



**MARAZION TOWN
COUNCIL
BUSINESS PLAN**

1st April 2020 – 31st March 2025

1.0 INTRODUCTION TO THE BUSINESS PLAN

The purpose of this document is to set out for the Marazion Town Council (hereafter referred to as “the Council”) and their advisors the objectives and financial plan for the Council for the period 1st April 2020 to 31st March 2025.

The land area of the Council extends to approximately 9 acres and is occupied by some 40 tenancies and agreements. The ownership plan is shown at **Appendix I (Public) Appendix I (a)** (Confidential)

The headline objectives of the Council can be summarised as;

- a) To actively manage our assets and increase sustainable revenue therefrom.
- b) To improve the condition of the assets through planned maintenance.
- c) To enhance our assets through permanent improvements where it is financially accretive to do so.
- d) To positively engage with the community for which we operate.
- e) To positively engage with key stakeholders, particularly local landowners.
- f) To deliver a robust and sustainable net income growth.

The base financial plan forecasts annual turnover to increase from £134,110 to £142,910. If the precept is not raised above **2%** then the annual Net Operating Surplus is set to decrease from £22,221 to £16,489. Capital reserves for the plan period are set to increase from £228,586 to £318,778.

2.0 THE OPERATING ENVIRONMENT AND EXTERNAL CONSIDERATIONS

The operating environment for the Council has changed in recent years. The author's expectation is that it will continue to be challenging and further changes are anticipated.

In particular, the following issues and risks will have a direct impact on the operations of the Council and will need to be monitored and reviewed over the period of the plan.

2.1 UK Government

The UK government is at its most stretched position for a number of decades. The full impact of Brexit and Covid-19 is unknown and support provided down to Town and Parish Councils (the lowest political reach) is likely to be impacted depending on which political party is in power and how the power is delivered.

2.2 The Financial Impact of the Covid 19 Pandemic

There is a strong possibility that the rental income from the Folly Field car park will be impacted by the current drop in visitor numbers to St. Michaels Mount as outlined in The Schedule of The Lease with St.Aubyn Estates. At this time it is unknown how the income will be effected but the Council must take this into account for financial planning.

2.3 Competition for Funding

The use of Precepts alongside grants will continue to be challenging and require quantitative prioritisation of services if the community are to have the necessary confidence in the Council that funds are being used wisely and efficiently.

2.4 Standard of Assets

The standard of assets is a continual ratchet and requires that asset condition should always be improving such that they can be enjoyed by the community for generations to come.

2.5 Achieving Value for Money and a Safe Environment

The Council will continue to ensure value for money in its activities and operations. Management, repairs and improvements will all be subject to close scrutiny and control.

Works to and occupation of our properties will be subject to strict health and safety protocols, covering procurement and execution of major works through to general maintenance and statutory checks.

3.0 SWOT Analysis (strength, weaknesses, opportunities, threats)

Strengths	Weaknesses
<ul style="list-style-type: none">• Good assets in reasonable locations.• Improving track record of delivery and performance.• Committed Council, Clerk and Advisers.• Good reputation with partners and stakeholders.• Financially robust and viable.• Improving information systems.	<ul style="list-style-type: none">• Capital constraints.• Asset turnover is less than other use classes making strategic re-shaping slower.• Conflicting time pressures for volunteers• Skills of Council members in face of increasing legislative control• Under Qualified Clerk. On his retirement (projected 01.09.20) employ a qualified clerk, or one prepared to obtain CiLCA qualification, possibly full time.

Opportunities	Threats
<ul style="list-style-type: none"> • Local delivery of services on the political agenda. • Potential to increase the boundary of the parish to include new assets. • Development of a dedicated website. 	<ul style="list-style-type: none"> • Town issues lose priority status as wider County and National Governance suffers. • Competition from other providers. • Increased maintenance as assets age • Scarcity of capital. • Precept Capping • Reduction, or loss, of Council Tax Support Grant • Continuation of the Covid 19 Pandemic. • Further National Health Crises.

4.0 STRUCTURE, PRIORITIES & TARGETS

4.1 Cornwall Council

Cornwall Council provides Council Tax Support Grant.

Marazion Town Council Interactions with Cornwall Council include

- Planning
- Community Network Panel meetings
- Consultations on various issues either of a countywide nature e.g. Dog Bans on Beaches Orders, or specific to the area e.g. permits to allow trading in lay-bys

4.2 The Council

The Council is led by the Mayor who is appointed for a two year term commencing on the 21st of May 2019. Matters will be delegated to the Council members who will operate in a formal framework as a Council. Every member of the Council has a vote with the chair carrying the casting vote.

At the commencement of the plan Council members with specific duties who are voted in annually are as follows;

Auditing	Britten & Walsh.
Bus Shelters	Britten & Nicholas.
Cemeteries, Footpaths & Open Spaces	Reynolds & Vincent.
Chamber of Commerce	Britten.
Community Association	Hosking.
Community Network Panel	Laity & Collins.
East End Garages	Read.
Emergency Planning	Laity, Reynolds & Nicholas.
School Liaison	Laity.
Planning	Clayton & Hosking.
Playing Fields Association	Nicholas
Police Liaison	Walsh
St.Aubyn Estate Liaison	Laity & Collins
Transport	Hosking
Waste Management	Britten.

In addition there are currently three sub-committees

Playgrounds	Collins (Chairman) Britten, Clayton, Hosking, Nicholas, Read, Vincent.
Council Staffing	Brittan (Chairman) Collins, Laity, Reynolds.
Toilets	Nicholas (Chairman) Collins, Laity, Read, Trudgen, Vincent.

4.3 The Supporting Team

The Council employs the services of a Town Clerk, Mr. James Jacoby, who delivers advice and administrative support and ensures the Council Policies are adhered to and decisions of the Council are executed. The Council Policies are shown at **Appendix II**.

The Council contracts the service of a Finance Officer Helen Greig (FMAAT) who is a self-employed Book-keeper.

The Council also contracts the services of qualified Chartered Surveyor, Peter Heather (FRICS) of Miller Commercial, Truro to deliver specific property advice for higher value rent reviews and lease renegotiations.

In addition, the Council has independent contractors;

- (a) Cutting footpaths, cemetery and other property are carried out by Malcolm Heather. (The Tenders for these services are due for renewal in 2021.)
- (b) Weekly and monthly playground inspections and some repairs both to the playgrounds and to other assets are carried out by Vaughan Glover (BSC MECH ENG).
- (c) Garden maintenance work is carried out by Richard Tucker.

4.4 Active Asset Management

An important proportion of the growth in the plan comes from active management of the assets. In particular the car park and other smaller income generating assets require active management to ensure a fair income is being delivered to the Council for expenditure on behalf of the community.

In addition the Council undertakes a quarterly inspection & review of all its assets by way of Asset Risk Assessment Forms (MTCARA). Councillors responsible for individual assets are tasked with identifying any actions required to maintain these assets in a good and safe condition. Work required is

prioritised and it is the Councillors responsibility to ensure these works are carried out to the satisfaction of the full council. An Asset List and Councillors responsible is shown at **Appendix III**.

Ongoing major maintenance work is contracted out by way of a tendering process. These maintenance contracts include;

1. Cemetery.
2. Folly Field.
3. Memorial Garden, Fairfield and The Stitch.
4. Bus Shelters.

The next tendering process will take place during the autumn of 2020 and will be for contracts running from the 1st of April 2021 to the 31st March 2024.

Minor works of repair and decoration are dealt with as and when necessary by contractors known to the Council or recommended to it. Typically, these are for works costing less than £1,000 and, wherever possible, quotations are invited and works orders are placed

The Council understands the need to be environmentally responsible and to ensure, so far as is possible, it takes sustainability into account in its decision-making process. The Council aspirations on sustainability can be found on **Appendix IV**.

4.5 Communication

The Council understands that good communication is key and undertakes the following Communication Plan to achieve optimum communication;

- Bi-monthly Town Council Minutes.
- 15 Minute public participation section at start of each Town Council Meeting.
- Annual Town Meeting.

- Dissemination of information via the Marazion Info. Website (Contact details, minutes of meetings etc.)
- Regular meetings with key stakeholders e.g. St. Aubyn Estate

4.6 Performance Targets

The following targets have been identified as crucial to the forward operational success of the Council;

Arrears – all rents paid within 90 days

Voids – no assets left unused for more than 6 months

Compliance - where we have assets that require electrical or other compliance this is delivered, where all reasonable endeavours allow, to 100% with a rolling average compliance rate of not less than 97%.

Communications Plan – it is important that we communicate in the way we have set out to do and we target a >90% delivery rate.

5.0 FINANCIAL PLANS

5.1 Disposals

It is unlikely that the Council will dispose of any of its assets although if it came to pass that they were seeking to acquire a strategically important asset that was important to the better or optimum performance of other assets of higher importance then it would be acceptable to dispose of assets in order to increase their cash resources.

The lease on the Long barn and Fair Court Green expires on 28/09/23. The council will not be looking to renew lease on the Long Barn but may consider a new lease for the Fair Court Green.

The lease on The Dollan expires on the 29/09/36 and the Council are examining the possibility of surrendering it early if it is considered or strategically beneficial to do so.

5.2 Acquisitions

The Council has no immediate plans to acquire any assets but will remain vigilant in case the following assets or opportunities present themselves;

- i) Land that could be used alongside our highest revenue generating assets e.g. the Car Park.
- ii) Land that could be used for burials. (Although not thought likely to be needed for many years, as the new cemetery extension has yet to come on stream).
- iii) Land that would be beneficial to the enjoyment of the community.
- iv) Significant marriage value or general strategic advantage. New assets working alongside existing assets that contribute significantly to their benefit.
- v) Cornwall Council is currently undergoing a boundary review which will come into effect in 2020. The Council has submitted an expression of interest to change the boundaries to include the area of Marazion Marsh and Marazion Station and the hamlets of Gwallon and Plain-an-Gwarry. Should the Governance review decide these areas would be better governed by Marazion Town Council there will be an increase in liabilities but also an increase in precept revenue.
- vi) The Council does not hold debt and this plan does not allow for the Council to enter into a debt environment.

In the event of an opportunity arising that falls within the scope of the plan's acquisition objectives but is beyond our available reserves then alternative public sector grant led funding would be sought to facilitate a purchase.

In the event that grant led funding is not available then a debt based purchase would be considered provided that the following key conditions can be met;

- 1) Any debt taken is either unsecured or only secured against the asset to be acquired.

- 2) The Yield on New Money for the purchase is greater than or equal to 7.5%.
- 3) The Loan to Value of the asset to be acquired is not more than 50%.
- 4) Any debt taken will be on a "repayment basis" as oppose to an "interest only basis".

This would be subject to the constraints and consents laid down by Statute.

5.3 Income & Expenditure Permanent Improvements.

It is essential that the Council operates with strict financial control.

The base budget can be summarised as an increase in annual turnover from £134,110 to £142,910 a decrease in annual Net Operating Surplus from £22,221 to £16,489 and an increase Cash reserves from £228,586 to £318,778. The plan assumes that there will be no increase in Fixed Asset Value.

A breakdown of the five year income and expenditure budget is shown **Appendix V.**

5.4 Permanent Improvements

Where the opportunity affords us we will look to improve fixed assets making physical improvements that will improve their longevity, earning capacity and general enjoyment by the community.

Funding for these improvements would be a combination of;

- Cash Reserves from Surplus carried forward.
- Grants
- Donations

At the commencement of the plan we have the following ideas for permanent improvements for which we do not as yet have sufficient resources;

- Re-siting and building of a new Car Park Café - £200,000
- Refurbishment or rebuilding of The Square Toilets - £80,000 - £100,000
- Completion of the refurbishment of Folly Field Toilets - £15,000
- Building of public access steps from Oates Road to the beach - £15,000
- Replacement of playground equipment on The Folly Field - £70,000
- Replacement of playground equipment on The Playing Field - £40,000

The Council allocates earmarked reserves annually and can be seen on **Appendix VI**.

6.0 RISKS TO THE PLAN

Successful delivery will be subject to our pro-active management of the key risks arising across all areas of our business. Whilst a number of the trigger events are outside our control there are always actions we can take to mitigate the impact of the changes that arise. **Appendix VII** identifies a number of key events, ranks their importance and illustrates ways in which we might mitigate their impact on the plan.

7.0 CONCLUSION & RECOMMENDATION

It is considered that this plan provides the basis for a solid, sustainable and responsible rural business with strong potential for revenue growth. Approval is sought from The Full Council to proceed with the objectives as set. This plan will be reviewed and all financial budget updated annually within one month of the calendar year end.

D.Laity.

Marazion Town Mayor

Marazion Town Council

March 2020

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Marazion Town Council ~ Tenancies and Agreements

As of June 2020

Land under the control of the Town Council.

Area	Approximate Size in Acres	Owned or leased by Town Council	Rented out/Leased out or Operated by Town Council
Allotments at Island Field.	1.96	Leased.	Rented out.
Allotments at Rose Hill.	0.45	Leased.	Rented out.
Allotment at Green Lane.	0.08	Owned.	Rented out.
Cemetery.	2.20	Owned.	Operated
East End Garages.	0.10	Owned.	Rented out.
Fair Green & The Long Barn.	0.40	Leased.	Leased out.
Folly Field Car Park.	0.86	Leased.	Leased out.
Folly Field Green.	1.83	Leased.	Operated
Folly Field Tea Hut.	0.05	Owned.	Leased out.
Folly Field Toilets.	0.04	Leased.	Operated
Maypole Gardens.	0.08	Leased	Operated.
Memorial Gardens.	0.45	(Diocese of Truro)	Operated.
Sailing Pen.	0.42	Leased.	Leased out.
The Stitches	0.01	Owned.	Operated.

Area	Type of Agreement	Tenant	Annual Income	End Term of Agreement	Review Date
Folly Field Car Park	Lease		£42,000	31.01.2023	N/A
The Beach Box	Lease		£17,500	31.01.2023	N/A
East End Garage 1	Tenancy		£600	From year to year, from 01.04.2015	2022
East End Garage 2	Tenancy		£540	From year to year, from 01.04.2015	2022
East End Parking 1	Tenancy		£300	From year to year, from 01.04.2015	2022
East End Parking 2	Tenancy		£300	From year to year, from 01.04.2015	2022
East End Parking 3	Tenancy		£300	From year to year, from 01.04.2015	2022
East End Parking 4	Tenancy		£300	From year to year, from 01.04.2017	2022
East End Parking 5	Tenancy		£300	From year to year, from 01.04.2015	2022

Appendix I

Green Lane Allotment	Tenancy (old)		£15	From year to year	2021
Rose Hill Allotment 1					
Rose Hill Allotment 2	Tenancy (new)		£15	From year to year	2021
Rose Hill Allotment 3	Tenancy (no written agreement available)		£15	From year to year	2021
Rose Hill Allotment 4	Tenancy (new)		£15	From year to year	2021
Rose Hill Allotment 5	Tenancy (new)		£15	From year to year	2021
Rose Hill Allotment 6	Tenancy (old)		£15	From year to year	2021
Rose Hill Allotment 7	Tenancy		£15	From year to year	2021
Island Field Allotment 1	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 2	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 3	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 4	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 5	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 6	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 7a	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 7b	Tenancy		£15	From year to year	2021
Island Field Allotment 8a	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 8b	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 9	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 10	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 11	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 12	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 13	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 14	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 15	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 16	Tenancy (old)		£15	From year to year	2021
Island Field Allotment 17	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 18	Tenancy (new)		£15	From year to year	2021
Island Field Allotment 19	Tenancy (old)		£15	From year to year	2021

Appendix I

Boat Pen	Lease		£347.39	31.09.2029	Lease provides for RPI increases every 3 years (2019, 2022, 2025 & 2027)
Telescopes	Landlord and Tenant Act protected tenancy, for which there is no paperwork		£100	Probably under the provisions of the Landlord & Tenant Act 1954	2022



Marazion Town Council ~ Formalised Policies

Policy No.	Subject of Policy	Policy	Meeting Agreed	Review Date
3/19	Allotments	Marazion Residents will take priority over non-residents on the Allotment Waiting List.	14/10	
1/19	Benches	New wooden benches sited on Council land will need to be approved by the Council and have to be purchased through a Council approved supplier. The Council reserves the right to remove the benches at any time.	16/13	
2/19	Burial Plots	<p>The Council resolved that for interments of stillborn children, and children up to 12, there would be no charge AND the Council will pay for the Sexton. For teenagers (children between 12 years and 1 day and 18 years) the Council would not charge for interment, but the family would have to pay for the Sexton. No maintenance charge will be levied for interments up to 18.</p> <p>The family will still have to purchase the burial rights for graves and cremation plots for all persons.</p> <p>The Council has decided that Marazion Residents only can be buried in the cemetery. However, in the very unlikely event that the interment of a non-resident is permitted, the fees will be double those for a resident, across the board. The burial of a non-resident is entirely at the discretion of the Town Council.</p> <p>A “resident” of Marazion means:</p> <ol style="list-style-type: none"> 1. A person living in Marazion at the time of their death, or 2. A person living in Marazion until 5 years prior to their death 3. A person born and brought up (or just brought up from a young age) in Marazion who, at the time of their death still had strong family connections with Marazion 4. A person who, whether living in Marazion or not, has already purchased a grave, or who is being interred in an existing grave <p>If the deceased was not living in Marazion at the time of his or her death, please give details of his or her qualifications as above.</p>	Sundry: current 13/19	

		<p>The Town Council resolved in 2013 that it would no longer sell grave spaces in advance. This is because:</p> <p>(a) Sometimes spaces are purchased years in advance. The spaces all around are used before the person who purchased the space dies, and the grave cannot be dug.</p> <p>(b) Sometimes people buy spaces, move away and are buried where they die. As the Town Council does not know when this happens, the space is left empty.</p> <p>PLEASE also note that nothing can be placed on the grave other than one lawn headstone up to 2' 6" high (0.73m) and that, on a cremation plot, a tablet 18" x 12" (45.5 cm x 30.5 cm) only can be placed.</p>		
7/19	Code of Conduct	See "1. Code of Conduct April 2017" in Policies folder	09/17	7/19
8/19	Complaints handling	See Policy folder	22/19	8/19
5/19	Data Protection	Sundry policies have been adopted in 2018, to accord with the GDPR legislation.	07/18	
9/19	Disability Discrimination policy	See Policy folder	22/19	9/19
4/19	Garages and hard-standings	The Council decided that in future garages and hard-standings be rented only to local residents, and that they should be used for garaging a vehicle and not just for storage purposes	15/14	
11/19	Safeguarding statement	See policy folder	22/19	11/19
6/19	Section 137 Grants	<p>Any organisation, club or society that wishes to make an application for Grant Aid must submit a fully completed application form.</p> <p>2. The funding must be used for the benefit of the residents of the Parish of Marazion.</p> <p>3. The organisation, club or society must be non-profit making.</p> <p>4. All applications must be accompanied by the most recent Annual Accounts and a copy of the most recent Bank Statement.</p> <p>5. Each application must state the names of any other organisations to which an application for Grant Aid has been submitted.</p> <p>6. Receipts for all transactions that have been made with the Grant Aid must be provided to the Town Council if requested.</p> <p>7. Any grant that the Town Council offers is on the understanding that the applicant is</p>		

Appendix II

		responsible for obtaining any necessary legal permissions and the offer of the grant by the Town Council should not in any way be taken as authorisation. Successful applications will be recorded in the minutes of meetings of Town Council and notified to the applicant in writing.		
1/20	Staff Recruitment and Selection Policy & Procedure	See policy folder	09/20	
10/19	Social Media Policy	See policy folder	22/19	



Marazion Town Council ~ Asset Risk Assessment Register

Asset	Councillors Responsible	Forms Out	Forms In	Action Required Y/N	Action Taken On
Beacon Brazier	Collins	January 2020	25.02.20		
Fair Field	Hosking	January 2020			
Bus Shelters	Britten & Nicholas	January 2020	26.01.20		
Cemetery	Reynolds & Nicholas	January 2020	05.02.20		
Folly Field	Clayton & Trudgen	January 2020	28.02.20		
Garages/Store/Parking	Nicholas	January 2020	27.01.20		
Maypole Gardens	Hosking & Vincent	January 2020	20.01.20		
Memorial Gardens	Hosking & Vincent	January 2020	20.01.20		
Miscellaneous	Hosking & Trudgen	January 2020	10.03.20		
Playground Equipment	Playground subcommittee		N/A. The playground are subject to weekly and monthly inspections by Mr. Glover and to an annual RoSPA inspection)		
Seats	Collins, Nicholas & Reynolds	January 2020	25.02.20		
Town Clerks Office	Laity	January 2020	14.02.20		
Folly Field WCs	Toilets subcommittee	January 2020	04.02.20		
Square WCs	Toilets subcommittee	January 2020	04.02.20		



Marazion Town Council ~ Sustainability Policy

Marazion Town Council has responsibility for and manages significant public areas within the town including allotments, car parks, council buildings, play areas, playing fields, toilets, gardens and cemeteries.

Marazion Town Council's objectives are:

- a) To actively manage our assets and increase sustainable revenue therefrom
- b) To improve the condition of the assets through planned maintenance
- c) To enhance our assets through permanent improvements where it is financially accretive to do so
- d) To positively engage the community for which we operate
- e) To positively engage with key stakeholders, particularly local landowners
- f) To deliver a robust and sustainable net income growth

Marazion Town Council recognises it directly impacts on the environment through activities carried out on its assets and is actively reducing these impacts. The council also seeks to prevent pollution within the Town. Compliance requirements are met through health and safety reviews and the discussion of relevant issues at council meetings. The council sets itself sustainability targets annually to improve the towns environment.

The following key objectives are followed to improve environmental management in the town and to guide decision making in relation to the council's assets and sustainability:

- Energy and Carbon: to implement energy efficiency within the town
- Emissions and Discharge: to maintain health and safety practices whilst preventing pollution
- Waste and material resources: to encourage the reduction of waste within Marazion and reuse of resources
- Water: to promote responsible water consumption within the town
- Biodiversity: to encourage biodiversity within own assets and Marazion
- Education: to promote sustainable business and encourage stakeholder engagement with sustainability
- Travel: help facilitate sustainable travel to and from the town

The 2020 sustainability targets for Marazion are:

- Renovating public toilets at Folly Field for energy and water efficiency
- Planting wildflowers in the memorial gardens to enhance biodiversity
- Facilitate stakeholder engagement through Plastic-Free Marazion and MCoC
- Continue and improve programme of asset risk assessment

This policy is reviewed annually and amended where necessary. The policy is available on request and online.

Marazion Town Council
January 2020

	2019/2020 (Actual)			2020/2021 (Estimate)			2021/2022 (Estimate)			2022/2023 (Estimate)		
	Income	Expenses		Income	Expenses		Income	Expenses		Income	Expenses	
Precepts	56,498.00			57,627.96			58,780.52			59,956.13		
Council tax support grant	3,120.07			3,216.79			3,316.51			3,419.32		
Folly Field car park	42,000.00			21,000.00			42,000.00			42,000.00		
Folly Field rent and rates		235.68			242.99			250.52			258.28	
Folly Field electricity		276.90			285.48			294.33			303.46	
Folly Field rates		10,285.01			10,603.85			10,932.56			11,271.47	
Folly Field repairs and maintenance		491.33			506.56			522.26			538.45	
Folly Field toilets repair and maintenance		16,992.02			17,518.77			18,061.85			18,621.77	
Folly Field playground repairs and maintenance		9,447.26	4,271.80		9,740.13	17,897.77		10,042.07	1,896.39		10,353.37	653.18
Tea Hut rent	17,500.00			17,500.00			17,500.00			17,500.00		
Dinghy pen rent	377.00			377.00			377.00			388.69		
Allotment rent	390.00			402.09			414.55			427.41		
Allotment rent and rates		160.00	230.00		164.96	237.13		170.07	244.48		175.35	252.06
Garages and car parking rent	2,200.04			2,200.04			2,200.04			2,268.24		
Sundry rent	13.48			13.90			14.33			14.77		
Other rent and rates		734.78	721.30		757.56	743.66		781.04	766.71		805.25	790.48
Burial Ground receipts	7,039.00			7,257.21			7,482.18			7,714.13		
Telescopes income	100.00			103.10			106.30			109.59		
Sundry receipts	578.83			596.77			615.27			634.35		
Donations received	1,245.26			1,283.86			1,323.66			1,364.70		
Sundry interest received	176.71			182.19			187.84			193.66		
Investment interest received	1,231.15			1,269.32			1,308.66			1,349.23		
S137 payments		2,180.74			2,248.34			2,318.04			2,389.90	
Agency fee payments - Footpaths		1,080.00			1,113.48			1,148.00			1,183.59	
Grasscutting		3,307.50			3,410.03			3,515.74			3,624.73	
Chamber and Museum rent and rates		5,000.00			5,155.00			5,314.81			5,479.56	
Cemetery		10,794.50			11,129.13			11,474.13			11,829.83	
Cemetery repairs and maintenance		22.50			23.20			23.92			24.66	
Dollan		67.50			69.59			71.75			73.97	
Dollan repairs and maintenance		60.00			61.86			63.78			65.75	
Square toilet rates		4,700.21			4,845.92			4,996.14			5,151.02	
Square toilets		1,535.26			1,582.85			1,631.92			1,682.51	
General electric		65.70			67.74			69.84			72.00	
General water		70.35			72.53			74.78			77.10	
Town Hall electric		598.12			616.66			635.78			655.49	
Town Hall repairs and maintenance		1,269.76			1,309.12			1,349.71			1,391.55	
General repairs and maintenance		3,819.99			3,938.41			4,060.50			4,186.38	
War Memorial garden repair and maintenance		42.50			43.82			45.18			46.58	
Maypole Garden repairs and maintenance		516.08			532.08			548.57			565.58	
Insurances		2,676.41			2,759.38			2,844.92			2,933.11	
Printing, postage and stationery		1,594.00			1,643.41			1,694.36			1,746.88	
Telephone		648.15			668.24			688.96			710.32	
Subscriptions		974.18			1,004.38			1,035.52			1,067.62	
Mayoral choosing		770.83			794.73			819.36			844.76	
Mayors allowance		1,130.00			1,165.03			1,201.15			1,238.38	
Civic occasions		987.18			1,017.78			1,049.33			1,081.86	
Miscellaneous mayoral expenses		575.92			593.77			612.18			631.16	
Wages and national insurance		21,625.03			22,295.41			22,986.56			23,699.15	
Legal fees		22,944.40			3,655.68			3,769.00			3,885.84	
Accountancy fees		1,340.00			1,381.54			1,424.37			1,468.52	
	132,469.54	129,019.79	3,449.75	113,030.23	113,019.40	10.83	135,626.87	116,523.00	19,103.87	137,340.22	120,135.22	17,205.00

	2023/2024 (Estimate)			2024/2025 (Estimate)		
	Income	Expenses		Income	Expenses	
Precepts	61,155.25			62,378.36		
Council tax support grant	3,525.32			3,634.61		
Folly Field car park	43,302.00			43,302.00		
Folly Field rent and rates		266.29			274.55	
Folly Field electricity		312.87			322.56	
Folly Field rates		11,620.89			11,981.14	
Folly Field repairs and maintenance		555.15			572.36	
Folly Field toilets repair and maintenance		19,199.05			19,794.22	
Folly Field playground repairs and maintenance		10,674.33	673.43		11,005.23	648.05
Tea Hut rent	18,042.50			18,042.50		
Dinghy pen rent	388.69			388.69		
Allotment rent	440.66			454.32		
Allotment rent and rates		180.78	259.87		186.39	267.93
Garages and car parking rent	2,268.24			2,268.24		
Sundry rent	15.23			15.70		
Other rent and rates		830.22	814.99		855.95	840.25
Burial Ground receipts	7,953.27			8,199.82		
Telescopes income	112.99			116.49		
Sundry receipts	654.01			674.29		
Donations received	1,407.00			1,450.62		
Sundry interest received	199.66			205.85		
Investment interest received	1,391.06			1,434.18		
S137 payments		2,463.99			2,540.37	
Agency fee payments - Footpaths		1,220.28			1,258.11	
Grasscutting		3,737.10			3,852.95	
Chamber and Museum rent and rates		5,649.43			5,824.56	
Cemetery		12,196.56			12,574.65	
Cemetery repairs and maintenance		25.42			26.21	
Dollan		76.27			78.63	
Dollan repairs and maintenance		67.79			69.89	
Square toilet rates		5,310.70			5,475.33	
Square toilets		1,734.67			1,788.44	
General electric		74.23			76.53	
General water		79.49			81.95	
Town Hall electric		675.81			696.76	
Town Hall repairs and maintenance		1,434.68			1,479.16	
General repairs and maintenance		4,316.15			4,449.95	
War Memorial garden repair and maintenance		48.02			49.51	
Maypole Garden repairs and maintenance		583.11			601.19	
Insurances		3,024.04			3,117.78	
Printing, postage and stationery		1,801.04			1,856.87	
Telephone		732.34			755.04	
Subscriptions		1,100.71			1,134.83	
Mayoral choosing		870.95			897.95	
Mayors allowance		1,276.77			1,316.35	
Civic occasions		1,115.40			1,149.98	
Miscellaneous mayoral expenses		650.72			670.90	
Wages and national insurance		24,433.82			25,191.27	
Legal fees		4,006.30			4,130.50	
Accountancy fees		1,514.05			1,560.98	
	140,855.88	123,859.41	16,996.47	142,565.66	127,699.05	14,866.61



Marazion Town Council ~ Earmarked Reserves

For Year Ending 31st March 2020

Area	Project	Detail	Amount
Cemetery	Maintenance	Cutting & Strimming of grass and general repairs.	6,000
	Renewal	Bringing cemetery extension on stream within next few years.	
East End Garages	Maintenance	Repairs & painting.	500
Folly Field Play Area	Maintenance	Repairs to play area equipment to maintain safe use.	5,000
	Renewal	Replacement of 'beyond repair' play equipment.	18,000
Folly Field Toilets	Maintenance	Maintenance & repair of toilets infrastructure.	2,000
	Renewal	Refurbishment of Accessible Toilet.	15,000
The Gwelva	Maintenance	General repairs.	1,000
	Renewal	Seat Replacement	500
Maypole Gardens	Maintenance	Gardening work, repairs.	1,000
	Renewal	Seating	500
Oats Road	Steps	Construction of steps from bottom of Oates Road to Beach	15,000
Office Equipment	Maintenance	Maintenance of equipment & operating systems.	
	Renewal	Replacement of obsolete equipment.	1,500
Playing Field Play Area	Maintenance	Repairs to play area equipment to maintain safe use.	1,000
	Renewal	Replacement of 'beyond repair' play equipment and addition of new play equipment.	50,000
The Square Toilets	Maintenance	Maintenance & repair of toilets infrastructure.	2,000
	Renewal	Replacement of toilets.	
Tea Hut	Maintenance	General maintenance of exterior of building.	
	Renewal	Sinking fund for replacement of building.	95,000
General Reserves			14,583
			228,583



Marazion Town Council ~ Risk Matrix

Rank	Event	Likelihood 5-1	Severity 5-1	Risk Score	Mitigation
	Operating Environment				
1.	UK Government - Changing levels of delegated authority from Government to County Council to Town Council	2	5	10	Prepare good governance, robust policies and clear plans that illustrate the needs of the local community are properly cared for.
2.	Lack of Capital	3	3	9	Agree allocation of capital before disposals are made and agree acceptable levels of return before acquisition opportunities arise.
3.	Standard of Assets Drops	2	3	6	Regular maintenance and replacement program as set out in the 5 year budget.
	Management				
1.	Failure to comply with safety regulation (e.g. gas, elec, smoke, CO, asbestos etc.)	2	5	10	Engage qualified safety inspectors and carry out all reasonable maintenance recommendation
2.	Adverse Publicity	2	3	6	Provide early warnings. Good communication between The Mayor, Deputy Mayor, Clerk & Councillors.
3.	Major weather related incident (e.g. flood, wind etc.)	3	2	6	Maintaining assets and regular inspection regime. Maintain adequate insurance cover and comply with policy requirements. Have up to date Emergency Plan.
4.	Break-downs in Communication	1	5	5	Robustly police the communications plan.
5.	Loss of key staff	2	2	4	Build recovery, back-up and delegation plans for each key member of the team.
	Financial Plans				
1.	Tenant default	1	5	5	Ensure adequate earmarked reserves.
2.	Freeze on Precept	3	4	12	Ensure adequate earmarked reserves.
3.	Major unforeseen expense	1	5	5	Insurance / inspection. Ensure adequate earmarked reserves.