy
- Section 8 – Specific Grants
- Section 9 – Capital Programme
- Section 10 - Fees and Charges
- Section 11 – Pension and Pension Revaluation
- Section 12 - Equalities and Diversity
- Section 13 – Risks and Opportunities
- Section 14 – Robustness of the Budget Assumptions
- Section 15 - Capital and Treasury Management Strategy
- Section 16 – Conclusion
- Section 17 – Recommendations

3.2 Appendices Pack:

- *Appendix 1- Detailed revenue budgets 2020/21*
- *Appendix 2 - Fees & Charges Schedule 2020/21*
- *Appendix 3 – Capital and Treasury Management Strategy 2020/21*

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 2020/21 to 2024/25.
- 4.2 Government funding for 2020/21 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 original £0.630m of negative Revenue Support Grant adjustments.
- 4.3 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.
- 4.4 This report provides feedback on the public budget survey which closed on 12 January 2020 after a period of 6 weeks and is outlined in section 7.
- 4.5 Budget pressures of £0.749m have been identified for 2020/21; these are partly offset by new savings / efficiencies (including income generation) of £0.251m leaving a budget gap before funding changes of £0.499m. After taking into account funding changes and proposed transfers to/from reserves for 2020/21 a residual gap of £0.156m remains.
- 4.6 It is recommended that the residual 2020/21 gap is bridged through an increase in Council Tax of 2.15%; this equates to £4.95 per year or an extra 10 pence per week on a Band D property in 2020/21.
- 4.7 The Council's Business Rates income remains volatile and there is significant uncertainty about the level of Business Rates income the Council will be able to retain from 2021/22 onwards, this will be managed through the Council's Business Rates Smoothing Reserve to mitigate this risk in future years.
- 4.8 The Medium Term gap to 2024/2025 is forecast to be £1.2m, based on current financial forecasting; however, this will be subject to change as additional information becomes available about the 2020 Comprehensive Spending Review, Business Rates Retention Scheme and Fair Funding Review to be implemented from 2021/22 and as further savings proposals are developed.
- 4.9 The Council aims to retain a General Fund balance (which acts as a contingency for unexpected or emergency costs) of 10% (£1m) in 2020/21.
- 4.10 It is expected that 2020/21 will be the final year of the New Homes Bonus scheme, following its extension in 2019/20 due to the delay in the rollout of the proposed changes to Business Rates Retention Scheme and Fair Funding Review. Previous years' grant allocations have been transferred to the Council's Hard/Soft Infrastructure Reserve; however, as it is deemed that the level of reserves held for this purpose is sufficient to meet the Council's Medium Term requirements it is intended that this final year of New Homes Bonus grant is used to create an investment fund to finance 'invest to save' projects identified through the Council's 'Connect' Transformation Programme.

5 STRATEGIC CONTEXT

- 5.1 There remains significant uncertainty about the future of local government finance. A one-year Spending Round was agreed by central government in 2019, with the total funding allocation for local government in 2020/21 not significantly changed from 2019/20, although some further funds were identified for social care priorities which are primarily aimed at upper tier authorities. A further multi-year Comprehensive Spending Review is planned for 2020 which could alter the total quantum of funding available for local government in future years.
- 5.2 In addition, the planned implementation of changes to the Business Rates Retention Scheme and the Fair Funding Review were delayed for another year until at least 2021/22, meaning that the future allocation of funding *within* local government also remains unclear. The uncertain funding position makes it difficult to plan for the long term.
- 5.3 A summary of the main announcements within the Local Government Settlement is set out below.

Headlines from the Draft Local Government Settlement 2020/21

- The government published the draft settlement on 20 December 2019 and intends to publish the final settlement in February 2020.
- 2019/20 was the final year of the Government's four-year funding settlement for the period 2016/17 to 2019/20, which the Council signed up to in 2015. The 2020/21 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 2020/21. This has a positive impact on the Council's budget of £0.630m compared to previous assumptions.
- The core council tax referendum principle for shire districts remains at 2% with the flexibility to increase council tax by up to £5 on a Band D equivalent property (if this is higher than 2%).
- Continuation of Business Rates Pooling arrangements for a further year. Rochford will continue to be part of an Essex Business Rates Pool in 2020/21.
- New Homes Bonus will continue to be paid on housing growth above 0.4% in 2020/21, 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.

Demand Pressures

5.4 As well as funding reductions the Council also faces pressures from 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 has been undertaken in 2019/20 of which more detail is set out in the accompanying separate report to Full Council.
- 6.2 To ensure continuing alignment with the Council’s financial planning process and developing core project work, work on the Business Plan 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 have fundamentally remained the same:
- **Being Financially Sustainable** (*this has changed from the previous Business Plan which stated the intention of “being financially self-sufficient.” The change was made to reflect the current uncertainty about Government’s plans for the future funding of local authorities*).

- **Maximise Our Assets**
- **Early Intervention**
- **Enable Communities**

Asset Delivery Programme

- 6.6 The Council has embarked on an Asset Delivery Programme which will consider how the Council's key strategic sites can deliver the objectives set out in its Asset Strategy, namely:
- Reduce future costs
 - Provide a modern working environment which meets the needs of the Council and the public
 - Regenerate the local area to the benefit of residents and businesses
- 6.7 The preferred option is consolidation of the Council operations at the Freight House. It was estimated at the Outline Business Case (OBC) stage that this option would have a net capital funding requirement of £0.6m, for which the relevant figures are included in the medium term capital expenditure forecasts. The Final Business Case for the Asset Delivery Programme is due to be presented to Council for approval in March 2020 and the funding requirements will be reassessed at that stage.
- 6.8 The estimated net capital funding requirement is currently assumed to be funded from the Council's Hard/Soft Infrastructure Fund Reserve (which was set aside for this purpose); therefore at OBC stage it was not anticipated that any long term borrowing would be required; however, this assumption may be revisited at the Final Business Case stage. 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 cash flow works during the delivery phase. Council approval will be sought before any borrowing is undertaken as this would represent a change to the Council's current Capital and Treasury Management Strategy.
- 6.9 External borrowing (if 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 As noted by the Executive in February 2018, Leaders and Chief Executives of the seven South Essex authorities are working together to progress a set of overarching strategic principles for South Essex, through the Association of South Essex Local Authorities (ASELA), with the principle that ASELA

partners are stronger if they work together as 'one voice' to achieve a step change in economic growth across South Essex.

- 6.11 The Leaders and Chief Executives have met on a regular basis since the summer of 2017, facilitated by an independent consultant, and supported by independent strategic planning advice. The intention has been to describe a joint “place-based” vision, together with the growth and strategies necessary to support this, the infrastructure required in the area, and how local authorities might work together to deliver these aspirations. A Statement of Common Ground (SCG) prepared by ASELA to support the preparation of a Joint Strategic Plan (JSP) for South Essex was agreed by the Council in July 2018.
- 6.12 Further work is planned to continue over the coming year based on the four strategic themes of Place, Connectivity, Productivity and Investment. ASELA will also continue to seek Government support to pursue a comprehensive approach to delivering economic growth and housing, as well as working together to explore opportunities arising from investment in the Lower Thames Crossing, the Thames Estuary corridor and other funding streams.

7 MEDIUM TERM FINANCIAL STRATEGY (MTFS)

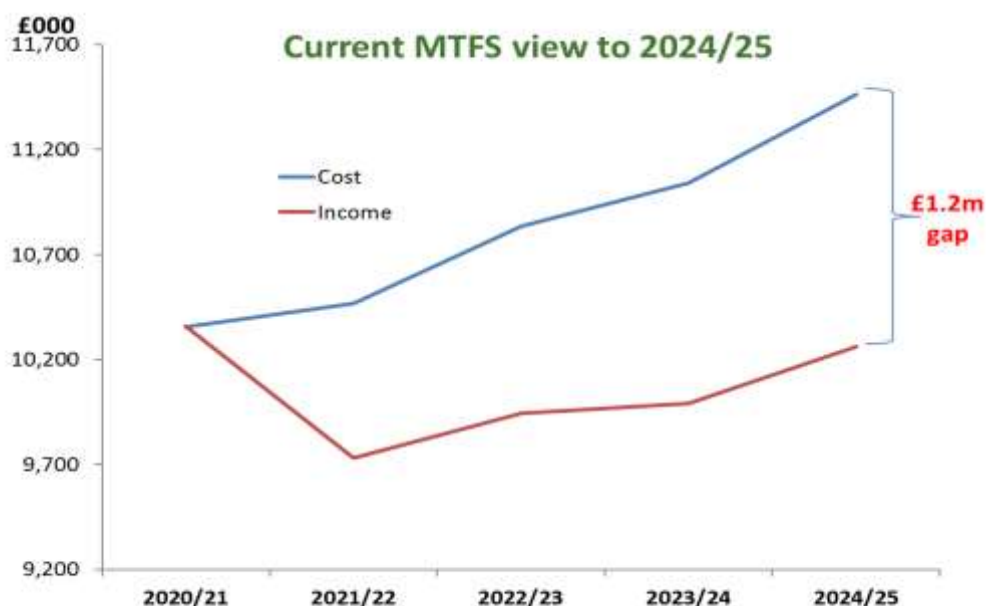
MTFS Key Principles and Assumptions

- 7.1 The indicative MTFS for the period 2020/21 to 2024/25 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 what 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, growth in population, 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 increase 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 2020 to 2024, based on latest assumptions regarding the national pay award.
- **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 2.15% in 2020/21 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 continuation of current household trajectory (1% annual increase in future years) taking into account current developments and schemes where developers are in place.
- **New Homes Bonus (NHB):** 2020/21 is assumed to be the final year of this grant (with some legacy payments due for a further two years), pending the outcome of the Business Rates Retention and Fair Funding Consultations which will determine the funding settlements for individual LAs from 2021/22.
- **Business rates:** The amount the Council will be able to retain from 2021/22 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 2020/21 through central government's share of Business Rates).
- **Revenue Support Grant:** the proposed negative RSG adjustment of £0.630m will be funded through the central government share of business rates in 2020/21 and therefore has been removed from the Council's funding settlement. From 2021/22 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 £1.2m by 2024/25; this means that the Council will need to find recurrent baseline savings to this value by that time. There are, however, a number of unknowns which could change the budget gap, most notably the Fair Funding Review and rollout of 75% Business Rates Retention from 2021/22 onwards, which is being consulted on over the coming months and will be confirmed following the Comprehensive Spending Review and further consultation with local government sector. 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 help balance the budget for 2020/21 are set out in this report. Delivery of further measures to balance the budget from 2021/22 and beyond are being explored and will, to a certain extent, be enabled by the successful implementation of the plans set out for 2020/21. 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 2020/21

	2019/20	2020/21	Change
	NEW PORTFOLIO STRUCTURE		
	£m	£m	£m
IT & Communications	1.156	1.330	0.173
Community	1.449	1.597	0.148
Enterprise	(0.744)	(0.675)	0.068
Environment	2.919	3.041	0.122
Finance	1.326	1.127	(0.199)
Leader/Deputy Leader	2.984	3.145	0.161
Planning	0.403	0.428	0.025
Staffing Vacancy Factor	(0.200)	(0.200)	-
Total Service Expenditure	9.293	9.792	0.499
Funding Sources:			
Revenue Support Grant	-	-	-
Retained Business Rates	(2.847)	(2.332)	0.515
New Homes Bonus	(0.658)	(0.498)	0.160
Council Tax (Proposed)	(7.271)	(7.511)	(0.240)
Council Tax Collection Fund adjustment	(0.044)	(0.018)	0.026
Investment Fund Contribution / (Withdrawal)	0.658	0.498	(0.160)
Business Rates Smoothing Reserve Contribution / (Withdrawal)	0.895	-	(0.895)
General Fund Contribution / (Withdrawal)	-	0.069	0.069
Total Funding	(9.293)	(9.792)	(0.499)
(Surplus) / Deficit / Balanced budget	-	-	-

- 7.5 The 2020/21 budget is underpinned by solid financial management and robust savings plans. After taking income and specific grants into account, the net costs of 2020/21 services amount to £9.792m, compared to £9.293m in 2019/20. The detailed budget is shown in Appendix 1.

Key 2020/21 Key Pressures & Growth Items

- **Contract Inflation/Specification Changes (£252,000):** in relation to major contracts for waste and information technology services.
- **Staffing (£156,000):** 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 2019/20.
- **Housing Income Reduction (£183,000):** to reflect actual income expected to be recovered on temporary accommodation services, plus the net impact of the Housing Benefit subsidy adjustment in 2020/21.
- **Association of South Essex Local Authorities (£60,000):** to reflect the agreed annual contribution to the joint work with South Essex partners.

2020/21 Key Savings, Efficiencies and Income

- **Additional Interest Income (£50,000):** based on expected levels of investments in 2020/21.
- **Additional Fees and Charges Income (£78,000):** increased level of income from planning services, Hackney Carriages, volume of parking charges.
- **Reduction in Council Tax Support Grant to Parishes (£25,000):** this grant has been phased out and will be fully removed in 2020/21.
- **Expected Saving on Recycling Costs (£20,000):** based on latest intelligence on costs and volumes in 2020/21, but will be monitored closely during the year.
- **Reduction in the Cost of Members' Allowances (£18,000):** a recommendation from the Independent Remuneration Panel was approved by Full Council in February 2019 which has resulted in savings for Members' Allowances in 2020/21.

2020/21 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 draft settlement for 2020/21 has also 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 from 2021/22 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) by 2019/20 and instead aims to increase the local share of business rates retention to 75% in 2021/22. This will be

achieved through incorporating existing grants into the BRR system including Revenue Support Grant, and Public Health Grant. The remaining 25% central share will continue to be returned to Central Government. Local authorities will be able to retain 75% of growth above their baseline from 2021/22 once the system is 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 draft Local Government Settlement in 2019/20 with the intent to implement from 2020/21, which has now also been delayed until 2021/22. 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 2020/21 Business Rates income forecast has decreased from 2019/20 by c£0.5m; however, as not all of the prior year's growth was built into the baseline budget (but instead transferred to the Business Rate Smoothing Reserve to mitigate the risk of volatility), this does not impact on the overall funding levels that were anticipated for general fund services in 2020/21.

New Homes Bonus

- 7.11 New Homes Bonus was introduced in 2011 in order to provide a clear incentive to local authorities to encourage housing growth in their areas. It is based on the increase in new houses and bringing empty homes back into use. In summer 2017, the Government re-consulted on the latter two proposals in the 2018/19 settlement technical consultation. The 2018/19 settlement confirmed a further reduction in the number of payment years from five to four years. The scheme has been extended for a further year in 2020/21; however, payments for growth will be for one year only (i.e. no legacy payments). The housing growth baseline above which grant is paid will also remain at 0.4%. The Council will continue to get smaller legacy payments in 2021/22 and 2022/23 in relation to previous year's growth.
- 7.12 MHCLG has published the indicative allocations for 2020/21, the tenth year of the scheme, which for Rochford is £497,847. It is proposed that these grant monies be allocated to create an investment fund to finance 'invest to save' projects identified through the Council's 'Connect' Transformation programme.

Council Tax

- 7.13 The draft settlement set out a 2% (or £5 if higher) referendum limit on council tax increases for shire districts in 2020/21. 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.

- 7.14 When considering the Council Tax level for 2020/21, it should be noted that the current level of Council Tax is: -

2019/2020 Band D Average	
	£
Essex County Council	1,179.63
Essex County Council Social Care Levy	90.81
Essex Fire Authority	72.45
Police & Crime Commissioner	192.96
Town/Parish Councils (average)	48.66
Rochford District Council	230.31
Total	1,814.82

- 7.15 The Council is proposing an increase in its share of council tax by 2.15% in 2020/21; this equates to £4.95 per year or an extra 10 pence per week on a Band D property.

2020/21 Council Tax Base

- 7.16 The Assistant Director, Resources is delegated to set the tax base, which is based on the current council tax valuation list plus an estimate of changes anticipated to occur in 2020/21.
- 7.17 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 2020/21, the tax base is calculated as follows:-

		Band D Equivalents	
		2019/20	2020/21
	Tax Base	33,617.3	33,882.5
Less	LCTS Adjustment	(2,047.1)	(1,954.7)
Equals	Tax Base for Council Tax Collection	31,570.1	31,927.8

- 7.18 The change in the tax base is due to-
- The 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.
- 7.19 The calculation of the indicative Council Tax for Rochford District is set out below:

	2019/20 Original	2019/20 Current	2020/21 Original
	£m	£m	£m
Gross Expenditure	10.829	11.461	11.444
Reversal of Parish Precept	(1.536)	(1.536)	(1.652)
Total Service Expenditure	9.293	9.924	9.792
Contribution to /(from) Reserves	1.553	0.921	0.567
Net Expenditure for Budget Purposes	10.846	10.846	10.359
Revenue Support Grant	-	-	-
Retained Business Rates	(2.847)	(2.847)	(2.332)
Incentivised Funding (New Homes Bonus)	(0.658)	(0.658)	(0.498)
Collection Fund Adjustments	(0.044)	(0.044)	(0.018)
Levy Surplus Grant	(0.026)	(0.026)	-
Rochford's Element of Council Tax Requirement	(7.271)	(7.271)	(7.511)
Council Tax Base	31,570	31,570	31,928
TOTAL COUNCIL TAX (BAND D EQUIVALENT)	230.31	230.31	235.26

- 7.20 The proposed increase in council tax combined with growth in the tax base, would result in income from Council Tax being £7.511m in 2020/21. The indicative Council Tax for a band D property will be £235.26; representing an increase of £4.95 per annum or just under 10p per household per week.
- 7.21 The total Council Tax, including the amounts for Essex County Council, Essex Police and Crime Commissioner, Essex Fire Authority and the Town and Parish Councils will be set at the Council meeting on 18 February 2020.

Council Tax Collection Fund Reserve

- 7.22 As the Billing Authority, this 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.
- 7.23 A forecast is made of the likely outturn surplus or deficit for the current financial year and this amount is then split across the main precepting bodies and the Council. For 2020/21 there will be a surplus on the council tax collection fund, attributable to the billing authority and main preceptors as follows:

Recipient	Distribution Amount – Deficit/(Surplus)	
	2019/20 Actual £000	2020/21 Proposed £000
Rochford District Council	(44)	(18)
Essex County Council	(197)	(81)
Essex Police and Crime Commission	(27)	(12)
Essex Fire & Rescue Authority	(11)	(5)

GREEN GATEWAY TRADING (GROUNDS MAINTENANCE) LTD.

- 7.24 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 in its first three years of trading, as well as realising a significant cost saving for the Council in the contracted delivery of services.
- 7.25 The company is currently preparing a business plan for Year 4 and beyond to set out its strategy for future years trading. 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 pay-outs in its MTFS.

RESIDENT ENGAGEMENT

- 7.26 These budget plans incorporate feedback from consultation including the recent budget survey in relation to the Council's spending priorities and Business Plan. The survey asked residents which council services they most value and for ideas about how savings could be made, or services reformed.
- 7.27 The Budget Survey was available for approximately 6 weeks and formally closed on 12 January 2020. It was publicised on-line and through social media and distributed at various public locations. Overall 222 residents responded.
- 7.28 Council services have been ranked in order of those that respondents are most and least satisfied with and are outlined in the table below:

Service area	2019/20 Very Satisfied	2019/20 Dissatisfied
Recycling and waste collection	67%	7%
Parks and open spaces	46%	10%
Street cleansing	42%	10%
Leisure services	22%	8%
Safeguarding and community safety	17%	21%
Housing and Homeless	10%	13%
Planning services	7%	25%
Building control services	6%	19%

- 7.29 The comments made in 2019/20 were mainly along similar themes as those received in the previous year and have been summarised below:

Income Generation

- 7.30 There was a view that the Council should be acting commercially where possible e.g. by offering discretionary services for a fee, expanding services where commercially viable and selling advertising space. Maximising the use of Council owned assets, including leisure and community facilities remained an important area of focus for the Council.
- 7.31 The Council's Asset Strategy is seeking to maximise the use of Council assets through the disposal of surplus assets and by reducing costs and/or increasing income generating opportunities for retained council sites, where appropriate.

Reduce Costs/ Different ways of working

- 7.32 Several comments were received around the Council becoming more streamlined by reducing administration and leadership costs, outsourcing services to the private sector or using volunteers. There were also suggestions that the Council could organise its political administration differently and reduce the costs of some Member services/allowances.
- 7.33 The Council has reduced the total cost of its Leadership Team and Member Allowances (following an independent review) during 2019/20.
- 7.34 In addition, there were suggestions that services could be reduced in certain areas, for example reducing the frequency of some waste/recycling collections. This will be considered as part of the procurement of a new waste contract over the next two years.

Service Growth

- 7.35 There were calls for greater enforcement of a number of areas including parking, fly-tipping and littering plus air and noise pollution. A Member Review

of Car Parking, including enforcement activity, is underway and will report back during 2020/21.

- 7.36 There were also calls for LED lighting in car parks (built into the proposed capital programme for 2020/21) and the installation of Electric Charging Points (already underway) to support the carbon neutral agenda.
- 7.37 Some suggestions related to areas which the Council is not directly responsible for, including highway maintenance and policing services.
- 7.38 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 constraints.
- 7.39 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

- 7.40 Over the period of the MTFS the Council's financial priorities will be:
- 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.
 - To maintain unqualified accounts each year.
 - To maximise recovery of income due to the council and minimise the impact of fraud on council business.
 - To support sustainable economic growth and strong communities, ensuring the District is a great place in which to invest, live, work and visit.
 - To create an agile and flexible workforce, including maximising ICT efficiencies, through its 'Connect' Programme.
 - To deliver the objectives of the Council's Asset Strategy through its Asset Delivery Programme.

8 2020/21 GRANTS FOR SPECIFIC SERVICES

- 8.1 In 2020/21 the specific grant funding expected to be received by the Council is:

	2020/21
Grants for specific services:	£
Local Council Tax Support Scheme	(60,223)
Flexible Homeless Support Grant	(191,500)
Homelessness Reduction Act new burdens funding	(49,286)
Housing Benefit Admin	(134,754)
Business Rates collection	(94,300)
New Burdens - Universal Credits	(5,555)
New Burdens - Housing Benefits	(14,154)
Disabled Facilities Grant (estimated)	(475,000)
Total Specific Grants	(1,024,772)

9 Capital Programme

- 9.1 A core capital programme covering the period 2020/21 to 2024/25 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 2020/21; in addition to the significant investment of £658,000 agreed in 2019/20 to provide new and enhanced play facilities over a three-year period. The programme also reflects the indicative costs for the Asset Delivery Programme, as set out in the Outline Business Case. These costs will be subject to review and potential change at Final Business Case stage, which is due to be presented to Council in March 2020.
- 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 or Leisure services, the contracts for which are both due to be re-procured in 2022/23. Separate business cases for any investment required will be developed and presented to Council as part of the procurement processes but would likely require to be funded through external borrowing.
- 9.6 The programme also does not include specific provision for possible investment related to the findings of the current Member Working Groups on "Carbon Neutral by 2030", Car Parking and CCTV. It is acknowledged that on completion, in-year consideration may need to be given to any required

funding related to these programmes, which would be brought back to Council for approval.

9.7 The proposed 2020/21 capital programme is detailed in the table below.

Item	Commentary	2020/21 £
Enterprise		
Asset Strategy	Freight House works as per Asset Strategy indicative financials	1,382,238
Rochford Accommodation works	Works identified from surveys and inspections	30,000
Rayleigh Accommodation works	Works identified from surveys and inspections	25,000
Windmill works	Works identified from surveys and inspections	15,000
Street Lighting	Energy Efficient Lighting	20,000
Rochford Day Centre and CAB	Replacement External Doors and Windows, Upgrade internal common areas.	27,000
Car Parks	Car Park priority resurfacing programme	100,000
Environment		
Play Spaces	Agreed Programme of Play Equipment	300,000
Open Spaces	Replacement of fences/Gates/litter bins/other furniture	15,000
Resurfacing works	Resurfacing & replacement of tarmac, concrete & paved foot paths & additional high risk areas within parks and open spaces	45,000
Pavilions	Essential works following condition survey	100,000
Waste Bins	Replacement of household bins	25,000
Vehicle Fleet	Replacement of vehicles	25,000
Groundworks	Installation of Headstone Beams	10,000
Cemeteries	Essential refurbishments	30,000
Toilet Refurbishments	Hockley Woods and Southend Road toilets refurbishments	110,000
IT and Communications		
Mobile Working	New Devices Refresh	50,000
Telephone System Cloud Ready Platform	Full and extensive Hardware and Software upgrade to a Cloud Platform.	25,000
Community		
Disabled Facilities Grant		475,000
Private Housing Renewal Programme		20,000
Total Cost		2,829,238
Capital Receipts Reserve		(595,356)
New Homes Bonus grant agreed in 2019/20 for play spaces		(300,000)
Hard/Soft Infrastructure Reserve		(1,383,882)
Transformation Reserve		(50,000)
Capital Grants	Disabled Facilities Grant	(475,000)
S106 Income	Income from developments under S106 Agreements.	(25,000)
Total Funding		(2,829,238)

9.8 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 2020/21 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 Licensing, 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. Car park charges are not planned to be increased this financial year. A Car Parking Member Working Group has been established during 2019/20 to support the development of a car parking strategy and action plan for the District and will report back in due course.

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 3 years, with a view to setting employer contribution rates which ensure the sustainability of the Fund over the longer term. A full actuarial revaluation was completed in December 2019 and proposes an increase in the contribution paid by the Council for each staff member to 19.5%, the cost of which will be partly offset by a reduction in the annual contribution towards the deficit payment that has to be made, which has reduced since the last full valuation. It is proposed that the deficit payment of £1.2m is paid in one instalment during 2020/21 using monies from the Pension Reserve set aside for this purpose. The reserve will be built up again over the next three years with an annual contribution of £401,000 from the revenue budget.

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 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.
- **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. Numbers of households in temporary accommodation remains static; however, the need for an affordable settled housing supply remains high and demand will continue to be closely monitored.
 - **Council Tax Sharing Scheme:** An extension of this scheme has been proposed for two years to 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 c.£50,000 reduction in income. If the scheme did not continue the total loss of income for the Council would be c. £350,000 compared to 2019/20 levels.
 - **Recycling Costs:** The budget has been set based on the revised unit prices and best intelligence of probable volumes; however, if volumes are higher than anticipated a further cost pressure could arise.
 - **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 ASSISTANT DIRECTOR, RESOURCES (SECTION 151 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 2020/21 has taken place in an environment of significant uncertainty about future funding arrangements which has impeded longer term planning. Despite these challenges the Council has been able to set a balanced budget in 2020/21.
- 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.
- 14.5 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

- 14.6 During the preparation of the budget for 2020/21 and the MTFS, the challenge has been to find efficiencies and savings that do not prevent the Council from delivering its Business Plan priorities, but which are compatible with those key themes. 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.
- 14.7 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 2020/21 budget setting process has been robust.

RESERVES & BALANCES

- 14.9 The Assistant Director, Resources (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.
- 14.10 There is no statutory minimum level of reserves, but it is important to manage the level of reserves in order to:
- Maintain adequate balances to provide contingency funds for unforeseen events.
 - Provide resources to support the Council's long term spending plans.
 - Avoid holding excessive amounts because of the opportunity costs in not utilising these resources.

- 14.11 The Council's Policy on Reserves is that, as part of the budget preparation process, the Council will carry out a risk assessment of any material items included in the budget that are based on forecasts or assumptions and that an appropriate level of reserves will be maintained based on the assessment of the probability of events occurring that would require some or all of those reserves to be drawn upon. The approved level of reserves is to be adhered to in order to support the Council in the achievement of its long term objectives.

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 including any impact of the Government's Fair Funding Review.
- 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 £0.976m.

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 partnerships arrangements, which cannot therefore be used to support general Council expenditure.
- 14.16 The total forecast movement in earmarked reserves and balances during 2019/20 is a net decrease of £233,329 to reflect planned use of 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 2019/20. The projected movement in reserves in 2020/21 reflects the planned use of the Hard/Soft Infrastructure reserve to cashflow the Asset Programme (see paragraph 6.8) and the transfer in of the 2020/21 New Homes Bonus monies to create an Investment Fund for the 'Connect' programme.
- 14.17 It is proposed to create a new Leader's Initiatives Fund Reserve of £50,000 to underpin the core objectives and operation of the Council, but which will give further flexibility for the Leader to respond to community needs and react to any emerging issues during the year.

Earmarked Reserves	Estimated Opening Balance 2019/20 £	2019/20 Forecast Mov't In Year £	Estimated Closing Balance 2019/20 £	20120/21 Forecast Mov't In Year £	Estimated Closing Balance 2020/21 £
Devolution/Essex 2050	(71,290)	60,000	(11,290)		(11,290)
Thames Gateway Growth Contribution	(5,000)		(5,000)		(5,000)
Insurance Reserve	(33,364)	4,800	(28,564)		(28,564)
Internal Audit	(52,735)		(52,735)		(52,735)
Contractor Provision	(103,431)	46,200	(57,231)		(57,231)
IT Reserve	(243,184)	147,873	(95,311)		(95,311)
Transformation	(343,796)	120,000	(223,796)	(447,847)	(671,643)
Pension	(1,592,158)		(1,592,158)	815,914	(776,244)
Legal	(320,676)	13,600	(307,076)		(307,076)
Contamination	(10,000)		(10,000)		(10,000)
Elections	(74,165)	67,150	(7,015)		(7,015)
Housing Reserve	(274,068)	35,000	(239,068)		(239,068)
Hard / Soft Infrastructure	(2,914,224)	87,708	(2,826,517)	1,383,882	(1,442,635)
Capital Funding Reserve	(200,000)	(600,000)	(800,000)	45,000	(755,000)
Business Rates Smoothing Reserve	(970,612)	(323,556)	(1,294,168)		(1,294,168)
Leaders Initiative Fund	-	(50,000)	(50,000)		(50,000)
Total Earmarked Reserve	(7,208,703)	(391,225)	(7,599,928)	£1,796,949	(5,802,979)
Carry Forwards			-		-
Corporate	(1,147,934)	392,313	(755,622)	622,855	(132,767)
Project	(16,377)	16,377	0		0
IT	(11,213)	11,213	-		-
Housing	(2,500)	2,500	-		-
Total Carry forward	(1,178,024)	422,403	(755,621)	622,855	(132,767)
Grant Funded / Ring Fenced Reserve					
Corporate	(64,194)	25,000	(39,194)		(39,194)
Project	(746,863)	322,882	(423,981)		(423,981)
Housing	(354,496)	(145,730)	(500,226)	(161,691)	(661,917)
Total Grant Funded Reserve	(1,165,553)	202,152	(963,401)	(161,691)	(1,125,092)

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 and their use is authorised by the Assistant Director, Resources.

14.19 If necessary, the Assistant Director, Resources 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 Assistant Director, Resources 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 out 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 2020/21 is consistent with that applied in previous years. The Council has a good track record regarding its treasury investment activity, adhering to the statutory requirement to give priority to security and liquidity over yield.
- 15.4 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.
- 15.5 The distinct, but inter-related, elements of the Capital and Treasury Management 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.

16 CONCLUSION

- 16.1 The MTFS has been prepared against a background of real terms reductions 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 draft Local Government Finance Settlement and the results of internal and external consultation, Council **RESOLVES**

- (1) That the net revenue budget requirement be set at £10.359m for 2020/21 as per paragraph 7.19.
- (2) That it be noted that the funding position set out in this report is based on the Draft Local Government Settlement and is therefore subject to change in the Final Settlement expected during February 2020. Significant changes are not anticipated; therefore, Council is asked to approve that delegation be granted to the Assistant Director, Resources to make any final adjustments required to the funding budgets, post publication of the final settlement.
- (3) That the Capital Programme for 2020/21 set out at Section 9 and the proposed methods of financing the capital expenditure be approved.
- (4) That the Assistant Director, Resources be authorised to adjust capital project budgets in 2020/21 after the 2019/20 accounts are closed and the amounts of slippage and budget carry forward required are confirmed.
- (5) That it be noted that the proposed Council Tax requirement for the Council's own purposes (excluding Parish and Town Councils and Precepts) for 2020/21 is £7.511m as per paragraph 7.19.
- (6) That the 2020/21 Band D equivalent tax base for the purpose of determining the council tax charge be agreed as 31,927.8 properties.
- (7) That the increase in Rochford District Council Tax of 2.15% for 2020/21 be approved by recorded vote.
- (8) That the schedule of fees and charges for 2020/21 set out in Appendix 2 be approved.
- (9) That the General Balance be set at £0.976m as at 1 April 2020.
- (10) That a drawdown be approved from the Pension Reserve of £1.2m to fund the tri-annual pension deficit payment in one instalment in 2020/21.
- (11) That the creation of a new Leader Discretionary Fund Reserve of £50,00 in 2020/21 be approved.
- (12) That the expected Earmarked Reserves position set out in Section 14 be noted.

- (13) That the statement on the robustness of the estimates and reserves at Section 14 be noted.
- (14) That the Equality Impact Assessment as set out in section 12 of this report be noted.
- (15) That the Capital and Treasury Management Strategy for 2020/21, as set out in Appendix 3 including the 2020/21 Prudential Indicators, be agreed.



Naomi Lucas
Assistant Director, Resources

Background Papers:-

None.

For further information please contact Naomi Lucas on:-

Phone: 01702 318122

Email: naomi.lucas@rochford.gov.uk

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

BUDGET BOOK PORTFOLIO STRUCTURE 2020-21					
PORTFOLIO HOLDER NAME	ASSISTANT DIRECTOR	ALL SERVICES	2019/20	2019/20	2020/21
			ORIGINAL	LATEST	ESTIMATE
IT and Communications					
Cllr D S Efde	Dawn Tribe	Computer Services	1,082,300	1,112,300	1,252,328
Cllr D S Efde	Shaun Scrutton	Communications	74,000	74,000	77,350
			1,156,300	1,186,300	1,329,678
Finance					
Cllr S P Smith	Naomi Lucas	Audit	129,600	129,600	132,550
Cllr S P Smith	Naomi Lucas	Financial Services	476,700	477,000	488,800
Cllr S P Smith	Angela Law	Procurement	68,700	71,100	75,050
Cllr S P Smith	Naomi Lucas	Net External Finance	(55,550)	(55,550)	(130,000)
Cllr S P Smith	Naomi Lucas	Other Operating Income & Expenditure	955,000	955,000	789,000
Cllr S P Smith	Naomi Lucas	Council Tax	(95,900)	(80,119)	(126,100)
Cllr S P Smith	Naomi Lucas	Business Rates	(63,200)	(61,950)	(59,200)
Cllr S P Smith	Naomi Lucas	Housing Benefit Administration	88,700	111,932	255,050
Cllr S P Smith	Naomi Lucas	Housing Benefit Payments	(177,800)	(177,800)	(298,300)
			1,326,250	1,369,213	1,126,850
Leader/Deputy Leader					
Cllr M J Steptoe & Cllr C E Roe	Dawn Tribe	Reception	103,000	103,000	141,350
Cllr M J Steptoe & Cllr C E Roe	Dawn Tribe	Support Services	189,100	189,100	193,785
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Legal Services	154,400	154,400	158,300
Cllr M J Steptoe & Cllr C E Roe	Shaun Scrutton	Human Resources	178,600	207,400	177,500
Cllr M J Steptoe & Cllr C E Roe	Louisa Moss	Licensing	41,900	42,000	82,650
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Information	25,300	25,300	26,250
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Overview	48,000	48,000	51,250
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Conducting Elections	156,000	219,000	172,700
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Registration of Electors	106,400	110,550	107,850
Cllr M J Steptoe & Cllr C E Roe	Matt Harwood White	Health & Safety	47,100	47,100	50,550
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Leadership Support Team	84,100	84,100	86,550
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Civics	70,800	70,400	80,400
Cllr M J Steptoe & Cllr C E Roe	Shaun Scrutton	Corporate Management	123,000	183,000	185,050
Cllr M J Steptoe & Cllr C E Roe	Shaun Scrutton	Assistant Directors	737,000	689,600	672,280
Cllr M J Steptoe & Cllr C E Roe	Shaun Scrutton	Strategic Directors	128,600	128,600	133,700
Cllr M J Steptoe & Cllr C E Roe	Shaun Scrutton	Managing Directors	155,900	155,200	167,700
Cllr M J Steptoe & Cllr C E Roe	Angela Law	Members and Committee Services	410,500	426,700	409,350
Cllr M J Steptoe & Cllr C E Roe	Dawn Tribe	Customer Services	317,300	317,300	353,450
Cllr M J Steptoe & Cllr C E Roe	Louisa Moss	Hackney Carriage	(93,200)	(90,050)	(105,400)
			2,983,800	3,112,705	3,145,265
Planning					
Cllr I H Ward	Marcus Hotten	Development Management	128,300	102,950	152,550
Cllr I H Ward	Marcus Hotten	Building Control - Client Account	239,600	237,100	238,150
Cllr I H Ward	Marcus Hotten	Building Control - Fee Account	(220,000)	(220,000)	(220,000)
Cllr I H Ward	Shaun Scrutton	Planning Policy & Economic Development	254,800	329,900	257,300
			402,700	449,950	428,000
Community					
Cllr M J Webb	Louisa Moss	Housing Strategy	11,000	11,000	9,900
Cllr M J Webb	Louisa Moss	Private Sector Housing Renewal	63,800	63,750	66,750
Cllr M J Webb	Louisa Moss	Homelessness	601,400	638,900	738,890
Cllr M J Webb	Louisa Moss	Corporate Policy & Partnership	150,500	150,500	126,500
Cllr M J Webb	Louisa Moss	Community Safety	35,900	38,900	36,450
Cllr M J Webb	Marcus Hotten	Public Health	25,100	25,100	25,100
Cllr M J Webb	Louisa Moss	Environmental Health	296,700	555,302	314,100
Cllr M J Webb	Matt Harwood White	Culture & Heritage - Windmill	(14,300)	(13,300)	(11,431)
Cllr M J Webb	Matt Harwood White	Sports Development & Promotion	3,300	16,995	3,150
Cllr M J Webb	Matt Harwood White	Leisure Premises	256,400	256,400	266,436
Cllr M J Webb	Matt Harwood White	Leisure Client Account	5,900	17,640	7,600
Cllr M J Webb	Louisa Moss	Safeguarding	13,500	13,500	13,450
			1,449,200	1,774,687	1,596,895
Environment					
Cllr A L Williams	Marcus Hotten	Highways/ Roads	(6,200)	(13,200)	(700)
Cllr A L Williams	Marcus Hotten	Cemeteries & Churchyards	(117,200)	(116,800)	(116,950)
Cllr A L Williams	Marcus Hotten	Street Cleansing	717,600	717,600	730,200
Cllr A L Williams	Matt Harwood White	Emergency Planning	50,700	50,700	52,317
Cllr A L Williams	Marcus Hotten	Public Conveniences	41,300	41,300	37,850
Cllr A L Williams	Marcus Hotten	Coast Protection	2,300	2,300	2,300
Cllr A L Williams	Marcus Hotten	Depot	29,800	29,800	37,750
Cllr A L Williams	Marcus Hotten	Recycling Collection	2,107,500	2,155,153	2,148,600
Cllr A L Williams	Marcus Hotten	Recycling Disposal	(614,400)	(614,400)	(627,500)
Cllr A L Williams	Marcus Hotten	Parks & Open Spaces	707,100	721,900	776,700
			2,918,500	2,974,353	3,040,567
Enterprise					
Cllr S E Wootton	Matt Harwood White	Off Street Parking	(1,030,300)	(1,027,800)	(1,045,600)
Cllr S E Wootton	Matt Harwood White	Office Accommodation Rayleigh	83,200	83,200	84,500
Cllr S E Wootton	Matt Harwood White	Office Accommodation Rochford	209,200	212,200	241,450
Cllr S E Wootton	Matt Harwood White	Estates Management	134,200	129,624	184,338
Cllr S E Wootton	Dawn Tribe	Local Land Charges	(140,000)	(140,000)	(140,000)
			(743,700)	(742,776)	(675,312)
		Staff Vacancy Factor	(200,000)	(200,000)	(200,000)
		Service Related Costs	9,293,050	9,924,432	9,791,943

IT & COMMUNICATIONS PORTFOLIO			
CLLR DS EFDE			
	2019/20	2019/20	2020/21
	ORIGINAL	LATEST	ESTIMATE
Computer Services	1,082,300	1,112,300	1,252,328
Communications	74,000	74,000	77,350
Total Net Expenditure	1,156,300	1,186,300	1,329,678

COMPUTER SERVICES PORTFOLIO HOLDER NAME: CLLR DS EFDE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		283,100	283,100	299,900
Insurance		6,000	6,000	7,100
		289,100	289,100	307,000
Transport Costs				
Car Allowances		1,000	1,000	1,300
		1,000	1,000	1,300
Supplies & Services				
Equipment, Furniture & Materials		800	800	800
Travel and Subsistence		200	200	600
Audio Visual Equipment Maintenance		4,400	4,400	4,400
IT Upgrades/Developments		72,000	72,000	79,200
IT Cloud Costs		-	-	-
Essex On-Line Partnership		2,600	2,600	2,678
Consultancy		7,500	7,500	7,500
		87,500	87,500	95,178
Premises Related				
Electricity		-	-	-
		-	-	-
Contracted Services				
Contract Payment		246,100	246,100	286,100
Consumables		5,600	5,600	5,600
License and Support Payments		453,000	483,000	557,150
Data Protection Fees		-	-	-
System Recovery Costs		-	-	-
		704,700	734,700	848,850
TOTAL EXPENDITURE		1,082,300	1,112,300	1,252,328
INCOME				
Fees & Charges				
Street Naming & Numbering		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		1,082,300	1,112,300	1,252,328

COMMUNICATIONS		2019/20	2019/20	2020/21
PORTFOLIO HOLDER NAME: CLLR DS EFDE		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		72,000	72,000	75,400
Insurance		1,700	1,700	1,500
		73,700	73,700	76,900
Transport Costs				
Car Allowances		-	-	200
		-	-	200
Supplies & Services				
Equipment, Supplies and Materials		200	200	150
Travel and Subsistence		100	100	100
Rochford District Matters		-	-	-
		300	300	250
TOTAL EXPENDITURE		74,000	74,000	77,350
INCOME				
Fees & Charges				
Rochford District Matters - Inc		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		74,000	74,000	77,350

FINANCE PORTFOLIO CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
Audit		129,600	129,600	132,550
Financial Services		476,700	477,000	488,800
Procurement		68,700	71,100	75,050
Net External Finance		(55,550)	(55,550)	(130,000)
Other Operating Income & Expenditure		955,000	955,000	789,000
Council Tax		(95,900)	(80,119)	(126,100)
Business Rates		(63,200)	(61,950)	(59,200)
Housing Benefit Administration		88,700	111,932	255,050
Housing Benefit Payments		(177,800)	(177,800)	(298,300)
Total Net Expenditure		1,326,250	1,369,213	1,126,850

AUDIT PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		126,900	126,900	131,000
Insurance		2,400	2,400	1,500
		129,300	129,300	132,500
Transport Costs				
Car Allowances		-	-	-
		-	-	-
Supplies & Services				
Subscriptions		100	100	-
Equipment, Furniture & Materials		100	100	-
Travel and Subsistence		100	100	50
		300	300	50
TOTAL EXPENDITURE		129,600	129,600	132,550

FINANCIAL SERVICES PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		454,800	439,600	466,100
Insurance		16,800	16,800	17,800
		471,600	456,400	483,900
Transport Costs				
Car Allowances		400	400	400
		400	400	400
Supplies & Services				
Subscriptions		4,500	4,750	4,900
Equipment, Furniture & Materials		6,600	6,350	6,350
Travel and Subsistence		1,100	1,100	800
ATM		-	-	-
		12,200	12,200	12,050
Contracted Services				
Loomis		2,700	2,700	2,700
Asset Valuation		3,500	8,300	3,500
Treasury Management		7,800	15,800	8,000
Consultancy		3,200	5,900	2,950
Enforcement agents		200	200	200
		17,400	32,900	17,350
TOTAL EXPENDITURE		501,600	501,900	513,700
INCOME				
Fees & Charges				
Other Payroll Services		-	-	-
Trust Property Administration recharge		(700)	(700)	(700)
Section 106 Administration fee		-	-	-
Income - Castle Point BC		(23,400)	(23,400)	(23,400)
VAT - Car Allowances		(800)	(800)	(800)
		(24,900)	(24,900)	(24,900)
TOTAL INCOME		(24,900)	(24,900)	(24,900)
TOTAL NET		476,700	477,000	488,800

PROCUREMENT		2019/20	2019/20	2020/21
PORTFOLIO HOLDER NAME: CLLR SP SMITH		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		66,800	66,800	69,600
Insurance		1,700	1,700	1,500
		68,500	68,500	71,100
Supplies & Services				
Equipment, Tools and Materials		100	100	-
Travel and Subsistence		100	100	100
Individual Training		-	2,400	3,700
		200	2,600	3,800
TOTAL EXPENDITURE		68,700	71,100	75,050

OTHER OPERATING INCOME & EXPENDITURE PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Parish Precepts				
Local Council Tax Support Grants		24,450	24,450	-
		24,450	24,450	-
INCOME				
Other Income				
Net External Finance		(80,000)	(80,000)	(130,000)
		(80,000)	(80,000)	(130,000)
TOTAL INCOME/EXPENDITURE		(55,550)	(55,550)	(130,000)

NON DISTRIBUTED COSTS PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Pension		700,000	700,000	534,000
		700,000	700,000	534,000
Supplies & Services				
Contribution to Capital Expenditure		255,000	255,000	255,000
		255,000	255,000	255,000
TOTAL EXPENDITURE		955,000	955,000	789,000

COUNCIL TAX PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		339,200	339,200	330,500
Insurance		8,100	8,100	7,400
		347,300	347,300	337,900
Transport Related				
Car Allowances		2,100	2,100	2,700
		2,100	2,100	2,700
Supplies & Services				
Equipment, Furniture & Materials and Subscriptions		1,000	1,000	1,000
Land Registry Charges		-	-	-
Experian Checks		2,000	2,000	2,000
Travel and Subsistence		500	500	600
Printing		1,000	1,000	1,000
Capita Call Centre		-	-	-
CIPFA Services		700	700	700
Council Tax Support - New Burdens		-	13,981	1,400
Council Tax Development		1,800	3,600	1,800
Court Costs		20,000	20,000	20,000
Direct Debit Guarantee		100	100	-
Local Council Tax Support Funding		-	-	-
		27,100	42,881	28,500
Contracted Services				
Annual Billing		23,000	23,000	18,000
Enforcement Agents		2,000	2,000	2,000
Tracing Agents		300	300	300
End of Year Process		17,800	17,800	-
		43,100	43,100	20,300
TOTAL EXPENDITURE		419,600	435,381	389,400
INCOME				
Fees & Charges				
Penalties Income		(1,000)	(1,000)	(1,000)
Council Tax Discounts & Exemptions		(350,000)	(350,000)	(350,000)
Court Costs		(95,000)	(95,000)	(95,000)
LCTS Set Up Funding		-	-	-
		(446,000)	(446,000)	(446,000)
Grants				
Local Council Tax Support Admin Subsidy		(69,500)	(69,500)	(69,500)
New Burdens Income		-	-	-
		(69,500)	(69,500)	(69,500)
TOTAL INCOME		(515,500)	(515,500)	(515,500)
TOTAL NET		(95,900)	(80,119)	(126,100)

BUSINESS RATES PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		76,000	76,000	79,600
Insurance		1,700	1,700	1,500
		<u>77,700</u>	<u>77,700</u>	<u>81,100</u>
Transport Related				
Car Allowances		-	-	950
		<u>-</u>	<u>-</u>	<u>950</u>
Supplies & Services				
Equipment, Furniture & Materials		100	100	100
Travel and Subsistence		100	100	50
New Burdon Exp - NNDR		-	350	-
Court Costs		1,000	1,000	1,000
		<u>1,200</u>	<u>1,550</u>	<u>1,150</u>
Contracted Services				
NNDR Development Fund		900	1,800	900
NNDR Partnership		-	-	-
Enforcement Agents		-	-	-
		<u>900</u>	<u>1,800</u>	<u>900</u>
TOTAL EXPENDITURE		<u>79,800</u>	<u>81,050</u>	<u>84,100</u>
INCOME				
Fees & Charges				
External Works		(2,500)	(2,500)	(2,500)
Court Costs		(8,500)	(8,500)	(8,500)
		<u>(11,000)</u>	<u>(11,000)</u>	<u>(11,000)</u>
Grants				
Business Rates Growth		-	-	-
NNDR Pool Admin Grant		(85,000)	(85,000)	(94,300)
Renewable Energy		(47,000)	(47,000)	(38,000)
		<u>(132,000)</u>	<u>(132,000)</u>	<u>(132,300)</u>
TOTAL INCOME		<u>(143,000)</u>	<u>(143,000)</u>	<u>(143,300)</u>
TOTAL NET		<u>(63,200)</u>	<u>(61,950)</u>	<u>(59,200)</u>

HOUSING BENEFIT ADMINISTRATION PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		367,800	367,800	370,800
Insurance		9,500	9,500	8,900
		377,300	377,300	379,700
Transport Related				
Car Allowances		1,700	1,700	2,100
		1,700	1,700	2,100
Supplies & Services				
Equipment, Furniture & Materials		1,000	1,000	1,000
Travel and Subsistances		-	-	100
Printing		500	500	500
Court Cost - Expenditure		1,000	1,000	500
HB Welfare Reforms		-	8,107	250
Local Authority Data Sharing		-	10,596	-
Benefit Changes Guidance		-	-	-
DHP Overpayments		-	-	145,000
Capital Call Centre		-	-	-
CIPFA Services		700	700	700
Tracing Agents		-	-	-
On Line Training Manual Subs(VF)		1,100	1,100	1,100
Benefits Development Fund		4,500	9,030	4,500
Employment & Support Allowance Exp		-	-	-
SHBE Charges		-	-	-
Temp Accom Changes		-	-	-
HB Reforms Transitional Funding		-	-	-
ATLAS Exp		-	-	-
		8,800	32,032	153,650
TOTAL EXPENDITURE		387,800	411,032	535,450

INCOME			
Fees & Charges			
M.O.D Income	(200)	(200)	(200)
DHP Overpayments - Income	-	-	-
Court Costs - Income	(500)	(500)	(500)
Local Authority Data Sharing	-	-	-
Benefit Changes Guidance	-	-	-
Discretionary Housing Payments Inc	(145,000)	(145,000)	(145,000)
Other Local Authority Recovery	-	-	-
SHBE Changes	-	-	-
Temp Accom Changes	-	-	-
HB Reforms Transitional Funding	-	-	-
	(145,700)	(145,700)	(145,700)
Grants			
Subsidy	(153,400)	(153,400)	(134,700)
	(153,400)	(153,400)	(134,700)
Other Income			
HB Welfare Reforms	-	-	-
	-	-	-
TOTAL INCOME	(299,100)	(299,100)	(280,400)
TOTAL NET	88,700	111,932	255,050

HOUSING BENEFIT PAYMENTS				
PORTFOLIO HOLDER NAME: CLLR SP SMITH		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Transfer Payments				
Rent Rebates		311,500	311,500	353,700
Rent Allowances		15,400,000	15,400,000	10,928,000
		15,711,500	15,711,500	11,281,700
	TOTAL EXPENDITURE	15,711,500	15,711,500	11,281,700
INCOME				
Grants				
Rent Rebates		(225,900)	(225,900)	(240,000)
Housing Benefit Subsidy		(15,100,000)	(15,100,000)	(10,783,000)
DWP Rebates		(500,000)	(500,000)	(423,000)
B&B Subsidy		(63,400)	(63,400)	(134,000)
		(15,889,300)	(15,889,300)	(11,580,000)
	TOTAL INCOME	(15,889,300)	(15,889,300)	(11,580,000)
	TOTAL NET	(177,800)	(177,800)	(298,300)

LEADER/DEPUTY LEADER PORTFOLIO			
CLLR MJ STEPTOE/ CLLR CE ROE			
	2019/20	2019/20	2020/21
	ORIGINAL	LATEST	ESTIMATE
Reception	103,000	103,000	141,350
Support Services	189,100	189,100	193,785
Legal Services	154,400	154,400	158,300
Human Resources	178,600	207,400	177,500
Licensing	41,900	42,000	82,650
Information	25,300	25,300	26,250
Overview	48,000	48,000	51,250
Conducting Elections	156,000	219,000	172,700
Registration of Electors	106,400	110,550	107,850
Health and Safety	47,100	47,100	50,550
Leadership Support Team	84,100	84,100	86,550
Civics	70,800	70,405	80,400
Corporate Mangement	123,000	183,000	185,050
Assistant Directors	737,000	689,600	672,280
Strategic Directors	128,600	128,600	133,700
Managing Directors	155,900	155,200	167,700
Members and Committee services	410,500	428,700	409,350
Customer Services	317,300	317,300	353,450
Hackney Carriage	(93,200)	(90,050)	(105,400)
Total Net Expenditure	2,983,800	3,112,705	3,145,265

RECEPTION				
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		54,500	54,500	57,800
Insurance		3,100	3,100	2,200
		57,600	57,600	60,000
Transport Related				
Car Allowances		200	200	150
		200	200	150
Supplies & Services				
Telephones		22,200	22,200	58,200
Equipment, Furniture & Materials		2,000	2,000	2,000
Travel and Subsistence		-	-	-
Mobile Phones		13,000	13,000	13,000
Telephone Maintenance		5,600	5,600	5,600
EFM Call Logger		-	-	-
Access to Services		2,400	2,400	2,400
		45,200	45,200	81,200
TOTAL EXPENDITURE		103,000	103,000	141,350
INCOME				
Fees & Charges				
Postages and Telephones		-	-	-
Private Usage		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		103,000	103,000	141,350

SUPPORT SERVICES		2019/20	2019/20	2020/21
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		102,900	102,900	107,500
Insurance		3,100	3,100	3,000
		106,000	106,000	110,500
Transport Related				
Car Allowances		-	-	150
		-	-	150
Supplies & Services				
Bulk Postage		-	-	-
Subscriptions		-	-	-
Equipment, Furniture & Materials		750	750	750
Travel and Subsistence		-	-	-
ETM - Franking Machine Maintenance		1,700	1,700	1,700
Central Stationery Provision		3,600	3,600	3,600
Postal Charges - Franking		50,000	50,000	50,000
Copyright Licence		1,150	1,150	1,185
Photocopying Paper		7,000	7,000	7,000
Photocopying Charge		7,300	7,300	7,300
Central Printing _ Equipment		10,300	10,300	10,300
Central Printing - Supplies		-	-	-
Central Printing _ External		1,300	1,300	1,300
		83,100	83,100	83,135
TOTAL EXPENDITURE		189,100	189,100	193,785
INCOME				
Fees & Charges				
Printing and Copying		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		189,100	189,100	193,785

LEGAL SERVICES		2019/20	2019/20	2020/21
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		127,000	127,000	133,000
Training		-	-	-
Professional Fees		1,000	1,000	1,000
Insurance		2,400	2,400	2,200
Telephone Allowances		-	-	-
		130,400	130,400	136,200
Transport Costs				
Car Allowances		100	100	200
		100	100	200
Supplies & Services				
Subscriptions		-	-	-
Equipment, Furnitures & Materials		500	500	500
Travel and Subsistence		400	400	400
Legal Fee's Exp		14,000	14,000	15,000
Library		15,000	15,000	12,000
Consultancy Advice		3,000	3,000	3,000
Local Charges Group Action		-	-	-
		32,900	32,900	30,900
TOTAL EXPENDITURE		163,400	163,400	167,300
INCOME				
Fees & Charges				
Parish Income		-	-	-
Rents - Wayleaves		(500)	(500)	(500)
Southend Council Backup Storage		(1,500)	(1,500)	(1,500)
Legal Fee's Income		(7,000)	(7,000)	(7,000)
		(9,000)	(9,000)	(9,000)
TOTAL INCOME		(9,000)	(9,000)	(9,000)
TOTAL NET		154,400	154,400	158,300

HUMAN RESOURCES		2019/20	2019/20	2020/21
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		125,200	125,200	134,300
Work Placements		-	-	-
Insurance		2,400	2,400	2,200
Central Training Provision		19,000	31,410	18,900
		146,600	159,010	155,400
Transport Costs				
Car Allowances		-	-	-
		-	-	-
Supplies & Services				
Equipment, Furniture & Materials		300	300	300
Travel and Subsistence		100	100	100
Consultancy		1,400	1,400	1,400
Staff Advertising		17,000	29,600	10,000
Investors in People		-	-	-
Occupational Health		5,000	8,000	7,000
Job Evaluation		3,000	3,000	3,000
Staff Reward		3,500	5,800	1,800
Staff Parking		1,000	-	1,000
Nalگو Room Hire		-	-	-
Childcare Vouchers		1,200	400	-
DBS Checks		500	1,750	500
Attendance Bonus		12,000	11,040	10,000
		45,000	61,390	35,100
TOTAL EXPENDITURE		191,600	220,400	190,500
INCOME				
Staff Parking		(13,000)	(13,000)	(13,000)
		(13,000)	(13,000)	(13,000)
TOTAL INCOME		(13,000)	(13,000)	(13,000)
TOTAL NET		178,600	207,400	177,500

LICENSING				
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
Employee Costs				
Salaries		116,300	116,300	139,400
Insurance		2,400	2,400	2,200
		118,700	118,700	141,600
Transport Related				
Car Allowances		700	700	1,250
		700	700	1,250
Supplies & Services				
Subscription		300	300	300
Equipment, Furniture & Materials		400	500	400
Travel & Subsistence		100	100	-
Veterinary License Fee		3,000	3,000	4,000
		3,800	3,900	4,700
TOTAL EXPENDITURE		123,200	123,300	147,550
INCOME				
Fees & Charges				
Collector's License		(400)	(400)	(400)
Site Licensing		(500)	(500)	(500)
Gaming Licence		(2,000)	(2,000)	(4,000)
Other Licensing		(4,000)	(4,000)	(4,000)
Animal Welfare Licensing		(25,000)	(25,000)	(6,000)
Liquor Licensing		(48,000)	(48,000)	(48,000)
Veterinary License Fee		(1,400)	(1,400)	(2,000)
		(81,300)	(81,300)	(64,900)
TOTAL INCOME		(81,300)	(81,300)	(64,900)
TOTAL NET		41,900	42,000	82,650

INFORMATION			
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	24,100	24,100	25,300
Insurance	1,000	1,000	750
	25,100	25,100	26,050
Supplies & Services			
Equipment, Furniture and Materials	200	200	200
Travel & Subsistence	-	-	-
	200	200	200
TOTAL EXPENDITURE	25,300	25,300	26,250

OVERVIEW AND SCRUTINY			
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	46,800	46,800	50,300
Insurance	1,000	1,000	750
	47,800	47,800	51,050
Transport Related			
Car Allowances	100	100	100
	100	100	100
Supplies and Services			
Equipment, Furniture and Materials	100	100	100
Travel and Subsistence	-	-	-
	100	100	100
TOTAL EXPENDITURE	48,000	48,000	51,250

CONDUCTING ELECTIONS				
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		70,800	70,800	74,650
Insurance		1,600	1,600	1,500
		<u>72,400</u>	<u>72,400</u>	<u>76,150</u>
Supplies & Services				
Equipment, Furniture and Materials		1,500	1,500	1,500
Travel and Subsistence		100	100	50
Cost of Parish elections		2,000	2,000	10,000
Cost of Elections		82,000	145,000	95,000
		<u>85,600</u>	<u>148,600</u>	<u>106,550</u>
	TOTAL EXPENDITURE	<u>158,000</u>	<u>221,000</u>	<u>182,700</u>
INCOME				
Fees & Charges				
Parish Re-charges		(2,000)	(2,000)	(10,000)
		<u>(2,000)</u>	<u>(2,000)</u>	<u>(10,000)</u>
	TOTAL INCOME	<u>(2,000)</u>	<u>(2,000)</u>	<u>(10,000)</u>
	TOTAL NET	<u>156,000</u>	<u>219,000</u>	<u>172,700</u>

REGISTRATION OF ELECTORS		2019/20	2019/20	2020/21
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		70,800	70,800	74,650
Insurance		1,600	1,600	1,500
		72,400	72,400	76,150
Supplies & Services				
Bulk Postage		10,000	10,000	10,000
Printing		5,500	9,900	8,000
Payments to Canvassers		20,000	19,750	15,000
		35,500	39,650	33,100
	TOTAL EXPENDITURE	108,400	112,550	109,850
INCOME				
Fees & Charges				
Sales		(2,000)	(2,000)	(2,000)
		(2,000)	(2,000)	(2,000)
	TOTAL INCOME	(2,000)	(2,000)	(2,000)
	TOTAL NET	106,400	110,550	107,850

HEALTH & SAFETY				
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		25,400	25,400	26,600
Insurance		1,000	1,000	750
First Aiders Allowance		3,300	3,300	3,300
Health & Safety Reps Allowance		1,500	1,500	1,500
Fire Marshall Allowance		1,500	1,500	1,500
Health & Safety Training		5,000	5,000	7,500
		<u>37,700</u>	<u>37,700</u>	<u>41,150</u>
Transport Related				
Car Allowances		-	-	-
		<u>-</u>	<u>-</u>	<u>-</u>
Supplies & Services				
Equipment, Furniture & Materials		3,400	3,400	3,400
Health & Safety		6,000	6,000	6,000
Travel and Subsistence		-	-	-
		<u>9,400</u>	<u>9,400</u>	<u>9,400</u>
TOTAL EXPENDITURE		<u>47,100</u>	<u>47,100</u>	<u>50,550</u>

LEADERSHIP SUPPORT TEAM				
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		81,500	81,500	84,200
Insurance		2,400	2,400	2,200
		<u>83,900</u>	<u>83,900</u>	<u>86,400</u>
Transport Related				
Car Allowances		100	100	50
		<u>100</u>	<u>100</u>	<u>50</u>
Supplies and Services				
Equipment, Furniture and Materials		100	100	100
		<u>100</u>	<u>100</u>	<u>100</u>
TOTAL EXPENDITURE		<u>84,100</u>	<u>84,100</u>	<u>86,550</u>

CIVICS				
PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		50,900	47,900	59,700
Insurance		2,400	2,400	2,200
		<u>53,300</u>	<u>50,300</u>	<u>61,900</u>
Transport Related				
Chairman's Transport Allowance		4,500	7,500	5,100
		<u>4,500</u>	<u>7,500</u>	<u>5,100</u>
Supplies & Services				
Civic Drivers Uniform		200	200	200
Regalia Expenses		700	750	1,200
Holocaust Memorial		300	300	300
Citizens Award		800	355	700
Chairmans Exp Account 17/18		11,000	-	-
Chairmans A/C 16~17 Exp		-	11,000	11,000
		<u>13,000</u>	<u>12,605</u>	<u>13,400</u>
TOTAL EXPENDITURE		<u>70,800</u>	<u>70,405</u>	<u>80,400</u>

CORPORATE MANAGEMENT PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Supplies & Services				
Professional Fees		-	-	-
Subscriptions		1,300	2,000	2,750
Corporate Management		-	-	-
Innovation fund		-	-	-
Chartermark		-	-	-
Member's Away Day		2,000	1,300	1,500
South Essex 2050		-	-	-
Reward and Recognition		300	300	300
LACTO Costs - Development		-	-	-
National Apprenticeship Levy		17,500	17,500	18,000
South Essex 2050			60,000	60,000
		21,100	81,100	82,550
Contracted Services				
External Audit Fees - Main Audit		47,700	47,700	47,700
External Audit Fees - Grant Claims		8,800	8,800	8,800
Bank Charges		22,700	22,700	12,000
Credit/Debit Card Charges		22,700	22,700	34,000
		101,900	101,900	102,500
TOTAL EXPENDITURE		123,000	183,000	185,050
INCOME				
Other Income				
FOI Fees & Charges		-	-	-
Financial Resilience		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		123,000	183,000	185,050

ASSISTANT DIRECTORS PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	631,900	631,900	561,800
Training	55,000	-	53,880
Professional Fees	-	7,600	-
Insurance	5,300	5,300	4,450
Work Placements	43,000	43,000	43,000
	735,200	687,800	663,130
Transport Related			
Car Allowances	900	900	700
	900	900	700
Supplies & Services			
Subscriptions	-	-	7,600
Equipment, Furniture & Materials	500	500	300
Travel and Subsistence	400	400	550
	900	900	8,450
TOTAL EXPENDITURE	737,000	689,600	672,280

STRATEGIC DIRECTOR PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		120,500	120,500	126,000
Training		500	500	600
Events		2,500	2,500	2,500
Insurance		1,000	1,000	750
		124,500	124,500	129,850
Transport Related				
Car Allowances		200	200	450
		200	200	450
Supplies & Services				
Subscriptions		3,000	3,000	3,000
Personal Expenses		50	50	50
Equipment, Furniture & Materials		50	50	50
Travel and Subsistence		400	400	100
Conference Expenses		400	400	200
		3,900	3,900	3,400
TOTAL EXPENDITURE		128,600	128,600	133,700

MANAGING DIRECTOR PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		149,500	149,500	160,300
Training		400	400	-
Professional Fees		-	-	-
Insurance		1,000	1,000	750
Telephone Allowances		-	-	-
		150,900	150,900	161,050
Transport Related				
Car Allowances		700	-	900
		700	-	900
Supplies & Services				
Subscriptions		350	350	350
Personal Expenses		250	250	100
Equipment, Furniture & Materials		200	200	100
Travel and Subsistence		1,500	1,500	1,200
Officers Meetings		-	-	2,000
Conferences Expenses		2,000	2,000	2,000
		4,300	4,300	5,750
TOTAL EXPENDITURE		155,900	155,200	167,700

MEMBER & COMMITTEE SERVICES PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		81,400	81,400	98,100
Insurance		1,700	1,700	1,500
		83,100	83,100	99,600
Transport Related				
Car Allowances		-	-	200
		-	-	200
Supplies & Services				
Publicity		1,100	950	1,100
Subscriptions		17,700	36,250	18,200
Equipment, Furniture and Materials		200	-	200
Travel and Subsistence		100	100	150
Heritage Celebrations		-	-	-
Meeting Subsistence		300	300	-
Overview & Scrutiny Provision		3,500	3,500	3,000
Members Support & Training		6,500	6,500	6,500
Members Allowances		297,600	297,600	280,000
Public Forums		-	-	-
		327,000	345,200	309,150
Contracted Services				
Members Delivery		500	500	500
		500	500	500
TOTAL EXPENDITURE		410,600	428,800	409,450
INCOME				
Fees & Charges				
Member Training		(100)	(100)	(100)
		(100)	(100)	(100)
TOTAL INCOME		(100)	(100)	(100)
TOTAL NET		410,500	428,700	409,350

CUSTOMER SERVICES PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		307,800	307,800	343,100
Training		-	-	-
Professional Fees		-	-	-
Insurance		8,800	8,800	9,650
		316,600	316,600	352,750
Transport Costs				
Car Allowances		-	-	-
		-	-	-
Supplies & Services				
Travel and Subsistence		-	-	-
Equipment, Furniture & Materials		700	700	700
		700	700	700
TOTAL EXPENDITURE		317,300	317,300	353,450
INCOME				
Fees & Charges				
Admin Charge		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		317,300	317,300	353,450

HACKNEY CARRIAGE PORTFOLIO HOLDER NAME: CLLR MJ STEPTOE/ CLLR CE ROE		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		-	-	-
Insurance		-	-	-
		-	-	-
Transport Related				
Car Allowances		-	-	-
		-	-	-
Supplies & Services				
Hackney Carriage - Publicity		600	-	600
Subscription		-	-	-
Equipment, Furniture & Materials		2,000	-	-
Travel & Subsistence		6,000	7,950	11,700
Security Checks		-	-	-
Hackney Carriage Exp		3,000	6,800	6,000
		11,600	14,750	18,300
TOTAL EXPENDITURE		11,600	14,750	18,300
INCOME				
Fees & Charges				
Operators Licensing		(4,000)	(4,000)	-
Vehicle Licensing		(80,000)	(80,000)	(112,000)
Driver Licensing		(20,000)	(20,000)	(11,700)
Other Income		(800)	(800)	-
		(104,800)	(104,800)	(123,700)
TOTAL INCOME		(104,800)	(104,800)	(123,700)
TOTAL NET		(93,200)	(90,050)	(105,400)

PLANNING PORTFOLIO CLLR IH WARD	2019/20	2019/20	2020/21
	ORIGINAL	LATEST	ESTIMATE
Development Management	128,300	102,950	152,550
Building Control - Client Account	239,600	237,100	238,150
Building Account - Fee Account	(220,000)	(220,000)	(220,000)
Planning Policy & Economic Development	254,800	329,900	257,300
Total Net Expenditure	402,700	449,950	428,000

DEVELOPMENT MANAGEMENT PORTFOLIO HOLDER NAME: CLLR IH WARD		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		492,100	474,000	567,600
Insurance		8,800	8,800	8,900
		500,900	482,800	576,500
Transport Related				
Car Allowances		2,500	2,500	2,600
		2,500	2,500	2,600
Supplies & Services				
Advertising		14,000	14,000	15,000
Subscriptions		8,600	8,600	8,600
Equipment, Furniture & Materials		3,600	3,600	3,000
Travel and Subsistence		400	400	100
Planning Appeals		15,000	15,000	15,000
Planning Portal		300	300	350
Individual Training		-	-	-
Pre App Advice - Expenditure		-	-	-
Planning Performance Agreements - Exp		-	-	-
		41,900	49,100	42,050
Contracted Services				
Consultancy Advice		4,200	5,500	4,500
Specialist Planning Advice		25,000	23,700	30,000
		29,200	29,200	34,500
TOTAL EXPENDITURE		574,500	563,600	655,650
INCOME				
Fees & Charges				
Planning Fees		(395,000)	(395,000)	(450,000)
Pre Application Advice - Income		(44,000)	(44,000)	(45,000)
High Hedges		(500)	(500)	(500)
Planning Performance Agreements - Income		-	(10,000)	-
Discharge Condition Fee		(4,100)	(4,100)	(5,000)
ECC Urban Design Free for Pre App Advice		(2,100)	(2,100)	(2,100)
Research Charge		(500)	(500)	(500)
		(446,200)	(460,650)	(503,100)
TOTAL INCOME		(446,200)	(460,650)	(503,100)
TOTAL NET		128,300	102,950	152,550

BUILDING CONTROL - CLIENT ACCOUNT PORTFOLIO HOLDER NAME: CLLR IH WARD		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		218,100	218,100	214,000
Insurance		3,100	3,100	3,000
		<u>221,200</u>	<u>221,200</u>	<u>217,000</u>
Transport Related				
Car Allowances		4,300	4,300	6,500
		<u>4,300</u>	<u>4,300</u>	<u>6,500</u>
Supplies & Services				
Publicity - NPC		1,900	2,000	2,500
Subscriptions		300	400	400
Equipment, Furniture & Materials		1,500	1,300	1,300
		<u>13,800</u>	<u>11,300</u>	<u>14,350</u>
Contracted Services				
Consultants		300	300	300
		<u>300</u>	<u>300</u>	<u>300</u>
TOTAL EXPENDITURE		<u>239,600</u>	<u>237,100</u>	<u>238,150</u>

BUILDING CONTROL - FEE ACCOUNT PORTFOLIO HOLDER NAME: CLLR IH WARD		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
INCOME				
Fees & Charges				
Building Control Fees		(220,000)	(220,000)	(220,000)
		<u>(220,000)</u>	<u>(220,000)</u>	<u>(220,000)</u>
TOTAL INCOME		<u>(220,000)</u>	<u>(220,000)</u>	<u>(220,000)</u>

PLANNING POLICY & ECONOMIC DEVELOPMENT PORTFOLIO HOLDER NAME: CLLR IH WARD		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		205,200	205,200	211,200
Insurance		3,800	3,800	3,700
		209,000	209,000	214,900
Transport Related				
Car Allowance		3,500	3,500	2,500
		3,500	3,500	2,500
Supplies & Services				
Equipment, Furniture & Materials		200	200	200
Travel and Subsistence		400	400	500
Individual Training		-	-	-
South Essex Joint Working		-	-	-
Shop at My Local Campaign		-	-	-
Economic Development		4,700	4,700	4,200
Events		6,000	6,000	4,000
Area Action Plan		-	-	-
Growth Partnership Director		12,500	12,500	12,500
Local Development Framework/Core Strategy		6,500	56,500	6,500
Economic Growth Strategy		12,000	12,000	12,000
		42,300	117,400	39,900
TOTAL EXPENDITURE		254,800	329,900	257,300
INCOME				
Fees & Charges				
Local Development Framework - Inc		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		254,800	329,900	257,300

COMMUNITY PORTFOLIO			
CLLR MJ WEBB	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
<u>Housing Strategy</u>	11,000	11,000	9,900
<u>Private Sector Housing Renewal</u>	63,800	63,750	66,750
<u>Homelessness</u>	601,400	638,900	738,890
<u>Coporate Policy & Partnership</u>	150,500	150,500	126,500
<u>Community Safety</u>	35,900	38,900	36,450
<u>Public Health</u>	25,100	25,100	25,100
<u>Environmental Health</u>	296,700	555,302	314,100
<u>Culture & Heritage - Windmill</u>	(14,300)	(13,300)	(11,431)
<u>Sports Development</u>	3,300	16,995	3,150
<u>Leisure Premises</u>	256,400	256,400	266,436
<u>Leisure Client Account</u>	5,900	17,640	7,600
<u>Safeguarding</u>	13,500	13,500	13,450
Total Net Expenditure	1,449,200	1,774,687	1,596,895

HOUSING STRATEGY PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		-	-	-
Insurance		-	-	-
Telephone Allowance		-	-	-
		-	-	-
Transport Related				
Car Allowances		-	-	-
		-	-	-
Supplies & Services				
Subscriptions		-	-	-
Equipment, Equipment and Materials		100	100	-
Travel and Subsistence		-	-	-
Housing Coordinator - Thames Gateway		10,000	10,000	10,000
Transfer Incentive Scheme		1,000	1,000	-
Community Housing Fund - Exp		-	-	-
		11,100	11,100	10,000
TOTAL EXPENDITURE				
		11,100	11,100	10,000
INCOME				
Fees & Charges				
Community Housing Fund		-	-	-
Housing Strategy Income		(100)	(100)	(100)
		(100)	(100)	(100)
TOTAL INCOME				
		(100)	(100)	(100)
TOTAL NET				
		11,000	11,000	9,900

PRIVATE SECTOR HOUSING RENEWAL PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		46,800	46,800	50,300
Insurance		1,000	1,000	750
		47,800	47,800	51,050
Supplies & Services				
Equipment, Furniture & Materials		500	550	500
Travel and Subsistence		-	-	-
Officers Meetings		-	-	-
Energy Efficiency		-	-	-
Home Improvement Agencies		18,200	18,100	18,000
Landlord Accreditation Scheme		-	-	-
Flood Damage		-	-	-
Fees & Samples		-	-	-
		18,700	18,650	18,500
TOTAL EXPENDITURE		66,700	66,650	69,850
INCOME				
Grants				
Housing Grant Contribution		-	-	-
		-	-	-
Fees & Charges				
Inspection and Enforcement		(2,900)	(2,900)	(3,100)
		(2,900)	(2,900)	(3,100)
TOTAL INCOME		(2,900)	(2,900)	(3,100)
TOTAL NET		63,800	63,750	66,750

HOMELESSNESS PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Salaries		275,600	275,600	291,900
Insurance		5,300	5,300	6,700
		280,900	280,900	298,600
Transport Related				
Car Allowances		1,200	1,200	1,500
		1,200	1,200	1,500
Supplies & Services				
Equipment, Furniture & Materials		900	900	600
Travel and Subsistence		300	300	250
Homelessness Grant		22,500	22,500	49,286
Medical Expenses		1,200	500	1,200
Homelessness Improvements		-	-	-
HM Land Registry		-	-	-
Prevention		62,500	113,700	126,500
Removals & Storage		5,000	2,000	2,000
Temporary Accommodation		480,000	470,000	157,000
Housing Benefit Subsidy Adj		63,400	63,400	134,000
Rent & Management Fee 22 South Street		137,000	137,000	137,000
Rent & Management Fee Kings Head - New				108,000
Essex Wide Loan Rental Scheme		-	-	-
Flexible Homelessness Support Grant		191,500	191,500	191,500
		964,300	1,001,800	907,336
TOTAL EXPENDITURE				
		1,246,400	1,283,900	1,207,436
INCOME				
Fees & Charges				
Temporary Accommodation		(360,000)	(360,000)	(106,760)
Homelessness Grant		(22,500)	(22,500)	(49,286)
Prevention Income		(5,000)	(5,000)	(5,000)
Essex Wide Rental Loan Scheme		-	-	-
22 South Street Income		(66,000)	(66,000)	(65,000)
Kings Head Income				(51,000)
Flexible Homelessness Support Grant		(191,500)	(191,500)	(191,500)
		(645,000)	(645,000)	(468,546)
Other Income				
Contribution from Reserve		-	-	-
		-	-	-
TOTAL INCOME				
		(645,000)	(645,000)	(468,546)
TOTAL NET				
		601,400	638,900	738,890

CORPORATE POLICY & PARTNERSHIP PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		51,800	51,800	52,900
Insurance		1,000	1,000	750
		52,800	52,800	53,650
Transport Related				
Car Allowances		300	300	500
		300	300	500
Supplies & Services				
Voluntary Grants		25,000	25,000	-
Equipment, Furniture & Materials		200	200	200
Advice Services		70,000	70,000	70,000
Travel and Subsistence		100	100	50
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
		123,400	123,400	98,350
TOTAL EXPENDITURE		176,500	176,500	152,500
INCOME				
Other Income				
Public Health Improvement Officer		(24,000)	(24,000)	(24,000)
Essex Youth Service		(2,000)	(2,000)	(2,000)
		(26,000)	(26,000)	(26,000)
TOTAL INCOME		(26,000)	(26,000)	(26,000)
TOTAL NET		150,500	150,500	126,500

COMMUNITY SAFETY PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		33,500	33,500	35,100
Insurance		1,000	1,000	900
		34,500	34,500	36,000
Car Allowances		200	200	300
		200	200	300
Supplies & Services				
Travel and Subsistence		100	100	50
Equipment, Tools, & Materials & Subscriptions		100	100	100
Crime & Disorder		-	-	-
Previous years PCC Funding		-	-	-
Domestic Abuse Panel		-	-	-
Police Crime Commissioner Funding		12,400	16,400	12,400
Community Safety Accreditation		1,000	-	-
		13,600	16,600	12,550
TOTAL EXPENDITURE		48,300	51,300	48,850
INCOME				
Grants				
Safer & Stronger Communities		-	-	-
Domestic Abuse Panel		-	-	-
Police Crime Commissioner Funding		(12,400)	(12,400)	(12,400)
		(12,400)	(12,400)	(12,400)
TOTAL INCOME		(12,400)	(12,400)	(12,400)
TOTAL NET		35,900	38,900	36,450

PUBLIC HEALTH PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Contracted Services				
Land Management		5,000	5,000	5,000
Collection/Kennelling - Stray Dogs		20,100	20,100	20,100
		25,100	25,100	25,100
	TOTAL EXPENDITURE	25,100	25,100	25,100
INCOME				
Kennelling Collection Fee		-	-	-
	TOTAL INCOME	-	-	-
	TOTAL NET	25,100	25,100	25,100

ENVIRONMENTAL HEALTH PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
Employee Costs				
Salaries		272,300	263,244	289,000
Training		-	-	-
Consultants		-	-	-
Telephone Allowance		-	-	-
		276,800	267,744	295,000
Transport Related				
		4,300	4,300	4,900
Supplies & Services				
Subscriptions		2,000	2,000	1,000
Equipment, Furniture & Materials		2,000	2,000	1,500
Travel and Subsistence		400	400	500
Misc Exp		-	-	-
Fees & Samples		800	800	800
Veterinary Licensing Fees		-	-	-
Scores on the Doors		-	-	-
		10,800	10,800	9,400
Contracted Services				
Contract Payments - Pest Control		-	269,808	-
Equipment Calibration		1,200	450	1,200
Climate CO2de		-	-	-
		12,800	280,458	12,800
TOTAL EXPENDITURE		304,700	563,302	322,100
INCOME				
Fees & Charges				
Veterinary Recharge		-	-	-
Misc Env Health Fee's		(400)	(400)	(400)
Environmental Permitting Income		(6,400)	(6,400)	(6,400)
Access to Environmental Info		(1,200)	(1,200)	(1,200)
		(8,000)	(8,000)	(8,000)
Other Income				
Income from Prosecutions		-	-	-
TOTAL INCOME		(8,000)	(8,000)	(8,000)
TOTAL NET		296,700	555,302	314,100

CULTURE & HERITAGE - WINDMILL PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Premises Related				
National Non-Domestic Rates		900	900	900
Special Items		-	-	-
Insurance		800	800	800
Repairs, Maintenance and Utilities		7,000	7,000	7,000
RAM - Responsive		-	-	-
		8,700	8,700	8,700
Supplies & Services				
Subscriptions		-	-	-
Windmill - Running Costs		1,500	2,500	2,500
Windmill - Licensing		-	-	1,869
Windmill - Wedding Expenditure		2,000	2,000	2,000
Old House - Wedding Expenditure		1,500	1,500	1,500
		5,000	6,000	7,869
TOTAL EXPENDITURE		13,700	14,700	16,569
INCOME				
Fees & Charges				
Windmill - Wedding Income		(24,000)	(24,000)	(24,000)
Old House - Wedding Income		(4,000)	(4,000)	(4,000)
		(28,000)	(28,000)	(28,000)
TOTAL INCOME		(28,000)	(28,000)	(28,000)
TOTAL NET		(14,300)	(13,300)	(11,431)

SPORTS DEVELOPMENT & PROMOTION PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Related				
Salaries		46,800	46,800	50,300
Insurance		1,000	1,000	750
Contractors and Suppliers		2,000	2,000	2,000
		49,800	49,800	53,050
Transport Related				
		300	300	400
Supplies & Services				
Travel and Subsistence		-	-	-
Active Colleagues - Exp		-	-	-
Activities - Exp		-	-	-
Active Rochford -Exp		-	13,695	-
Public Health Improvement Officer		-	-	-
		-	13,695	-
TOTAL EXPENDITURE				
		50,100	63,795	53,450
INCOME				
Fees & Charges				
Activities Income		-	-	-
		-	-	-
Other Income				
Active Colleagues - Inc		-	-	-
Holmes Place - Officer Sal		(46,800)	(46,800)	(50,300)
Active Rochford - Inc		-	-	-
		(46,800)	(46,800)	(50,300)
TOTAL INCOME				
		(46,800)	(46,800)	(50,300)
TOTAL NET				
		3,300	16,995	3,150

LEISURE PREMISES				
PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
Repairs & Maintenance:				
Castle Hall		-	-	-
Freight House		-	-	-
Great Waking Sports Centre		-	-	-
Clements Hall Leisure Centre		-	-	-
Day Centres		-	-	-
Rayleigh Leisure Centre		-	-	-
		-	-	-
		16,900	16,900	18,600
Special Items:				
Leisure Premises - NNDR		-	-	-
Special Items		-	-	-
Insurance		30,800	30,800	32,500
Great Waking Sports Centre Alarm		-	-	-
		30,800	30,800	32,500
Contracted Services				
Leisure Prem - Contract Payments		221,200	221,200	227,836
		221,200	221,200	227,836
TOTAL EXPENDITURE		268,900	268,900	278,936
INCOME				
Fees & Charges				
Great Waking Sports Centre Rent		(12,500)	(12,500)	(12,500)
Recharge Year End from Grants		-	-	-
		(12,500)	(12,500)	(12,500)
TOTAL INCOME		(12,500)	(12,500)	(12,500)
TOTAL NET		256,400	256,400	266,436

LEISURE CLIENT ACCOUNT PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		36,300	36,300	37,900
Insurance		1,000	1,000	2,200
		37,300	37,300	40,100
Transport Related				
Car Allowances		-	-	500
		-	-	500
Supplies & Services				
Subscription		-	-	-
Equipment, Furniture & Materials		500	500	500
Wild Woods Day		-	11,740	-
Essex Music Svcs & Royal Opera House		-	-	-
Art Contractors and Suppliers		4,400	4,400	4,400
Music Month Grant		-	-	-
Essex on Tour		2,000	2,000	2,000
Essex Book Festival		-	-	-
		6,900	18,640	6,900
TOTAL EXPENDITURE		44,200	55,940	47,500
INCOME				
Fees & Charges				
Leisure Contract Recharge - Salary		(36,300)	(36,300)	(37,900)
Arts Activities		-	-	-
Essex Music Svcs & Royal Opera House		-	-	-
Cherry Orchard Leisure Event		-	-	-
Essex on Tour		(2,000)	(2,000)	(2,000)
River Crouch Festival - Inc		-	-	-
		(38,300)	(38,300)	(39,900)
Grants				
Music Month Grant		-	-	-
		-	-	-
TOTAL INCOME		(38,300)	(38,300)	(39,900)
TOTAL NET		5,900	17,640	7,600

SAFEGUARDING PORTFOLIO HOLDER NAME: CLLR MJ WEBB		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		9,500	9,500	10,200
Insurance		1,000	1,000	750
		10,500	10,500	10,950
Transport Related				
Car Allowances		-	-	-
		-	-	-
Supplies and Services				
Travel and Subsistence		-	-	-
Subscriptions		2,400	2,400	2,400
Equipment, Furniture and Materials		600	600	100
		3,000	3,000	2,500
TOTAL EXPENDITURE		13,500	13,500	13,450

ENVIRONMENT PORTFOLIO			
CLLR AL WILLIAMS			
	2019/20	2019/20	2020/21
	ORIGINAL	LATEST	ESTIMATE
<u>Highways/ Roads</u>	(6,200)	(13,200)	(700)
<u>Cemeteries & Churchyards</u>	(117,200)	(116,800)	(116,950)
<u>Street Cleansing</u>	717,600	717,600	730,200
<u>Emergency Planning</u>	50,700	50,700	52,317
<u>Public Conveniences</u>	41,300	41,300	37,850
<u>Coast Protection</u>	2,300	2,300	2,300
<u>Depot</u>	29,800	29,800	37,750
<u>Recycling Collection</u>	2,107,500	2,155,153	2,148,600
<u>Recycling Disposal</u>	(614,400)	(614,400)	(627,500)
<u>Parks & Open Spaces</u>	707,100	721,900	776,700
Total Net Expenditure	644,900	638,300	664,867

HIGHWAYS/ ROADS PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		50,600	50,600	57,400
Supplies & Services				
Street/Footpath Lighting		7,000	7,000	7,000
Highway Verge Improvements		2,500	2,500	2,500
Street Nameplates		5,000	5,000	3,000
Salting		1,000	1,000	1,000
Flood Prevention		19,500	19,500	19,500
Ranger Equipment		15,500	10,200	15,500
Insurance		1,700	-	1,700
TOTAL EXPENDITURE		102,800	95,800	107,600
INCOME				
Fees & Charges				
Verge Maintenance		(34,000)	(34,000)	(33,300)
		(34,000)	(34,000)	(33,300)
Grant				
DCLG Flooding Grant		-	-	-
ECC Highway Ranger Grant		(75,000)	(75,000)	(75,000)
		(75,000)	(75,000)	(75,000)
TOTAL INCOME		(109,000)	(109,000)	(108,300)
TOTAL NET		(6,200)	(13,200)	(700)

CEMETERIES & CHURCHYARDS				
PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20	2019/20	2020/21
		ORIGINAL	LATEST	ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		-	-	-
Insurance		-	400	50
		-	400	50
Premises, Related Expenditure				
National Non Domestic Rates		2,100	2,100	2,300
Special Items		-	-	-
Insurance		400	400	400
Repairs, Alterations & Maintenance		8,300	8,300	8,300
Columbarium Exp		1,500	1,500	1,500
		12,300	12,300	12,500
Supplies & Services				
Equipment, Furniture & Materials		3,000	3,000	3,000
Transport & Plant		-	-	-
		3,000	3,000	3,000
TOTAL EXPENDITURE		15,300	15,700	15,550

INCOME**Fees & Charges**

Columbarium Inc	(10,100)	(10,100)	(10,100)
Interments	(62,000)	(62,000)	(62,000)
Monuments	(20,400)	(20,400)	(20,400)
Grave Purchases	(40,000)	(40,000)	(40,000)
	(132,500)	(132,500)	(132,500)

TOTAL INCOME	(132,500)	(132,500)	(132,500)
---------------------	------------------	------------------	------------------

EXPENDITURE**Employee Costs**

Salaries	-	-	-
Insurance	-	-	-
	-	-	-

Transport Related

Transport & Plant	-	-	-
	-	-	-

Equipment, Furniture & Materials

	900	900	900
Mobile Radio Maintenance	-	-	-
	900	900	900

Contracted Services

Environmental Enforcement Exp	500	500	500
Minor Groundworks	4,500	2,000	4,500
Graffiti Removal	5,000	650	-
Notices - Footpath Fouling	-	-	-
Contract Payments	702,000	702,000	714,600
Continuous Improvement Fund Exp	-	-	-
	717,100	717,100	729,700

TOTAL EXPENDITURE	718,000	718,000	730,600
--------------------------	----------------	----------------	----------------

INCOME**Fees & Charges**

Littering Fixed Penalty Notices	(400)	(400)	(400)
Continuous Improvement Fund	-	-	-
Dog / Litter bin recharge Income	-	-	-
Graffiti Recharge	-	-	-
	(400)	(400)	(400)

TOTAL INCOME	(400)	(400)	(400)
---------------------	--------------	--------------	--------------

TOTAL NET	717,600	717,600	730,200
------------------	----------------	----------------	----------------

EMERGENCY PLANNING			
PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
On Call Costs	19,900	19,900	20,497
Insurance	1,000	1,000	750
Car Allowances	-	-	-
Transport & Plant	-	-	-
	-	-	-
Supplies & Services			
Telephone	-	-	-
Subscriptions	-	-	-
Equipment, Furniture & Materials	2,000	1,950	2,000
Travel and Subsistence	100	100	50
Health & Safety	-	-	-
S/I Emergency Exercise	-	-	-
Flood Defence Sand Bags	-	-	-
Call-Out Service	5,400	5,400	5,670
Communication	1,200	1,250	1,250
	8,700	8,700	8,970
TOTAL EXPENDITURE	50,700	50,700	52,317

PUBLIC CONVENIENCES				
PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Premises Related Costs				
Electricity		-	-	-
Water		-	-	-
National Non-Domestic Rates		6,200	6,200	6,800
Sewerage		-	-	-
Insurance		1,000	1,000	550
Repairs, Alterations & Maintenance		14,200	14,200	7,100
		21,400	21,400	14,450
Contracted Services				
Contract Cleaning		19,900	19,900	23,400
		19,900	19,900	23,400
TOTAL EXPENDITURE		41,300	41,300	37,850
INCOME				
Fees & Charges				
Cleaning Income		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		41,300	41,300	37,850

COAST PROTECTION				
PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Supplies & Services				
Contribution - Crouch Harbour		2,300	2,300	2,300
		2,300	2,300	2,300
TOTAL EXPENDITURE		2,300	2,300	2,300

DEPOT PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Premises Related				
National Non-Domestic Rates		23,300	23,300	30,500
Repairs, Alterations, Maintenance & Insurance		4,500	4,500	5,250
		27,800	27,800	35,750
Supplies & Services				
Travel and Subsistence		-	-	-
Depot Works		-	-	-
Depot Recovery Costs		-	-	-
		-	-	-
Contracted Services				
Depot Security Contractor		2,000	2,000	2,000
		2,000	2,000	2,000
TOTAL EXPENDITURE		29,800	29,800	37,750
INCOME				
Other Income				
Depot Insurance Recovery		-	-	-
		-	-	-
TOTAL INCOME		-	-	-
TOTAL NET		29,800	29,800	37,750

RECYCLING COLLECTION PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		111,000	111,000	115,400
Insurance		2,400	2,400	2,200
		113,400	113,400	117,600
Transport Related				
Car Allowances		300	300	400
		300	300	400
Supplies & Services				
Equipment, Furniture & Materials		900	900	900
Travel and Subsistence		100	100	100
Gt Waking Freighters Expenditure		5,100	5,100	5,100
Contribution to Capital Expenditure		-	-	-
Recycling Sacks		-	-	-
Recycling Events & Promotions		7,000	8,453	7,000
		13,100	14,553	13,100
Contracted Services				
Contract Payments - Refuse Collection		2,045,700	2,045,700	2,082,500
Continuous Improvement Fund		-	46,200	-
		2,045,700	2,091,900	2,082,500
TOTAL EXPENDITURE		2,172,500	2,220,153	2,213,600
INCOME				
Grants				
Gt Waking Freighters Expenditure		-	-	-
Fuel savings - Inc		-	-	-
		-	-	-
Fees & Charges				
Tipping Away - inc		-	-	-
Bulk Waste Collection		(65,000)	(65,000)	(65,000)
Charge for Green Waste Collection		-	-	-
Charge for Provision of Waste Bins		-	-	-
		(65,000)	(65,000)	(65,000)
TOTAL INCOME		(65,000)	(65,000)	(65,000)
TOTAL NET		2,107,500	2,155,153	2,148,600

RECYCLING DISPOSAL PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Supplies & Services				
Subscriptions		400	400	-
		400	400	-
Contracted Services				
Recycling Banks - Payments to Contractors		12,700	12,700	12,000
MRF Contract Renewal Fees		-	-	-
MRF Gate Fees		500,000	500,000	450,000
		512,700	512,700	462,000
TOTAL EXPENDITURE				
		513,100	513,100	462,000
INCOME				
Fees & Charges				
E.C.C		(1,055,000)	(1,055,000)	(1,047,000)
Bring Bank Credit		-	-	-
MRF Gate UPM Income		-	-	-
Avoided Disposal Credit		(60,000)	(60,000)	(30,000)
Textile Credits		(12,500)	(12,500)	(12,500)
		(1,127,500)	(1,127,500)	(1,089,500)
Grants				
Holding acc Pickles Flat Waste Rollout		-	-	-
		-	-	-
TOTAL INCOME				
		(1,127,500)	(1,127,500)	(1,089,500)
TOTAL NET				
		(614,400)	(614,400)	(627,500)

PARKS & OPEN SPACES PORTFOLIO HOLDER NAME: CLLR A L WILLIAMS		2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE				
Employee Costs				
Salaries		326,200	326,200	347,000
Insurance		11,100	11,100	12,200
		337,300	337,300	359,200
Transport Related				
Car Allowances		1,600	1,600	2,000
Transport & Plant		23,500	28,500	33,100
		25,100	30,100	35,100
Premises Related				
Electricity		-	-	-
Water		-	-	-
Special Items		-	-	-
Sewerage		-	-	-
Repairs, Maintenance and Utilities		35,200	40,700	36,300
RAM - Responsive		-	-	-
RAM Planned		-	-	-
		35,200	40,700	36,300
Supplies & Services				
Ecological Consultants		-	-	-
Subscriptions		-	-	-
Equipment, Furniture & Materials		11,800	11,050	11,800
Travel and Subsistence		100	100	400
Memorial Trees and Benches		2,000	1,000	2,000
Maintenance of Bridleways		5,000	5,150	5,000
Trees & Grounds		2,000	2,000	2,000
Cherry Orchard Country Park		-	-	-
		20,900	19,300	21,200
Contracted Services				
Annual Safety Audit		2,000	2,050	4,000
Play Equipment Repairs (Engineers)		17,000	17,400	17,000
Weed & Pest Control		500	2,350	500
Works Outside of Main Contract		24,000	23,850	24,000
Contract Preparations		-	-	-
Main Contract		412,900	412,900	425,700
Ground Maintenance Utility Cost		-	-	-
Tree Survey Works		2,600	-	2,600
Woodlands Contractors		18,300	24,650	18,300
Contractors and Suppliers		8,500	8,500	8,500
		485,800	491,700	500,600
TOTAL EXPENDITURE		904,300	919,100	952,400

INCOME			
Fees & Charges			
Reservoir Rents	(1,100)	(1,100)	(1,100)
Land & Access Charges	(16,500)	(16,500)	(16,500)
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)	(1,800)
Sales	(16,000)	(16,000)	(12,000)
Service Level Agreement - Rochford Housing Association	(30,600)	(30,600)	(30,600)
Recharge to Parishes	-	-	-
Woodlands Misc Income	(500)	(500)	(500)
Ashingdon Tree Recharges	(11,000)	(11,000)	(15,000)
Memorial Trees & Benches	(500)	(500)	(500)
	(114,200)	(114,200)	(114,200)
Other Income			
Contract Contingency	(83,000)	(83,000)	(61,500)
	(83,000)	(83,000)	(61,500)
Grants			
Cherry Orchard Grant	-	-	-
	-	-	-
TOTAL INCOME	(197,200)	(197,200)	(175,700)
TOTAL NET	707,100	721,900	776,700

ENTERPRISE PORTFOLIO CLLR SE WOOTTON	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
Off Street Parking	(1,030,300)	(1,027,800)	(1,045,600)
Office Accommodation Rayleigh	83,200	83,200	84,500
Office Accommodation Rochford	209,200	212,200	241,450
Estates Management	134,200	129,624	184,338
Local Land Charges	(140,000)	(140,000)	(140,000)
Total Net Expenditure	<u>(743,700)</u>	<u>(742,776)</u>	<u>(675,312)</u>

OFF STREET PARKING			
PORTFOLIO HOLDER NAME: CLLR SE WOOTTON			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	139,300	139,300	146,100
Insurance	4,500	4,500	4,400
	143,800	143,800	150,500
Premises Related			
Electricity	-	-	-
Water	-	-	-
National Non-Domestic Rates	217,300	217,300	218,000
Special Items	-	2,500	-
Repairs, Maintenance and Utilities	44,600	44,600	44,600
RAM - Responsive	-	-	-
	261,900	264,400	262,600
Transport Related			
Car Allowances	1,300	1,300	1,700
Transport & Plant	3,700	3,700	3,700
	5,000	5,000	5,400
Supplies & Services			
Publicity	500	500	500
Subscriptions	800	800	800
Equipment Furniture & Materials	1,500	1,500	1,500
Travel and Subsistence	-	-	-
Printing	3,000	3,000	3,000
Traffic Penalty Tribunal	1,000	1,000	1,000
PCN Stationery & Bags	-	-	-
Traffic Enforce Centre	1,100	1,100	1,100
Mobile Phone Admin	18,000	18,000	18,000
Environmental Enhancements	-	-	-
Float Reimbursement	-	-	-
Uniforms	700	700	700
Machine Maintenance	16,000	16,000	16,000
P & D Machine Telecoms	2,200	2,200	2,200
	44,800	44,800	44,800
TOTAL EXPENDITURE			
	455,500	458,000	463,300

INCOME			
Fees & Charges			
Other Rents	(8,800)	(8,800)	(8,800)
Websters Way	(1,345,000)	(1,345,000)	(1,358,100)
Permits/Season Tickets	(90,000)	(90,000)	(100,000)
PCN Payments	(40,000)	(40,000)	(40,000)
Cost Awarded	-	-	-
Commercial Use Of Space	(2,000)	(2,000)	(2,000)
	(1,485,800)	(1,485,800)	(1,508,900)
TOTAL INCOME	(1,485,800)	(1,485,800)	(1,508,900)
TOTAL NET	(1,030,300)	(1,027,800)	(1,045,600)

OFFICE ACCOMMODATION RAYLEIGH			
PORTFOLIO HOLDER NAME: CLLR SE WOOTTON			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	16,000	16,000	16,800
Insurance	2,100	2,100	4,600
	18,100	18,100	21,400
Transport Costs			
Car Allowances	200	200	950
	200	200	950
Premises, Related Costs			
Electricity	-	-	-
Water	-	-	-
National Non Domestic Rates	27,600	27,600	27,600
Special Items	-	-	-
Sewerage	-	-	-
Repairs, Maintenance and Utilities	33,600	33,600	28,600
RAM - Responsive	-	-	-
Oil	-	-	-
Window Cleaning	400	400	400
Refuse Removal	1,300	1,300	1,000
Cleaning of Civic Suite	7,400	7,400	10,000
	70,300	70,300	67,600
Supplies & Services			
Cleaning Materials	-	-	-
Travel and Subsistence	100	100	50
Fixtures & Fittings	-	-	-
Audio-Visual Equipment Maintenance	-	-	-
Rayleigh Water Cooler Maintenance	400	400	400
	500	500	450
TOTAL EXPENDITURE	89,100	89,100	90,400
INCOME			
Fees & Charges			
Rent	-	-	-
Robing Room Rent	(5,900)	(5,900)	(5,900)
Recharge Year End from Grants	-	-	-
	(5,900)	(5,900)	(5,900)
TOTAL INCOME	(5,900)	(5,900)	(5,900)
TOTAL NET	83,200	83,200	84,500

OFFICE ACCOMMODATION ROCHFORD			
PORTFOLIO HOLDER NAME: CLLR SE WOOTTON			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	29,200	29,200	27,000
Insurance	6,500	6,500	6,500
	35,700	35,700	33,500
Transport Related			
Car Allowances	1,000	1,000	900
	1,000	1,000	900
Premises Related			
Cleaning	26,000	26,000	50,000
Electricity	-	-	-
Gas	-	-	-
Water	-	-	-
National Non-Domestic Rates	65,200	65,200	65,200
Special Items	-	-	-
Sewerage	-	-	-
Repairs, Maintenance and Utilities	71,200	74,200	82,200
RAM - Responsive	-	-	-
Window Cleaning	700	700	700
Paper Recycling	-	-	-
Refuse Removal	4,800	4,800	4,800
	167,900	170,900	202,900
Supplies & Services			
Cleaning Materials	5,000	5,000	5,000
Equipment, Furniture & Materials	-	-	-
Travel and Subsistence	100	100	150
Rochford Water Cooler Maintenance	1,500	1,500	1,000
EFM - P H S Equipment	-	-	-
	6,600	6,600	6,150
TOTAL EXPENDITURE	211,200	214,200	243,450
INCOME			
Fees & Charges			
Rent	(2,000)	(2,000)	(2,000)
	(2,000)	(2,000)	(2,000)
TOTAL INCOME	(2,000)	(2,000)	(2,000)
TOTAL NET	209,200	212,200	241,450

ESTATES MANAGEMENT			
PORTFOLIO HOLDER NAME: CLLR SE WOOTTON			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	130,200	125,624	180,888
Insurance	2,400	2,400	2,200
	132,600	128,024	183,088
Transport Costs			
Car Allowances	1,300	1,300	1,000
Transport & Plant	1,700	1,700	2,300
	3,000	3,000	3,300
Supplies & Services			
Equipment, Tools And Materials	2,500	2,500	2,500
Travel and Subsistence	-	-	50
Meetings Refreshments	2,200	2,200	1,500
Valuation of Lane	5,000	5,000	5,000
	9,700	9,700	9,050
TOTAL EXPENDITURE	145,300	140,724	195,438
INCOME			
Fees & Charges			
Prov of services - Capital Works	-	-	-
No 19 Rental Options	-	-	-
Admin Charge	(11,100)	(11,100)	(11,100)
	(11,100)	(11,100)	(11,100)
TOTAL INCOME	(11,100)	(11,100)	(11,100)
TOTAL NET	134,200	129,624	184,338

LOCAL LAND CHARGES			
PORTFOLIO HOLDER NAME: CLLR SE WOOTTON			
	2019/20 ORIGINAL	2019/20 LATEST	2020/21 ESTIMATE
EXPENDITURE			
Employee Costs			
Salaries	-	-	-
Insurance	-	-	-
	-	-	-
Supplies & Services			
Equipment, Furniture & Materials	-	-	-
Travel and Subsistence	-	-	-
Local Land Charges Searches	20,000	20,000	20,000
	20,000	20,000	20,000
TOTAL EXPENDITURE	20,000	20,000	20,000
INCOME			
Fees & Charges			
Fees & Charges	(160,000)	(160,000)	(160,000)
	(160,000)	(160,000)	(160,000)
TOTAL INCOME	(160,000)	(160,000)	(160,000)
TOTAL NET	(140,000)	(140,000)	(140,000)

COMMERCIAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Hire of Windmill					
	For commercial use - 1 hour session on one floor	Standard	34.80	35.32	1.5%
	For commercial use - all day (7.5hr)	Standard	89.00	90.34	1.5%
	For non - commercial use - 1 hour session on one floor	Standard	17.40	17.66	1.5%
	For non - commercial use - all day (7.5hr)	Standard	43.50	44.15	1.5%
Wedding Hire - Windmill					
	Mondays - Fridays Inclusive (am)	Standard	200.00	220.00	10.0%
	Mondays - Fridays Inclusive (pm)	Standard	300.00	330.00	10.0%
	Saturday, Sunday and Bank Holidays	Standard	400.00	440.00	10.0%
	Chair Cover Hire including sashes	Standard	60.00	66.00	10.0%
Wedding Hire - Old House					
	Mondays - Fridays Inclusive (am)	Standard	300.00	315.00	5.0%
	Mondays - Fridays Inclusive (pm)	Standard	400.00	420.00	5.0%
	Saturday, Sunday and Bank Holidays	Standard	500.00	525.00	5.0%
	Hire of Chair Sashes	Standard	50.00	52.50	5.0%
	Hire of Bridal Suite (2 hours)	Standard	100.00	105.00	5.0%
	Hire of ground floor reception room (2 hours)	Standard	100.00	105.00	5.0%
	Corkage fee (per bottle)	Standard	9.00	9.00	0.0%
Sewer Clearances					
	Cost of works apportioned to number of properties affected, with minimum charge of:	Non-Vatable	36.80	37.35	1.5%
Hire of Civic Suite					
	Council Chamber - Up to 3 hour session	Non-Vatable	98.20	99.67	1.5%
	Council Chamber - sessions over 3 hours / full day	Non-Vatable	164.70	167.17	1.5%
	Additional Charge for use of video projection equipment (per 3 hour session)	Non-Vatable	13.30	13.50	1.5%
	Room 5 - Capacity for 12 people - Commercial Use per Hour	Non-Vatable	10.20	10.35	1.5%
	Room 5 - Capacity for 12 people - Non Commercial Use per Hour	Non-Vatable	8.20	8.32	1.5%
	Room 4 - Capacity for 20 people - Commercial Use per Hour	Non-Vatable	20.50	20.81	1.5%
	Room 4 - Capacity for 20 people - Non Commercial Use Per Hour	Non-Vatable	16.40	16.65	1.5%
	Room 5 & Room 4 - Break out Room Hire - Commercial Per Hour	Non-Vatable	25.60	25.98	1.5%
	Room 5 & Room 4 - Break out Room Hire - Non Commercial Per Hour	Non-Vatable	20.50	20.81	1.5%
	Tea, Coffee, Biscuits Per Head	Non-Vatable	0.40	0.41	1.5%
	IT Equipment Hire Per 3 Hour Session	Non-Vatable	13.30	13.50	1.5%
	<i>All charges for commercial use will be increased by 100%</i>				

Key to VAT:	
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 2012, the standard rate is 20%.

COMMUNITY / HOUSING SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Factual Statements					
	Research or completion of works in default of a notice period per hour (min charge - 1hr)	Non-Vatable	49.60	50.34	1.5%
	Section 28(9) of Health and Safety at Work etc Act 1974 - per hour	Non-Vatable	49.60	50.34	1.5%
Requests for Environmental Information					
	Up to 4 hours	Standard	198.50	201.48	1.5%
	Per hour thereafter	Standard	49.60	50.34	1.5%
Housing					
	Improvement and Prohibition Notices	Non-Vatable	465.50	472.48	1.5%
	Key-worker Sales Certificate	Inclusive	71.60	72.67	1.5%
	Property Inspection report to support Visa applications.	Non-Vatable	186.20	188.99	1.5%
	Ready to Rent	Non-Vatable	150.00	150.00	0.0%
	Charge for Service of Enforcement Notice		465.50	472.48	1.5%
Park Home Site licencing					
	Annual Fee				
	1-25 pitches	Non-Vatable	334.50	339.52	1.5%
	26-99 pitches	Non-Vatable	459.30	466.19	1.5%
	100-199 pitches	Non-Vatable	594.40	603.32	1.5%
	200+ pitches	Non-Vatable	728.40	739.33	1.5%
	Fee for New Licence				
	1-25 pitches	Non-Vatable	523.80	531.66	1.5%
	26-99 pitches	Non-Vatable	648.60	658.33	1.5%
	100-199 pitches	Non-Vatable	861.40	874.32	1.5%
	200+ pitches	Non-Vatable	1,056.80	1,072.65	1.5%
	Fee for Transfer of Licence	Non-Vatable	141.20	143.32	1.5%
	Fee for Deposit of Site Rules				
	1-25 pitches	Non-Vatable	149.40	151.64	1.5%
	26-99 pitches	Non-Vatable	166.70	169.20	1.5%
	100-199 pitches	Non-Vatable	174.90	177.52	1.5%
	200+ pitches	Non-Vatable	183.10	185.85	1.5%
	Enforcement Notice (per notice)	Non-Vatable	465.50	472.48	1.5%
Houses in Multiple Occupation					
	Fee for Mandatory Licensing of Houses in Multiple Occupation (N.B. HMOs owned by a Registered Charity are exempt):				
	Up to 5 bedrooms	Non-Vatable	362.10	367.53	1.5%
	For each additional bedroom	Non-Vatable	56.80	57.65	1.5%
	Renewal of License	Non-Vatable	50% of Fee	50% of Fee	
Other Charges					
	Insect identification	Standard	10.20	10.35	1.5%
Food					
	FHRS re-rating inspection	Non-Vatable	123.80	125.66	1.5%
Funerals Administration					
	Public Health Act Funerals administration Fee	Standard	557.50	565.86	1.5%
Other Establishments					
	Acupuncture, tattooing, semi-permanent skin colouring, cosmetic piercing & electrolysis	Non-Vatable	215.90	219.14	1.5%

Key to VAT:	
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
Standard	VAT needs to be added to the published fee at the current standard rate. As at April 2012, the

DEMOCRATIC SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Council Minutes Etc.					
	Parish List - Yearly Charge	Non-Vatable	180.00	182.70	1.5%
	Council - Yearly Charge	Non-Vatable	118.70	120.48	1.5%
	Council - Per Meeting	Non-Vatable	21.50	21.82	1.5%
	Committee - Yearly Charge	Non-Vatable	233.20	236.70	1.5%
	Committee - Per meeting	Non-Vatable	36.80	37.35	1.5%
	Sub Committee - Yearly Charge	Non-Vatable	133.00	135.00	1.5%
	Sub Committee - Per meeting	Non-Vatable	21.50	21.82	1.5%
	Committee report background papers		-		
	Inspection fee (per item)	Non-Vatable	2.00	2.03	1.5%
Member Training					
	Charge for Parish Officers to attend RDC training courses (per person per session)	Standard unless Statutory when exempt	40.00	40.60	1.5%
	Charge for local authority Officers to attend RDC led training courses (per person per session)	Standard unless Statutory when exempt	45.00	45.68	1.5%
Copy Documents					
	(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	2.80	2.84	1.5%
	Photocopying for voluntary groups	Standard	Actual cost + 20% for basic items. Bespoke work costed per job.	Actual cost + 20% for basic items. Bespoke work costed per job.	
	Letter of confirmation of registration on electoral register	Inclusive	16.40	16.65	1.5%

Key to VAT:	
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 2012, the standard rate is 20%.

ENVIRONMENTAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Football					
	Alternative use of pitch - Sat	Non-Vatable	792.00	807.00	1.9%
	Alternative use of pitch - Sun	Non-Vatable	852.00	868.00	1.9%
Casual					
	Adults Sat	Standard	115.60	117.33	1.5%
	Adults Sun	Standard	129.90	131.85	1.5%
	Juniors Sat	Standard	77.70	78.87	1.5%
	Juniors Sun	Standard	85.90	87.19	1.5%
Established Junior Pitches					
	Alternative use of pitch - Sat	Non-Vatable	372.40	377.99	1.5%
	Alternative use of pitch - Sun	Non-Vatable	399.00	404.99	1.5%
Mini Football					
	Alternative use of pitch - Sat	Non-Vatable	314.10	318.81	1.5%
	Alternative use of pitch - Sun	Non-Vatable	371.30	376.87	1.5%
	NOTE: Fees may be reduced where clubs undertake some of the required tasks.				
Pavilion Hire					
	Including changing rooms per 3 hour session.	Non-Vatable	81.80	83.03	1.5%
	NOTE: Hire in respect of Youth Clubs will be reduced by 50%				
Playgroups					
	Pre-School and mother and child - Morning Session	Non-Vatable	15.30	15.53	1.5%
	Pre-School and mother and child - Afternoon Session	Non-Vatable	15.30	15.53	1.5%
	NOTE: Fees do not include service charges. Reduction of 25% for registered charities				
Cricket					
	Cricket	Non-Vatable	552.40	560.69	1.5%
	Pavilion Hire (50% of pitch hire)				
Open Spaces					
Memorials					
	Formal bench including five year maintenance agreement	Non-Vatable	639.40	648.99	1.5%
	Backed bench including five year maintenance agreement	Non-Vatable	439.90	446.50	1.5%
	Unbacked bench including five year maintenance agreement	Non-Vatable	337.60	342.66	1.5%
	Tree planting includes cost of tree.	Non-Vatable	153.50	155.80	1.5%
	Burial of pet ashes does not include memorial cost	Standard	61.40	62.32	1.5%
Commercial use of open spaces					
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	306.90	311.50	1.5%
	- General community events which are free at the point of entry (e.g. Sponsored Walks, Race for Life, Schools Orienteering).	Non-Vatable	-		
	- 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	204.60	207.67	1.5%
	- Fully commercial, profit making events – e.g. Music concerts markets etc. (per event).	Non-Vatable	1,023.00	1,038.35	1.5%

ENVIRONMENTAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Access Licences					
	General Access Licences on to open spaces	Non-Vatable	30.70	31.16	1.5%
Tree Works					
	Work on Council trees for which there is no safety case. Hourly rate	Standard	58.30	59.17	1.5%
	Trading Pitch in Open Spaces (Renewable every three years) subject to a tendering process				
Fixed Penalty Notices					
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.					
Lost, Found or Stray Dogs					
	Statutory fee + administration charge	Non-Vatable	81.80	30.00	-63.3%
	Daily kennelling fee	Non-Vatable	14.30	14.51	1.5%
	- plus vet fees if necessary				
	Microchip at the Kennels	Non-Vatable	19.40	19.69	1.5%
Wheeled Bins					
	Set of 3 wheeled bins for new housing developments - charge levied on developer - bins provided for recycling service	Non-vatable	171.90	174.00	1.2%
Bulky Waste Collection					
Collection of bulky waste (household furniture) and electrical household items					
	- For one item	Non-Vatable	15.30	15.50	1.3%
	- Each additional item booked at same time	Non-Vatable	7.20	7.30	1.4%
Cemeteries					
Interments In Graves or Vaults					
	Interment Fee (New grave or re-open) :				
	- Still Born - Under 1 Month	Non-Vatable	No Charge	No Charge	
	- Under 12 Years	Non-Vatable	No charge	No Charge	
	- Over 12 Years	Non-Vatable	701.80	712.33	1.5%
	Exclusive Right of Burial (<i>50% reduction for child under 12 buried in children's area</i>)	Non-Vatable	784.60	796.37	1.5%
	For the Interment of a Cremation Casket in a purchased grave	Non-Vatable	263.90	267.86	1.5%
Interments in Cremation Plots					
	Interment Fee (New Grave or reopen)	Non-Vatable	263.90	267.86	1.5%
	Exclusive Right of Burial	Non-Vatable	400.00	406.00	1.5%
Columbarium at Rayleigh cemetery					
	Cost to scatter ashes including an engraved plaque on the memorial wall	Non-Vatable	427.60	434.01	1.5%
	Cost for engraved plaque on memorial wall without scattering ashes	Non-Vatable	375.40	381.03	1.5%
	Cost to inter ashes in Columbarium, including supply and engraving of memorial plaque for a period of 15 years with a renewal fee of £103 for a further 15 years	Non-Vatable	963.00	977.45	1.5%
	Cost to inter ashes in Columbarium, including supply and engraving of memorial plaque for a period of 30 years	Non-Vatable	962.60	977.04	1.5%
	Cost of second set of ashes in Columbarium, including engraving memorial plaque	Non-Vatable	375.40	381.03	1.5%
	Coloured, enamelled picture of the deceased to the plaque on the Memorial Wall or Columbarium	Non-Vatable	127.90	129.82	1.5%
	15 year renewal fee	Non-Vatable	107.40	109.01	1.5%

ENVIRONMENTAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Rayleigh Cemetery Monuments, Headstones and Inscriptions					
	Earthen Graves				
	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	184.10	186.86	1.5%
	Kerbstone or border stone (height not exceeding 30.5cm)	Non-Vatable	184.10	186.86	1.5%
	Cremation plots				
	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	184.10	186.86	1.5%
	Kerbstone around a cremation plot (76cm x 76cm)	Non-Vatable	184.10	186.86	1.5%
	Side panel for additional inscription. Size not to exceed 23 cm x 23 cm to match existing memorial	Non-Vatable	184.00	186.76	1.5%
	Any additional inscription on a memorial	Non-Vatable	79.80	81.00	1.5%
Hall Road Cemetery Monuments, Headstones and Inscriptions					
	Earthen Graves				
	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	184.10	186.86	1.5%
	Cremation plots				
	A memorial vase/inscription panel only is permitted. Size not to exceed 61 cm x 30.5 cm 23 cm x 23cm.	Non-Vatable	184.10	186.86	1.5%
	Side panel for additional inscription. Size not to exceed 23 cm x 23 cm to match existing memorial	Non-Vatable	184.10	186.86	1.5%
	Any additional inscription on a memorial	Non-Vatable	79.80	81.00	1.5%
<p>NOTE: Flagstone and kerbstones are not applicable to Hall Road Cemetery 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.</p>					
Exhumation Charge					
	Each exhumation will be recharged on an actual costs basis plus VAT	Standard			
Additional Fees					
	Registering Transfer of grant	Non-Vatable	83.90	85.16	1.5%

ENVIRONMENTAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Transportation					
Car Parks					
	Old Ship Lane				
	Up to 1/2 hour	Inclusive	0.60	0.60	0.0%
	Up to 1 Hour	Inclusive	1.20	1.20	0.0%
	Up to 2 Hours	Inclusive	1.80	1.80	0.0%
	Up to 4 Hours	Inclusive	3.00	3.00	0.0%
	Websters Way/				
	Mill Hall				
	Up to 1/2 hour	Inclusive	0.60	0.60	0.0%
	Up to 1 Hour	Inclusive	1.20	1.20	0.0%
	Up to 2 Hours	Inclusive	1.80	1.80	0.0%
	Up to 3 Hours	Inclusive	2.40	2.40	0.0%
	Up to 4 Hours	Inclusive	3.00	3.00	0.0%
	Hockley Woods				
	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%
	Cherry Orchard Country Park				
	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%
	Mixed (including Freight House)				
	Up to 1/2 hour	Inclusive	0.60	0.60	0.0%
	Up to 1 Hour	Inclusive	1.20	1.20	0.0%
	Up to 2 Hours	Inclusive	1.80	1.80	0.0%
	Up to 3 Hours	Inclusive	2.40	2.40	0.0%
	Up to 4 Hours	Inclusive	3.00	3.00	0.0%
	Up to 5 Hours	Inclusive	3.60	3.60	0.0%
	All Day	Inclusive	5.50	5.50	0.0%
	The Approach				
	Day Ticket	Inclusive	4.50	4.50	0.0%
Season Tickets					
	The Approach, Rayleigh				
	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%
	All RDC Car Parks Excluding The Approach, Rayleigh				
	Quarterly	Inclusive	245.00	245.00	0.0%
	Annual	Inclusive	816.00	816.00	0.0%
	Admin Fee for Refund of Season Ticket	Inclusive	30.00	30.00	0.0%

ENVIRONMENTAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
	Market Traders				
	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%
Mobile Phone Payment					
	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%
Penalties					
	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%
Staff Parking Permits					
	South Street Office Car Parks	Inclusive	400.00	400.00	0.0%
	Other Car Parks	Inclusive	200.00	200.00	0.0%
Commercial Parking					
	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%

Key to VAT:	
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 2012, the standard rate is 20%.

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

LEGAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Licenses					
	Dangerous Wild Animals Act 1976	Non-Vatable	160.60	160.60	0.0%
	<i>All other licenses below are included in the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 and are subject to additional charges for consultants or inspection fees</i>				
	Animal Boarding Establishment	Non-Vatable	225.10	225.10	0.0%
	Riding Establishments				
	- Non Charitable	Non-Vatable	311.00	311.00	0.0%
	- Charitable	Non-Vatable	97.20	97.20	0.0%
	Selling Animals as Pets	Non-Vatable	237.30	237.30	0.0%
	Breeding of Dogs	Non-Vatable	218.90	218.90	0.0%
	Home Boarding of Dogs	Non-Vatable	194.40	194.40	0.0%
	Dog Day Care	Non-Vatable	194.40	194.40	0.0%
	Keeping Animals for Exhibition	Non-Vatable	231.20	231.20	0.0%
	Variation to Licence/ revaluation or rating for horses and dog breeding	Non-Vatable	59.30	59.30	0.0%
	Variation to Licence/ revaluation or rating - other	Non-Vatable	77.70	77.70	0.0%
	Transfer of licence inclusive of inspection fee	Non-Vatable	77.70	77.70	0.0%
	Appeals - all licences.	Non-Vatable	59.30	59.30	0.0%
	Combination of activities - charge is equal to highest activity fee + vet fee where required	Non-Vatable			
Hackney Carriage					
Vehicle Licence					
	Hackney Carriage Vehicle Licence	Non-Vatable	280.00	280.00	0.0%
	Wheelchair Accessible Hackney Carriage Vehicle Licence	Non-Vatable	230.00	230.00	0.0%
	Private Hire Vehicle Licence	Non-Vatable	225.00	225.00	0.0%
	Wheelchair Accessible Private Hire Vehicle Licence	Non-Vatable	175.00	175.00	0.0%
Other Charges					
	Interim Vehicle Inspection	Non-Vatable	30.00	30.00	0.0%
	Replacement Vehicle Licence Plate	Non-Vatable	10.00	10.00	0.0%
	Replacement Drivers Badge	Non-Vatable	10.00	10.00	0.0%
	Replacement Door Stickers x 2	Non-Vatable	14.00	14.00	0.0%
	Replacement Flexiplate Platform	Non-Vatable	10.00	10.00	0.0%
	Change of Vehicle	Non-Vatable	50.00	50.00	0.0%
	Transfer of Interest	Non-Vatable	20.00	20.00	0.0%
	Temporary Magnetic Door Sticker x 2 (Refundable deposit)	Non-Vatable	20.00	20.00	0.0%
Driver Licences					
	Hackney Carriage AND Private Hire Drivers Licence combined				
	- First Application	Non-Vatable	160.00	160.00	0.0%
	- Additional knowledge tests	Non-Vatable	20.00	20.00	0.0%
	- Renewal 3 Year Badge	Non-Vatable	140.00	140.00	0.0%
	Private Hire Drivers Licence (Restricted)		-		
	- First Application	Non-Vatable	140.00	140.00	0.0%
	- Additional knowledge tests	Non-Vatable	20.00	20.00	0.0%
	- Renewal	Non-Vatable	120.00	120.00	0.0%
	DVLA Check	Non-Vatable	8.00	8.00	0.0%
	Data and Barring Service Disclosure	Non-Vatable	44.00	44.00	0.0%
Private Hire Operators Licences					
	Annual Licence - Up to 3 vehicles/ per annum	Non-Vatable			
	Annual Licence - Over 3 vehicles	Non-Vatable			
	Annual Licence - 1 Vehicle	Non-Vatable	80.00	80.00	0.0%
	Annual Licence - 2-4 Vehicles	Non-Vatable	120.00	120.00	0.0%
	Annual Licence - 5 Vehicles	Non-Vatable	200.00	200.00	0.0%

LEGAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Zoo Licensing					
	Application for grant of first licence	Non-Vatable	443.00	443.00	0.0%
	Application for renewal of licence	Non-Vatable	250.60	250.60	0.0%
	Alteration of licence	Non-Vatable	136.10	136.10	0.0%
	Transfer of licence	Non-Vatable	136.10	136.10	0.0%
	The above fees are subject to additional charges for consultants or inspection fees				
Scrap Metal Dealers					
	Site Licence - Initial application	Non-Vatable	351.90	351.90	0.0%
	Site - Renewal	Non-Vatable	280.30	280.30	0.0%
	Site - Variation	Non-Vatable	67.50	67.50	0.0%
	Collectors Licence - Initial application	Non-Vatable	233.20	233.20	0.0%
	Collectors - Renewal	Non-Vatable	194.40	194.40	0.0%
	Collectors - Variation	Non-Vatable	67.50	67.50	0.0%
Alcohol, Regulated Entertainment & Late Night Refreshment Licence Fees:					
These are prescribed by regulations issued under the Licensing Act 2003 and vary dependent on the application type, therefore please contact licensing department for further information or refer to the licensing area of the Council website. These may become discretionary for 2015/16.					
Sex Establishments					
	Grant, renewal, variation or transfer (£2,040 refunded if no hearing)	Non-Vatable	2,465.40	2,465.40	0.0%
Sexual Entertainment Venues					
	Grant, renewal, variation or transfer (£2,040 refunded if no hearing)	Non-Vatable	2,966.70	2,966.70	0.0%
Other Establishments					
	Hypnotism Consent	Non-Vatable	33.20	33.20	0.0%
Gambling Licence Fees					
	Betting Office - grant/ provisional statement - £2,040 refunded if no hearing	Non-Vatable	2,547.30	2,547.30	0.0%
	Annual Fee	Non-Vatable	203.60	203.60	0.0%
	Variation	Non-Vatable	286.40	286.40	0.0%
	Transfer/ Reinstatement	Non-Vatable	250.60	250.60	0.0%
	Adult Gaming Centre - grant/ provisional statement £1,600 refunded if no hearing	Non-Vatable	2,046.00	2,046.00	0.0%
	Annual Fee	Non-Vatable	203.60	203.60	0.0%
	Variation	Non-Vatable	286.40	286.40	0.0%
	Transfer/ Reinstatement	Non-Vatable	260.90	260.90	0.0%
	Bingo Club - grant/ provisional statement £2,040 refunded if no hearing	Non-Vatable	2,547.30	2,547.30	0.0%
	Annual Fee	Non-Vatable	203.60	203.60	0.0%
	Variation	Non-Vatable	199.50	199.50	0.0%
	Transfer/ Reinstatement	Non-Vatable	260.90	260.90	0.0%
	Family Entertainment Centre - grant/ provisional statement £1,600 refunded if no hearing	Non-Vatable	2,046.00	2,046.00	0.0%
	Annual Fee	Non-Vatable	203.60	203.60	0.0%
	Variation	Non-Vatable	286.40	286.40	0.0%
Transfer/ Reinstatement	Non-Vatable	260.90	260.90	0.0%	
Street Trading					
	Street Trading Consent - Issue (annual)	Non-Vatable	260.90	264.81	1.5%
	Street Trading Consent - Renewal (annual)	Non-Vatable	260.90	264.81	1.5%
	Pavement Permissions - Issue (annual)	Non-Vatable	260.90	264.81	1.5%
	Pavement Permissions - Renewal (annual)	Non-Vatable	260.90	264.81	1.5%
	Street Trading - community events 1 day	Non-Vatable			
Licence Pre Application Advice Service					
	Schools, Churches & Registered Charities (one off fee)	Standard	35.00	35.53	1.5%
	Other Applicants (per hour)	Standard	35.00	35.53	1.5%
S106 Agreements					
	S106 Agreements - Hourly Charge for Solicitor with over 8 years experience	Non-Vatable	226.40	229.80	1.5%
	S106 Agreements - Hourly Charge for Solicitor/Legal Exec with over 4 years experience	Non-Vatable	200.30	203.30	1.5%
	S106 Agreements - Hourly Charge for Other Solicitors/Legal Execs	Non-Vatable	168.00	170.52	1.5%
	S106 Agreements - Hourly Charge for Trainee Solicitors, Paralegals and Equivalents	Non-Vatable	123.10	124.95	1.5%

LEGAL SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Public Footpaths					
	Diversion, Extinguishment or Creation	Non-Vatable	1,826.10	1,853.49	1.5%
Access to Land					
	Access to Land	Non-Vatable	26.10	26.49	1.5%
Miscellaneous					
	Other Legal Advice				
	Hourly Charge for Solicitor with over 8 years experience	Non-Vatable	226.40	229.80	1.5%
	Hourly Charge for Solicitor/Legal Exec with over 4 years experience	Non-Vatable	200.30	203.30	1.5%
	Hourly Charge for Other Solicitors/Legal Execs	Non-Vatable	168.00	170.52	1.5%
	Hourly Charge for Trainee Solicitors, Paralegals and Equivalents	Non-Vatable	123.10	124.95	1.5%
Local Land Charges					
Fees for Supplementary Enquiries					
	Where relating to one parcel of land only	Standard	211.20	211.20	0.0%
	Where relating to several parts of land and delivered on a single form:- for the first parcel of land	Standard	211.20	211.20	0.0%
	For each additional parcel of land the amount is fixed by arrangements between the solicitors and the district council	Standard	38.40	38.40	0.0%
	Where relating to one parcel of land or to several parcels and delivered in a single form, for each printed enquiry numbered in the form.	Standard	25.20	25.20	0.0%
	For each further enquiry added by solicitors and which the council is willing to answer.	Non-Vatable	44.40	44.40	0.0%

Freedom of Information Requests	Standard
Based on the copy per sheet fee above, and royal mail postage costs.	
Statutory Fee - Charges for officer time may also be made if the time	
In all cases where a charge is applicable, the requestor will be notified	
Requests for Environmental Information follow a different charging regime	

Key to VAT:	
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 2012, the standard rate is 20%.

PLANNING SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Planning					
High Hedges					
	Standard Fee for processing a high hedges complaint	Non-Vatable	410.00	410.00	0.0%
	Fee for processing a high hedges complaint - Concessionary (Benefits & Pensions)		120.00	120.00	0.0%
Pre-planning advice					
	<i>Any proposal not meeting the categories below will be subject to a fee</i>				
	<u>Generic written advice only without officer viewing the site</u>				
	Householder (<i>Extensions, alterations, outbuildings etc</i>)	Standard	55.00	80.00	45.5%
	Small (<i>1 dwelling or up to 999 sqm commercial floor area including small changes to plant and other alterations</i>)	Standard	250.00	300.00	20.0%
	Minor (<i>2-9 dwellings or 1000-1,999 sqm</i>)	Standard	250.00	400.00	60.0%
	Major (<i>10-99 dwellings or 2,000-4,999 sqm</i>)	Standard	770.00	800.00	3.9%
	Strategic (<i>>100 dwellings or >5,000 sqm</i>)	Standard	-		
	Listed Building	Standard	200.00	210.00	5.0%
	On all major and strategic pre-application submissions and certain other submissions as considered necessary, advice will be required from Urban Design at Essex County Council at the additional fee rate set out below:				
	<u>Meeting with Written advice</u>				
	Householder		120.00	150.00	25.0%
	Small	Standard	300.00	350.00	16.7%
	Minor (1 Meeting up to 2 hours)	Standard	420.00	450.00	7.1%
	Major (1 Meeting up to 3 hours)	Standard	1,000.00	1,050.00	5.0%
	Strategic (1 Meeting up to 3 hours)	Standard	1,500.00	1,550.00	3.3%
	<i>alternatively</i> Strategic (2 Meetings)	Standard	2,250.00	2,270.00	0.9%
	<i>alternatively</i> Strategic (package of up to 6 Meetings)	Standard	7,900.00	7,990.00	1.1%
	Listed Building	Standard	395.00	405.00	2.5%
	<u>Follow-up</u>				
	Householder	Standard	120.00	125.00	4.2%
	Small	Standard	180.00	188.00	4.4%
	Minor	Standard	240.00	250.00	4.2%
	Major	Standard	700.00	730.00	4.3%
	Strategic	Standard	1,100.00	1,150.00	4.5%
	Listed Building	Standard	260.00	275.00	5.8%
	<u>Retrospective Developments</u>				
	Fee for advice where development is undertaken before planning permission application	Standard	20% of Pre Application Fee		
Planning Performance Agreements					
These are available for Strategic, Large and Standard sites. Prices will be based on an hourly rate. Please enquire for more detail.					

PLANNING SERVICES					
Fees & Charges		VAT	2019/20 £	2020/21 £	% Increase
Plans					
	Replacement Local Plan (2006)		100.00	100.00	0.0%
	Replacement Local Plan - Inspectors' Report)	Non-Vatable	55.00	55.00	0.0%
	Core Strategy	Non-Vatable	25.00	25.00	0.0%
	Annual Monitoring Report	Non-Vatable	10.00	10.00	0.0%
	Local Development Scheme	Non-Vatable	40.00	40.00	0.0%
	Statement of Community Involvement	Non-Vatable	5.00	5.00	0.0%
	Conservation Area Appraisal	Non-Vatable	5.00	5.00	0.0%
	Supplementary Planning Documents	Non-Vatable	10.00	10.00	0.0%
Research Charge					
	Undertaking history research and interpretations on status of current permissions, conditions or uses. Charge is per site for 2 hours work. If additional time is required, charge to be based on £55 per hour	Standard	55.00	60.00	9.1%
Building Control					
	<i>These fees can be obtained from the building control pages on the Rochford District Council website.</i>				

Key to VAT:	
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 2012, the standard rate is 20%.

CAPITAL AND TREASURY MANAGEMENT STRATEGY 2020/21**1 INTRODUCTION**

- 1.1 This report sets out the Council's Capital and Treasury Management Strategy for 2020/21 and seeks the views of the Review Committee on the approach proposed in this Strategy, before it is presented for approval by Full Council on 11 February 2020.
- 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 2020/21 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 (reported to Council in June). 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 11); 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 17); 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 £2.829m in 2020/21; 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 2020/21, subject to approval at Council on 11 February, both those agreed previously, and those forming part of this budget cycle. The table below also shows how these plans are being financed and any shortfall that will require borrowing. This table does not yet include capital expenditure for projects which have not yet been approved through the Investment Board. If required these will be considered during the year and the CFR will be updated accordingly, once the appropriate governance has been undertaken.

£000s	2018/19 Outturn	2019/20 Forecast	2020/21 Forecast	2021/22 Forecast	2022/23 Forecast	2023/24 Forecast	2024/25 Forecast
Opening CFR	777	777	777	777	777	777	777
Capital Expenditure	1,990	1,600	2,829	3,073	1,050	950	800
Financed by:							
Capital Receipts Reserve	240	252	595	2,503	475	407	-
Capital Grants	1,464	500	475	475	475	475	475
Other Earmarked Reserves	287	758	1,434	50	100	-	-
Revenue Contribution	-	255	0	0	0	68	325
Section 106 Income	-		25	0	0	0	0
New Homes Bonus Income	-	25	300	45	-	-	-
Closing CFR	777	777	777	777	777	777	777

- 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.

Minimum Revenue Provision (MRP) Policy Statement

- 5.4 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.
- 5.5 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**

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	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Earmarked Reserves & General Fund Balance	10,228	8,037	8,552	9,055	9,107	8,982
Capital Receipts Reserve	1,148	829	32	407	-	-
Total Core Funds	11,376	8,866	8,585	9,461	9,107	8,982
Expected Investments	12,876	10,366	10,085	10,961	10,607	10,482

Affordability Prudential Indicators

- 6.1 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.
- 6.2 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.
- 6.3 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).

- 6.4 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.

%	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Ratio of Financing Costs to Net Revenue Stream	-1.20%	-1.26%	-1.27%	-1.24%	-1.21%

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

- 6.5 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.

£000s	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Expenditure	1,640	2,829	3,073	1,050	950
Incremental impact of capital investment	430	1,189	244	(2,023)	(100)
Council tax base	31,570.40	31,927.80	32,247.08	32,569.55	32,895.24
Council tax Band D impact(£)	0.01	0.04	0.01	-0.06	0.00

7 BORROWING

- 7.1 The Council does not currently have any borrowing. Dependent on the Council's approval of particular business cases put forward for consideration, 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.
- 7.3 The Council has set out its intention for an Asset Delivery Programme which will consider how the Council's key strategic sites can deliver the objectives set out in its Asset Strategy. The preferred option is consolidation of the Council operations at the Freight House; it is estimated at the Outline Business Case stage that this option would have a net capital funding requirement of £0.6m (representing a capital cost of £3.4m partially offset by capital receipts of £2.8m). These figures are included in the medium term capital expenditure forecasts shown above. The Final Business Case for the Asset Delivery Programme is due to be presented to Full Council for approval in March 2020 and the funding requirements will need to be reassessed at that stage.
- 7.4 The net capital funding requirement set out at the Outline Business Case stage is currently assumed to be funded from the Council's reserves. As 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 be required; however this assumption may be revisited at the Final Business Case stage. 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.

7.5 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

7.6 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)

7.7 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.

7.8 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 11 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.

£000s	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Operational Limit	777	777	777	777	777
Authorised Limit	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 %	2019/20	2020/21	2021/22
	Upper	Upper	Upper
Limits on fixed interest rates:			
Borrowing	100%	100%	100%
Investments	100%	100%	100%
Limits on variable interest rates:			
Borrowing	25%	25%	25%
Investment	100%	100%	100%

9 BORROWING IN ADVANCE OF NEED

- 9.1 The Council has some flexibility to borrow funds for use in future years where a future need for borrowing has been identified. Any decision to borrow in advance will be considered carefully to ensure value for money can be demonstrated and that the Council can ensure the security of such funds.
- 9.2 The Section 151 Officer may do this under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at

fixed interest rates will be economically beneficial or meet budgetary constraints. Whilst the Section 151 Officer will adopt a cautious approach to any such borrowing, where there is a clear business case for doing so borrowing may be undertaken to fund the approved capital programme or to fund future debt maturities.

9.3 In determining whether borrowing will be undertaken in advance of need the Council will:

- Consider the revenue liabilities created, and the implications for the future plans and budgets;
- Review economic and market factors that might influence the manner and timing of any decision to borrow;
- Consider the merits and demerits of alternative forms of funding; and
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use

9.4 Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 50% of any expected increase in borrowing need (CFR) over the three year planning period; and
- Would not look to borrow more than 2 years in advance of need.

9.5 Risks associated with any advance borrowing activity will be subject to appraisal in advance and subsequent reporting through the mid-year or annual reporting mechanism. It is unlikely that the Council will require any borrowing in advance of need.

10 ANNUAL INVESTMENT STRATEGY

10.1 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 2020/21 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

11 COMMERCIAL INVESTMENTS

- 11.1 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
- 11.2 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.
- 11.3 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.
- 11.4 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).
- 11.5 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

- 11.6 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.
- 11.7 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

- 11.8 The Capital Strategy will be updated should any commercial investment opportunities be agreed during 2020/21.

12 CREDIT RATINGS

- 12.1 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.
- 12.2 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:-

Capita Colour Coding	Maximum Duration	Maximum Investment
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

- 12.3 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.
- 12.4 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.

- 12.5 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.
- 12.6 Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process

Country Limits

- 12.7 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).
- 12.8 Following the vote to leave the European Union, the United Kingdom's credit rating dropped to AA from AA+. Upon discussion with our Treasury Management advisers, Link Asset Services Ltd, the approval to remove the United Kingdom from this stipulation of 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.
- 12.9 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.
- 12.10 Those countries which have a sovereign rating of AA+ or higher currently are:

AAA

- Australia
- Canada
- Denmark
- Germany

- Netherlands
- Singapore
- Sweden
- Switzerland
- USA

AA+

- Finland

AA

- United Kingdom

Investment Management

- 12.11 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.

- 12.12 Bank Rate is forecast to rise from 0.75% to 1.00% in quarter 4 of 2020/21 and then to 1.25% in quarter 1 of 2022/23. Bank Rate forecasts for financial year ends (March) are:-

- 2019/ 2020 0.75%
- 2020/ 2021 1.00%
- 2021/ 2022 1.00%
- 2022/ 2023 1.25%

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

- 2020/ 2021 1.0%
- 2021/ 2022 1.2%
- 2022/ 2023 1.3%

- 12.13 There are upside risks to these forecasts (i.e. increases in Bank Rate occur sooner) if economic growth strengthens. However, should the pace of growth fall back there could be downside risk, particularly given the uncertainty over the final terms of Brexit. If growth expectations disappoint and inflationary

pressures are minimal, any furtherany further increases in Bank rate could be pushed back.

12.14 It is expected that this authority will have sufficient funds to invest that will realise a return on investments c£130,000 for financial year 2019/20.

12.15 At the end of the financial year, the Council will report on its investment activity as part of its Annual Strategy Report.

13 LIQUIDITY RISK MANAGEMENT

13.1 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.

13.2 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 very 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.

14 CASH AND CASH FLOW MANAGEMENT

14.1 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.

14.2 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.

15 SCHEME OF DELEGATION

15.1 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.

16 TREASURY MANAGEMENT POLICY STATEMENT AND TREASURY MANAGEMENT PRACTICES

16.1 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'.

16.2 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'.

16.3 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.

16.4 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.

16.5 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.

- 16.6 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.
- 16.7 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.

17 KNOWLEDGE AND SKILLS

- 17.1 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.
- 17.2 The Council has uses the services of Link Asset Services "Link" (formerly Capita Asset Services) as its external treasury management advisors,
- 17.3 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.

- 17.4 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. Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

18 RISK IMPLICATIONS

- 18.1 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.
- 18.2 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.
- 18.3 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, in order to generate income to support the delivery of a balanced budget or 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).

19 RESOURCE IMPLICATIONS

- 19.1 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.

20 LEGAL IMPLICATIONS

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

21 RECOMMENDATION

21.1 It is proposed that the Committee **RESOLVES**

- (1) To note the Capital and Treasury Management Strategy Statement including the investment instruments, indicators, limits and delegations contained within the report.
- (2) To note the Capital Expenditure Forecasts.
- (3) To note the Operational and Authorised Limits for external debt as laid down in the report.
- (4) To recommend the contents of this report to Full Council.



Naomi Lucas

Assistant Director, Resources

Background Papers:-

None

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

Phone: 01702318019 or 01702546366 x3102

Email: naomi.lucas@rochford.gov.uk

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