

Guildhall Gainsborough
Lincolnshire DN21 2NA
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This meeting will be webcast and published on the Council's website

AGENDA

Prayers will be conducted prior to the start of the meeting.
Members are welcome to attend.

Notice is hereby given that a meeting of the Council will be held in the Council Chamber - The Guildhall, , on **Monday, 2nd March, 2020 at 7.00 pm**, and your attendance at such meeting is hereby requested to transact the following business.

To: Members of West Lindsey District Council

- c. Executive Business Plan, Medium Term Financial Strategy and Plan 2020/21 - 2024-25

Note: In accordance with paragraph, 14.4 of Council Procedure Rules and in-line with national Regulation the budget decision will be made by way of recorded vote.

Note: The County Council is yet to formally confirm its Council Tax (meeting being held 21 February) in the event that there are any changes from the figures published within this report, the following sections of this report will be re-issued prior to the Council Meeting.

- a) the table at 3.3 of the MTFP
- b) Appendix 8 and
- c) Appendix 12

(PAGES 3 - 177)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Friday, 21 February 2020

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Council

Monday 2 March 2020

**Subject: Executive Business Plan and Medium Term Financial Plan
2020/21 - 2024-25**

Report by:

Chief Executive (S151)

Contact Officer:

Tracey Bircumshaw
Strategic Finance and Business Support Manager
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Purpose / Summary:

The purpose of the Executive Business Plan is to set out the actions the Executive will undertake to deliver the Corporate Plan over the next 3 years.

The Purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next 5 years in supporting delivery of the Corporate Plan and underpinned by the delivery of the Financial Strategy. The report therefore outlines the Council's revised financial plans having taken into account, within the Financial Analysis, for changes in Government funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to previous estimates and covers the period 2020/21 to 2024/25

The Financial Analysis includes the budget for 2020/21 for approval as recommended by Corporate Policy and Resources Committee.

RECOMMENDATION(S):

- 1) That Members recognise the external environment and the severity of the financial challenges being faced as detailed in the Financial Strategy.
- 2) That Members accept the Statement of the Chief Finance Officer on the Robustness of Estimates and Adequacy of Reserves.
- 3) That Members approve the Medium Term Financial Plan 2020/21 to 2024/25 and be aware of the associated Risks (Appendix 2)
- 4) That Members set the Revenue Budget 2020/21 (Appendix 1)
- 5) That Members approve the movement to and from Reserves (Executive Summary 1.4)
- 6) That Members set the Fees and Charges 2020/21 (Appendix 3)
- 7) That Members adopt the Capital Investment Strategy (Appendix 4)
- 8) That Members approve the Capital Programme 2020/21 to 2023/24 and Financing (Appendix 5 and 6).
- 9) That Members approve the Treasury Management Strategy 2020/21 and adopt the Treasury Investment Strategy, the detailed Counter Party criteria, the Treasury and Borrowing Prudential Indicators (Appendix 7)
- 10) That Members approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy (Appendix 7)
- 11) That Members approve a 2% increase in the Council Tax and set a charge of £217.74 Band D Equivalent. (Appendix 8-12)
- 12) That Members approve the 2020/21 Pay Policy Statement (Appendix 13)
- 13) Members accept the Human Resources Statement 2020/21 (Appendix 14)

IMPLICATIONS

Legal: The Council has a responsibility to determine a legitimate balanced budget and Council Tax requirement in compliance with statutory deadlines.

Local Authorities (Standing Orders) (England) (Amendment) Regs 2014 (SI 165) requires that once the budget is approved the minutes of the proceedings must record the names of the persons who cast a vote for the decision, against the decision or abstained.

The Local Government Act 2003 introduced the requirement to comply with the Prudential Code and approve an Annual Treasury Management Strategy. Under the Act, Councils have the freedom to determine the level of borrowing they wish to undertake to deliver their capital programme, subject to it being affordable and sustainable.

Financial : FIN/178/20/TJB

The report presents a balanced budget for 2020/21 without the requirement to support it with funds from the General Fund balance. It addresses the financial implications arising from the recommended revisions to the MTFP and the requirement to determine the Council Tax for 2020/21 taking into account the approved Council Tax Surplus of £215,436.

The Provisional Settlement was announced on 20 December 2019 and has been incorporated into this report, the grants are in line with expectations for a one year settlement.

The 2020/21 Net Budget Requirement is made up of the following;

Gross Expenditure	£37,599,400
Gross Income	(£24,866,300)
Net Contributions to Reserves	£1,623,900
NET BUDGET REQUIREMENT	£14,357,000

Funded from:

Business Rates	£4,121,000
Council Taxes incl precepts	£8,878,800
Other Government Grants	£1,357,200
TOTAL FUNDING	£14,357,000

Staffing :

The Medium Term Financial Analysis includes budget provision for all approved posts, some of which are funded from grant, capital or reserves.

Equality and Diversity including Human Rights :

The Equality Act 2010 places a responsibility on Councils to assess their budget options before taking decisions on areas that could result in discrimination. Where appropriate assessments have been undertaken by the relevant service area

Data Protection Implications : None directly from this Report

Climate Related Risks and Opportunities : The MTFP includes provision for investment in schemes designed to contribute to a reduction in our carbon emissions.

Section 17 Crime and Disorder Considerations : The budget provides resources to reduce anti-social behaviour.

Health Implications: The budget provides resources to support the health and wellbeing of our residents.

Title and Location of any Background Papers used in the preparation of this report:

- The Corporate Plan
- The Capital Investment Strategy
- The Fees and Charges Policy
- The Strategic Asset Management Plan
- The Acquisitions and Disposal Policy
- Investment Policy – Land and Buildings

All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough and on the council's website www.west-lindsey.gov.uk

Risk Assessment :

The Local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of reserves and provisions and the robustness of budget estimates as part of the annual budget setting process.

An analysis of possible budget risks and comment on the level of reserves are included at Appendix 2 of the Medium Term Financial Plan.

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1. Executive Summary

- 1.1 Presented below is the Executive Business Plan and Medium Term Financial Plan 2020/21 – 2024/25 (which includes the Financial Strategy and Medium Term Financial Analysis). An Executive Summary is contained therein.
- 1.2 The documents are central to our financial planning and play a key role in the budget setting process to ensure that resources are aligned to the Corporate Plan priorities through the setting of the Revenue Budget and Capital Programme. Their impact and risks are considered in the Treasury Management Strategy (recommended to Council by the Governance and Audit Committee).

The Executive Business Plan - The purpose of the Executive Business Plan is to set out the actions to be taken by the Executive to deliver the Corporate Plan over the next three years

The Medium Term Financial Plan – Aims to deliver an annual balanced and sustainable budget whilst considering the context of the National and Local funding settlement and its impact over the 5 year plan. It ensures that our resources are directed towards delivery of the Council's corporate priorities, and provides includes the Financial Strategy and Medium Term Financial Analysis.

Financial Strategy sets out through the establishment of objectives, the strategies to deliver the Corporate Priorities whilst ensuring future sustainability of the Council, and to establish the principles on which financial decisions will be made within available resources.

The Medium Term Financial Analysis (Appendix 1) details, in monetary terms, the specific elements of the budget, our assumptions and estimates in developing a plan which covers a 5 year period. It is reviewed annually as part of the budget setting process, taking into consideration investment proposals, in year decisions impacting future years, forward planning, service and business planning and availability of resources, ensuring we can set a balanced budget for the current year and identifying any funding gaps for future years. A 10 year estimate has also been undertaken, which incorporates the impact of those projects with longer term financial benefits.

The General Fund Revenue Budget 2020/21 reflects a balanced budget and a Net Budget Requirement of £14,357,000.

Future estimates are included at Appendix 1 of the Medium Term Financial Analysis (which covers a period of five financial years).

Members should be aware; the budget is based on the financial settlement announced in February by the Minister for Communities, Housing and Local Government, Rt. Hon Robert Jenrick MP.

The proposal to increase Council Tax by 2.00% in 2020/21 is within the Government's referendum limit of upto 2% or £5 (whichever is the greater).

(The Medium Term Financial Analysis assumes a 3% increase ongoing annually.)

1.3 The Revenue Budget 2020/21 is detailed below and is analysed by our Service Clusters;

Our People – Strategic Focus: Health & Wellbeing, Education & Skills, Vulnerable Groups & Communities i.e. Benefits, Homelessness and Housing, Community Grants, Employment & Skills Partnership, Arts & Leisure

Our Place – Strategic Focus: Economy, Housing Growth, Public Safety & Environment i.e. Building Control, Licensing, Food Safety, Car Parks, Asset Management, CCTV, Domestic Waste Collections, Development Control, Economic Development

Our Council – Strategic Focus: Customer, Finances, Staff & Members i.e. Finance, Human Resources, Committee Administration, ICT, Business Improvements, Elections, Corporate Fraud, Debtors, Local Tax Collection, Local Land Charges, Crematorium, Commercial Properties, Customer Relations, Green Waste Service, Bulky Waste Collections, Trade Waste, Markets

Other elements of operating expenditure and movements in reserves are also detailed within the table below and result in a £14.357m Budget requirement.

Cluster	Proposed Budget 2020/21 £
Our Council	5,924,100
Our People	1,513,200
Our Place	3,715,600
Cluster Total	11,152,900

Estimated Capital Implications	(32,800)
Interest Receivable	(250,300)
Investment Income - Property Portfolio	(1,624,700)
Drainage Board Levies	370,900
Parish Precepts	2,134,100
Interest Payable	983,000
Statutory MRP	243,700
Other Operating Expenditure	1,823,900

Net Revenue Expenditure	12,976,800
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Transfer to / (from) General Fund	527,500
Transfer to / (from) Earmarked Reserves	852,700

Amount to be met from Government Grant or Council Tax	14,357,000
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Funding Income	
Revenue Support Grant	(65,000)
Business Rate Retention Scheme	4,186,000
Collection Fund Surplus - Council Tax	215,400
Parish Councils Tax Requirement	2,134,100
New Homes Bonus	736,300
Other Government Grants	620,900

Council Tax Requirement	6,529,300
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TOTAL FUNDING	14,357,000
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Balanced Budget/Funding Target	0
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1.4 Movement on Reserves 2020/21

A revenue surplus has arisen for 2020/21 mainly due to the delay of the review of Local Government Funding which was due to be implemented in 2020/21 but has now been delayed a further year. Due to uncertainty around our future funding level we had made a prudent estimate on our Business Rates income. With the one year settlement we have realised a £0.942 surplus which will be transferred to the General Fund Balance to mitigate any future budget risk and therefore results in a balanced budget.

It is also proposed that £0.400m which has previously been set aside to support the implementation of new technology be Earmarked to the ICT Reserve.

Movement on General Fund Balance	
	2020/21
Bal Bfwd (estimated)	3,636,582
Less Estimated Carry Forwards	(453,200)
Less Enforcement Officer (2 years ext)	(7,200)
Less To Election Reserve	(7,000)
Less Earmark to ICT Reserve	(400,000)
Less 2020/21 Surplus	941,700
Balance Carried Forward	3,710,882

In respect of the contributions to and use of Earmarked Reserves, these are detailed in the tables below;

CONTRIBUTION TO RESERVES	
	2020/21
Maintenance of Facilities Reserve	102,900
ICT Reserve	491,000
Replacement Bins Reserve	19,300
Elections Reserve	40,000
Vehicle Replacement Programme	338,800
Feasibility Fund	392,100
Project Investment Fund	126,700
TOTAL CONTRIBUTION TO RESERVES	1,510,800

USE OF RESERVES FOR REVENUE	
	2020/21
Maintenance of Facilities	(20,000)
Grants Unapplied	(265,800)
Replacement Bins	(20,000)
Project Investment	(127,000)
Feasibility Reserve - Investment for Growth	(91,500)
Supporting Vulnerable Communities	(33,800)
Community Grant Scheme	(100,000)
TOTAL USE OF RESERVES FOR REVENUE	(658,100)

USE OF RESERVES FOR CAPITAL	
	2020/21
IT Upgrades/Refresh and CRM	(97,000)
Maintenance of Facilities	(170,000)
Property Asset Fund	(150,000)
Investment for Growth Fund	(4,600,800)
Project Investment	(519,400)
Total Use of Earmarked Reserves	(5,537,200)

The Estimated Reserves will therefore be;

RESERVE	YEAR END	
	2019/20	2020/21
General Fund Working Balance	3,636,582	3,710,882
Earmarked Reserves	13,857,690	8,973,190
Capital Receipts	2,822,729	2,138,729
TOTAL	20,317,001	14,822,801

1.5 The Capital Investment Strategy (Appendix 4)

The Capital Investment Strategy forms a key part of the Council's overall corporate planning framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's over-arching corporate priorities and objectives over a medium term (five year) planning horizon. Providing a framework to enable both revenue and capital investment decisions which contribute to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.

1.6 The Capital Investment Programme and Financing (Appendix 5/6)

The Capital Programme 2020/21 to 2024/25 provides a plan of future capital investments, this is reviewed annually and may result in significant changes as business cases for schemes are developed or schemes re-profiled over financial years due to external factors.

Service Cluster	Estimate 2020/21 £	Estimate 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	TOTAL CAPITAL PROGRAMME £
Our People	1,300,631	693,547	595,000	595,000	595,000	3,779,178
Our Places	14,990,588	7,889,559	1,180,775	509,775	402,000	24,972,697
Our Council	826,400	300,000	485,000	129,000	275,000	2,015,400
Investment	7,000,000					7,000,000
Grand Total	24,117,619	8,883,106	2,260,775	1,233,775	1,272,000	37,767,275

The overall Capital Investment Programme totals £37.767m however, £10.752m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £13.366m being pipeline projects. Only approved Capital Budgets will be monitored throughout the financial year.

The 4 levels of the Programme are detailed below;

- Pre-Stage 1 – Business Case in preparation
- Stage 1 – Budget approved – requires full business case
- Stage 2 – Business case approved in principal or awaiting funding
- Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured

Stage	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	TOTAL £
BAU	1,030,631	1,158,000	1,503,000	901,000	1,272,000	5,864,631
Pre-Stage 1	3,520,513	3,000,000	225,000	0	0	6,745,513
Stage 1	602,300	1,900,000	0	0	0	2,502,300
Stage 2	9,242,775	2,726,559	532,775	332,775	0	12,834,884
Stage 3	9,721,400	98,547	0	0	0	9,819,947
Grand Total	24,117,619	8,883,106	2,260,775	1,233,775	1,272,000	37,767,275

There are a number of significant programmes of work, which at this time have not been the subject of a full financial appraisal, and to that end Members should be aware that the estimates within this programme could go up and/or down by 50%.

The Capital Investment Programme is funded from;

	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	TOTAL
CAPITAL FINANCING	£	£	£	£	£	£
Grants & Contributions etc	-6,228,119	4,621,559	-927,775	-927,775	-595,000	-13,300,228
Revenue Financing	-5,537,200	2,361,547	1,333,000	-306,000	-677,000	-10,214,747
Useable Capital Receipts	-2,152,300	0	0	0	0	-2,152,300
Prudential Borrowing	10,200,000	1,900,000	0	0	0	-12,100,000
Total Capital Programme Funding	24,117,619	8,883,106	2,260,775	1,233,775	1,272,000	-37,767,275

The detailed Capital Investment Programme is attached at Appendix 5 for consideration and recommendation to Council.

1.7 Robustness of Estimates and Adequacy of Reserves

In accordance with Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer is required to report on the robustness of estimates, the adequacy of reserves and the prudence of capital investment decisions. This information enables a longer-term view of the overall position to be taken.

It is the professional opinion of the Chief Finance Officer that the overall adequacy of the total level of reserves and the robustness of estimates is integral to the sign off of the overall agreed budget. The Chief Finance Officer having taken into consideration risks, sensitivity analysis, benchmarking and resilience information, can confirm that the budget estimates are robust, the adequacy of reserves is satisfactory and the capital programme is affordable; further detail is included within the Medium Term Financial Analysis (paragraph 4)

1.8 The Executive Business Plan and Medium Term Financial Plan are provided below;

EXECUTIVE BUSINESS PLAN AND MEDIUM TERM FINANCIAL STRATEGY

CONTENTS:

EXECUTIVE BUSINESS PLAN

Section 1 - Executive Business Plan

Section 2 - The Council's Financial Position

MEDIUM TERM FINANCIAL PLAN

Section 1 - The Medium Term Financial Strategy

Section 2 - The Medium Term Financial Analysis

Section 3 - The 2020/21 Revenue Budget

Section 4 - Capital Investment Programme and Financing

Section 5 - Treasury Management Strategy

Section 6 – Pay Policy Statement

Section 7 - Human Resources Statement

APPENDICES:

Appendix 1 Medium Term Financial Analysis (Revenue Budget Summary)

Appendix 2 Risk Register

Appendix 3 Fees and Charges 2020/21

Appendix 4 Capital Investment Strategy

Appendix 5 Capital Investment Programme 2020/21 – 2024/25

Appendix 6 Capital Financing

Appendix 7 Treasury Management Strategy 2020/21

Appendix 8 Council Tax Requirement for 2020/21

Appendix 9 Council Tax Base for 2020/21

Appendix 10 Parish Precepts 2020/21 (Determination of Council Tax where Special Items Apply)

Appendix 11 Determination of Amounts of Council Tax for each category and dwelling in each part of the area

Appendix 12 Levels of overall Council Tax

Appendix 13 Pay Policy 2020/21

Appendix 14 Human Resources Statement

EXECUTIVE BUSINESS PLAN

1 Executive Business Plan

1.1 Introduction

- 1.2 The purpose of the Council's Executive Business Plan is to outline and consider the impacts of the national, regional and local environment the Council operates in and to also set out key activity for the next three years. The background against which the Council operates is forever and seemingly more rapidly changing, with rising levels of uncertainty, so it is critical to appraise both current and possible future scenarios.
- 1.3 The supporting financial strategy as set out in Medium Term Financial Plan, details how key activity and projects will be funded. It takes a medium term perspective while also looking further ahead to consider actions that will have an impact beyond the medium term horizon.
- 1.4 The Council's Corporate Plan (2019-2023), is the organisation's primary strategic document. It sets out the Council's strategic objectives and desired outcomes for the period of its timeframe. This Executive Business Plan complements the Corporate Plan by setting out annually a rolling three year programme of deliverables designed to achieve the required objectives. It reflects short, medium and longer term goals with diminishing accuracy, but acts as a guide for the Council's Senior Leadership Team, managers and staff and Members, of current and future decisions and activity.

2. National Context

- 2.1 Following the General Election in December 2019, the Government is working towards leaving the European Union by 31st January 2020 and securing a trade deal with Europe by the end of 2020. The potential for a no deal scenario also remains a possibility. At present therefore, much uncertainty continues to exist over both the future political landscape and the economic relationships the UK will forge with its former EU partners and wider trading blocs.
- 2.2 The Government has guaranteed an extension to the European Structured Investment Funds to address poor productivity and deprivation. In the form of the UK Shared Prosperity Fund (UKSPF), monies are to be made available from the end of 2020 to provide local areas with new ways to manage their economies. Commentators have called for the fund to at least match the £2.4 billion per year currently allocated through the EU structural funds and there is an urgent need for additional information, as delays in launching the fund are causing greater uncertainty across local government.
- 2.3 The Government's Industrial Strategy is emphasised as key to achieving the objectives of the UKSPF. The aim of the Industrial Strategy (building a Britain fit for the future), is to boost productivity by backing businesses to create good jobs and increase the earning power of people throughout the

UK with investment in skills, industries and infrastructure. It is intended to boost productivity and earning power across the country by focusing on five foundations:

- ideas
- people
- infrastructure
- business environment
- places

- 2.4 Aligned to the UK's Industrial Strategy are a number of regional industrial strategies setting out how regions and government will work together to maximise their contribution to UK productivity and ultimately lead to better living standards and a better quality of life for residents. In a West Lindsey context, the 'Midlands Engine' partnership brings together public sector partners and businesses to complement the activity of local and combined authorities, Local Enterprise Partnerships, universities, businesses and others. Its focus is on generating added value for the whole of the Midlands, its communities and the wider UK.
- 2.5 In March 2019, a government fund of £2.6bn was launched under the guise of Stronger Towns Funding. The total value of the fund has since been increased to £3.6bn with the incorporation of £1bn of funding previously assigned to the Future High Streets Fund. These monies are targeted at places that have not shared in the proceeds of growth in the same way as more prosperous parts of the country. Of the new fund, £1bn will be allocated using a needs-based formula, with the remaining monies being available through a competitive process. Of the total sum, £110m has been allocated for the East Midlands. The formula is based on a combination of productivity, income, skills, deprivation metrics and proportion of the population living in towns. This targets funding at those places with economies that are performing relatively less well to the England average, whose residents are living on lower incomes, and where larger proportions of the population have low skill attainment.
- 2.6 One hundred towns have now been invited to develop proposals for a new generation of multi-million-pound Town Deals and will work with the Government to develop innovative regeneration plans. Analysis of the places selected suggests that the criteria for selection does not accurately reflect the needs-based formula approach that was originally set out. Unfortunately no places in West Lindsey were selected.
- 2.7 The climate change agenda has achieved great attention over the course of the past 12 months, with groups such as Extinction Rebellion highlighting climate related issues. In response to the seriousness of the situation, Governments globally have publically declared their intentions to reduce greenhouse gas emissions. In May 2019, the UK Government declared a climate emergency and due to the Climate Change Act has committed to reduce emissions by 100% by 2050. According to the Committee on Climate Change, the UK can cut its carbon emissions down to near zero and so become carbon neutral, at no extra cost if done gradually from 2019 to 2050. Following suit, many local authorities have declared 'climate emergencies' or passed other climate related motions, committing to make Councils net-zero carbon by 2050, in line with

the UK Government's target. West Lindsey District Council is aligned with this position.

2.8 During 2019, calls have strengthened for the Government to produce a Rural Strategy. The Rural Services Network (RSN), comprised of over 120 representatives of rural local authorities and other rural service providers and countryside groups, is lobbying hard to ensure that, "No-one should be disadvantaged by where they live." Such a strategy should address:

- the additional costs borne out of providing services in rural areas
- rural public transport issues
- sustainable economic development in rural areas which provides both employment and housing opportunities for the young
- the adverse effects loneliness has on health and wellbeing, in particular amongst the elderly living in rural areas
- infrastructure issues including the provision and coverage of superfast broadband

2.9 The Government continues to work towards its five year Homes England Strategic Plan 2018/19 – 2022/23. Its purpose is to improve housing affordability, helping more people access better homes in areas where they are needed most. The plan outlines a new mission and the steps to be taken in partnership with all parts of the housing industry sector, to respond to the long-term housing challenges facing the country. However, the impact of the decision made by the Public Works Loans Board (PWLB) to raise interest rates by one per cent has led the Local Government Association (LGA) to comment:

"This 1 per cent PWLB rate increase could cost councils an extra £70 million a year for borrowing to be undertaken in the next year. It presents a real risk that capital schemes, including vital council house building projects, will cease to be affordable and may have to be cancelled as a result."

2.10 As referenced in last year's Executive Business Plan, in 2018 the Government published the 'Civil Society Strategy – Building a Future that Works for Everyone.' Funds, created from dormant accounts, totalling £1.1bn were announced to support the Strategy. The Government proposed to look at five foundations of social value: people, places, the social sector, the private sector and the public sector in order to help communities thrive.

2.11 Despite some progress being made (funding streams made available to encourage more people to get involved in local issues and to expand training programmes for charities to improve digital skills), impetus appears to have stalled. Commentators bemoan a lack of progress and suggest therefore that more needs to be done to support civil society in tackling some of the greatest challenges ahead and enable it to develop new solutions.

3. Finance

3.1 For some time the Government has been consulting on a number of proposals as part of the reform of local government funding, including a Fairer Funding methodology, Business Rates Retention of 75% (rather than the current 50%) and a Business Rates Rest; all expected to be implemented by 2020/21. With the Government's focus being on delivering Brexit, the Government's Settlement Proposal for 2020/21 has stated that the new funding regime will be deferred until 2021/22.

3.2 The Local Government Finance Settlement for 2020/21 was announced in February 2020, provided a real terms rise in local government funding of 4.4%; an increase of £2.9bn. However, £1.5bn has been directed towards Adult and Social Care and £700m towards schools and colleges, therefore for second tier authorities the resulting settlement has been made on a similar basis to that of 2019/20. In addition the following initiatives have been included;

- £700m for New Homes Bonus 2020/21
- Rural Service Delivery Grant will remain as 2019/20
- Council Tax to be capped at 2% (currently 3%)

Local Government Secretary Rt Hon Robert Jenrick MP said

“This settlement acts as the foundation for a robust and resilient future for local government finance, delivering on calls for certainty and stability from local government”.

3.3 However, further financial pressures on local government are anticipated following the December announcement from the Chancellor calling for all cabinet ministers to identify cuts of at least 5 per cent to their Whitehall department budgets, telling them to consider axing programmes that do not improve health, fight crime or tackle regional inequalities. As a result, the Treasury's public spending team is expected to have robust conversations across Whitehall in the coming months.

4. Regional and Local Context

4.1 At a regional level The Greater Lincolnshire Local Enterprise Partnership (GLLEP) covers the Lincolnshire county and North Lincolnshire and North East Lincolnshire unitary authorities. It works with Government to improve the economic climate across Lincolnshire, North Lincolnshire and North East Lincolnshire and is a partnership between the private and public sector led by the private sector. Its aim is to improve infrastructure and the conditions for doing business. The organisation works across a diverse range of industries, from ports, logistics and farming to tourism and engineering. Working to its Strategic Economic Plan, by 2030 the GLLEP intends to have created 13,000 new jobs, delivered 100,000 new homes, supported 22,000 businesses and increased the value of the Greater Lincolnshire economy by £3.2bn.

4.2 Currently in draft form, the Greater Lincolnshire Local Enterprise Partnership (GLLEP) has produced a Local Industrial Strategy (LIS), covering the priority sectors of:

- Manufacturing
- Agri-food
- Visitor Economy
- Low Carbon
- Health & Care
- Ports & Logistics

4.3 It is considered that these sectors offer competitive advantage for Greater Lincolnshire and therefore the possibility for real growth and greater productivity. West Lindsey District Council has contributed meaningfully to the LIS, ensuring that West Lindsey and Gainsborough are prominent within it and the District's evidence base, priorities, opportunities and challenges are all accurately reflected.

4.4 Media reports and briefings suggest however that the Government intends to play down the role that LISs will play in boosting economic development at a regional level.

4.5 The impacts of Brexit at a regional or local level have yet to play out. The GLLEP is supporting business through this period of uncertainty and scenario planning continues. In terms of impacts on recruitment and staffing at the Council, few issues are expected in the short-term. However, any longer-term shift in the general recruitment pool may create difficulties as vacancies arise.

4.6 As detailed above, a number of funding streams have been announced by government to support local economies and town centres. However, the criteria for applying seem to currently preclude the Council from bidding as the District is neither sufficiently deprived nor does Gainsborough have sufficient population to meet eligibility tests.

4.7 At a regional level the Central Lincolnshire Local Plan (CLLP) is under review. This commits to building 4,435 new homes in Gainsborough alone; a 40% increase in the residential base of the town. The review will assess progress made since the CLLP was instigated and evaluate current and future influencers on development. It is vital that the Council ensures that its interests are fully represented and reflected during the review process.

5. The Corporate Plan

5.1 Following the Council elections in May 2019, the new administration took ownership of the Council's Corporate Plan 2019-2023. The Plan's vision is:

“West Lindsey is a great place to be where people, businesses and communities can thrive and reach their potential.”

5.2 The Plan is built around three themes; Our Council; Our People; Our Place and each contains a number of areas of focus.



5.3 Each theme also sets out its strategic aims and the desired outcomes to be achieved for each area of focus. To ensure that the Corporate Plan remains 'live', progress against its aims and intentions is reported annually to Members and other stakeholders.

5.4 While a focus remains on supporting growth across the District, the Plan also emphasises the need for social regeneration to address deprivation, vulnerability and other social issues faced by communities.

6. Business Plan Deliverables 2020-21

6.1 On an annual basis, the Council's service areas undertake a business planning exercise. The purpose is two-pronged, with the objectives being to identify over a three year time frame potential initiatives and projects that could be implemented in support of the Corporate Plan and to also offer suggestions that would achieve greater value for money or efficiency, new or increased income streams, improved performance or customer satisfaction. The suggestions put forward are analysed to evaluate the potential financial benefits, investment requirements and the likelihood of successful implementation. Each year a set of initiatives are approved for implementation, with the financial impacts reflected within the MTFP and capital programme and delivery monitored via the relevant Programme Board.

6.2 This Executive Business Plan provides details of the work to be carried out over the next three years to deliver against Corporate Plan objectives. It includes work currently in progress that will be completed within the three year timeframe and new initiatives that will be commenced during 2020/21. All of the 'deliverables' have been aligned to the Corporate Plan theme that they most readily support.

6.3 Our People

- Delivery of the Council's Customer First Programme; with the aim of improving the customers' experience and delivering efficiencies and improvements in service delivery, through service redesign, the use of technology and both cultural and organisational development
- Delivery of new waste service depot by Spring 2021

- Evaluation of food waste collection pilot project carried out in Lincolnshire
- Completion of Market Rasen dry-side leisure facility by June 2020
- Redraft of the Council's Vulnerable Communities Strategy
- Completion of the Council's Housing & Wellbeing Strategies

6.4 **Our Place**

- Active participation in the review of the Central Lincolnshire Local Plan
- Work with partners considering extension to the Lincolnshire Wolds Area of Outstanding Natural Beauty
- Active promotion of the visitor economy using Mayflower 400 events as a driver to support the 'Discover West Lindsey' initiative
- Work to develop an Environment & Sustainability Strategy for adoption by May 2021
- Develop a social enterprise structure with the aid of Access Funding
- Continued development of Gainsborough town centre, with emphasis on the night time economy, town centre living and National Lottery Heritage Funding to preserve the heritage of the town centre
- Commence a review of the conservation areas across the District
- For Trinity Arts Centre to maintain progress towards achievement of financial self-sufficiency
- Continued support for rural communities connectivity, including broadband services

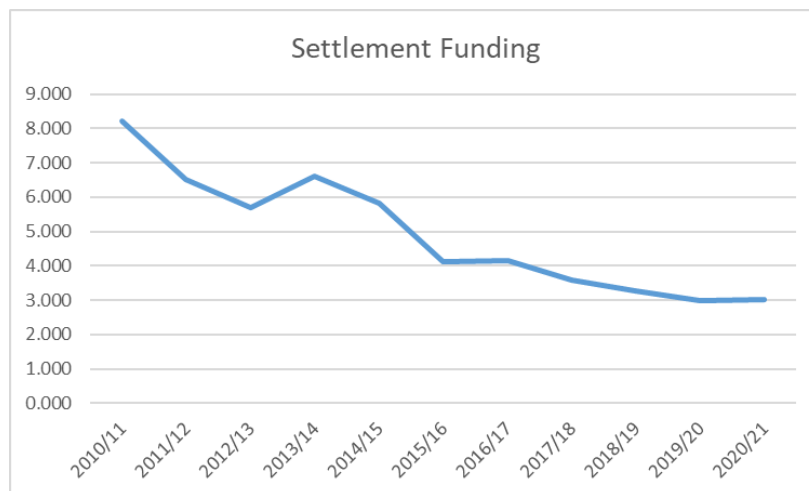
6.5 **Our Council**

- Conduct a review of 4th tier of government governance arrangements
- Implement recommendations emanating from the Corporate Peer Challenge
- Establish capacity to effectively support 'change management'
- Review process of handling Members' standard complaints
- Review the Council's petition scheme
- Implement a new Parish Charter
- Determine and implement second tier management structure to support Chief Executive
- Monitor and evaluate progress against the Crematorium business plan and ensure excellence in customer service
- Undertake annual review of The Constitution
- Commence a rolling programme of reviews of Council Tax Single Person Discounts
- Procure and implement a new Financial Management System with a view to extending this to an Enterprise Resource Platform in due course

2 The Council's Financial Position

2.1 Introduction

Since the commencement of government funding cuts in 2010/11 the Council has effectively managed a reduction of £4.8m in Settlement Funding. This has been achieved through sound financial management and its Financial Strategy initiatives to reduce expenditure, increase income and generate new income streams. In addition to benefitting from New Homes Bonus, a reward grant to reflect our growth in housing.



The Council's aim over this period was to become non-reliant on Government Grant Funding as the Revenue Support Grant ceased in 2019/20. Our income from taxes now reflects 91% of the Budget Requirement (46.6% 2010/11)

Income from Customer and Client receipts is 18% of revenue expenditure, and reflects the success of the Fees and Charges Strategy and the Commercial Plan 2015-2020 over achieving its £1m target with a contribution of £1.7m.

The Council is proud to have continued to deliver award winning services for our residents during a prolonged period of austerity. Our budget setting process has been given the accolade of a High Assurance rating by our internal auditors and our Statement of Accounts and Value for Money assessments receive Unqualified Audit Opinions, confirming that our financial management is sound and statements provide a true and fair view of the organisation's financial standing.

2.2 National Context

The financial settlement for Local Government 2020/21 was announced on 6 February 2020 by the Secretary of State for Housing, Communities and Local Government, The Rt Hon Robert Jenrick MP.

The main points affecting District Councils were;

- 4.4% real-terms increase in core spending power to £49.1bn
- The extra resources directed to adult and children's social care
- This is a one year settlement for Local Government (with Fairer Funding Review delayed until 2021/22)
- A change to Council Tax referendum limit – down to 2% (from 3%) or £5, whichever the greater
- New Homes Bonus will continue for a further year with no legacy payments for the 2020/21 allocation.
- Rural Service Delivery Grant will remain at a national level of £81m and there will be no change to the methodology for distribution
- There will be no further distribution of Business Rates Levy surplus (distributed in 2019/20 on a needs basis)

The table below shows the change in 2020/21 Core Spending Power figures compared to the 2019/20 Final Settlement

	2019-20	2020-21	Change
	£m	£m	£m
Settlement Funding Assessment	14,560	14,797	237
Under-indexing business rates multiplier	400	500	100
Council Tax	27,768	29,370	1,602
Improved Better Care Fund	1,837	2,077	240
New Homes Bonus	918	907	(11)
Rural Services Delivery Grant	81	81	-
Winter pressures Grant	240	-	(240)
Social Care Support Grant	410	1,410	1,000
Core Spending Power	46,213	49,142	2,929

2.3 Local Context

With the uncertainty around the future funding of Local Government the Council has been pro-active in ensuring that we prepare for any reductions by taking a prudent approach to setting the Medium Term Financial Plan forecasts. We assumed that our settlement funding would be decreased significantly to reflect the Business Rates reset proposal and will be benefitting from this one year settlement.

We have been increasing the General Fund Working Balance to mitigate any budget risks from other aspects of the review and

continue to assume that we will make contributions to Earmarked Reserves for specific projects, future service improvements and significant risk areas.

The table below shows the Core Spending Power for West Lindsey DC based on the Local Government Settlement 2020/21.

'Core Spending Power' is a headline figure used by MHCLG to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax.

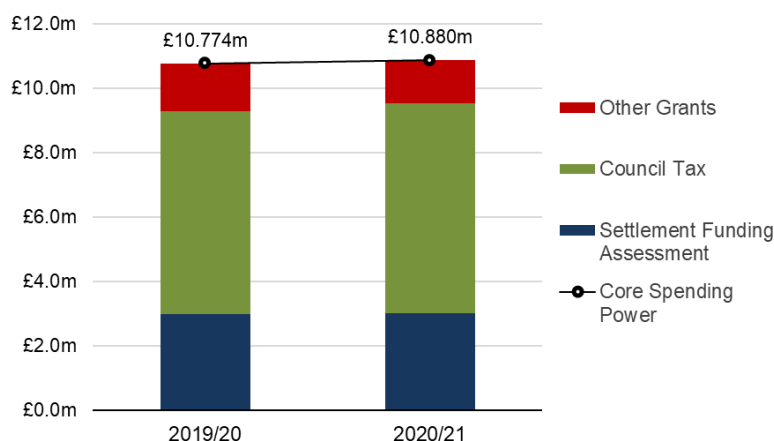


Table 1 - Core Spending Power (£m)

	2019/20	2020/21	Change
Core Spending Power	10.774	10.880	1.0%
<i>Of which:</i>			
Settlement Funding Assessment	2.974	3.023	1.6%
Assumed Council Tax	6.304	6.526	3.5%
Other Grants	1.495	1.332	-10.9%

The impact on our own Settlement Funding Assessment reflects an inflationary increase and new relief rates for Business Rates. In relation to Council Tax, there is an assumed 1.5% increase in the tax base and a 2% increase on the Council Tax charge. Other Grants reflect the reduction in New Homes Bonus as the legacy funding from previous years expires (£0.494m) and the one of payment for 2020/21 is added (£0.307m) in addition to a slight increase in the Local Council Tax Scheme Grant of £0.024m.

2.4 General Fund Balances

The Council maintains a sound financial position with the General Fund Balance being forecast to be £17.5m by the end of 2019/20. This includes £3.6m of Working Balance and £13.9m of Earmarked Reserves.

It is the Council's policy to retain as a minimum a General Fund working balance of 10% of Net Revenue Expenditure or £2.5m. This is to mitigate any in-year budget risks above any contingency provisions and also to support any shortfall in future funding once the review of Local Government Funding has been concluded and our resources clarified for 2021/22 onwards.

2.5 Earmarked Reserves

The Council holds £13.9m of Earmarked Reserves for a number of purposes;

- Future significant project investment
- Service investment including repairs and renewals
- Contingencies ie Insurance, Valuation Volatility in Business Rates and Commercial investments
- Budget Smoothing

Earmarked Reserves are a finite resource, as such we assess projects in accordance with our Capital Investment Strategy, and based on sound business cases and in consideration of the wider benefits, ie economic and social impact, inward investment and the ability to secure funding from grant providers.

2.6 Resilience

There has been much publicity around the resilience of Local Government after the S114 noticed issued by Northamptonshire County Council, which highlighted that they were likely to exceed resources available to meet its funding need, therefore we have set a number of resilience indicators, applied over the Medium Term to gauge our sustainability and resilience to future financial challenges.

The indicators below reflect that we are in good position to effectively manage our finances over the coming years, our reserves are in excess of our annual budget and which help to support internal borrowing, Council Tax is expected to grow as new housing is delivered and borrowing is undertaken on an affordable and sustainable basis against the value of assets. At this time Business Rates is assumed to reduce back to the Baseline of 2013/14 but will be refined once the wider review of local government funding for 2021/22 is known.

RESILIENCE INDICATORS	2020/21	2024/25
Useable Reserves as % of Net Revenue Budget	100.27%	83.76%
Council Tax as a % of Net Revenue Budget	44.17%	51.28%
Business Rates as a % of Net Revenue Budget	28.32%	22.60%
Exposure of Customer and Client Receipts as % of Net Revenue Budget	47.64%	44.27%
Borrowing as a % of Fixed Assets	63.62%	64.98%
Investments as a % of Useable Reserves	66.04%	68.52%

2.7 How We Compare

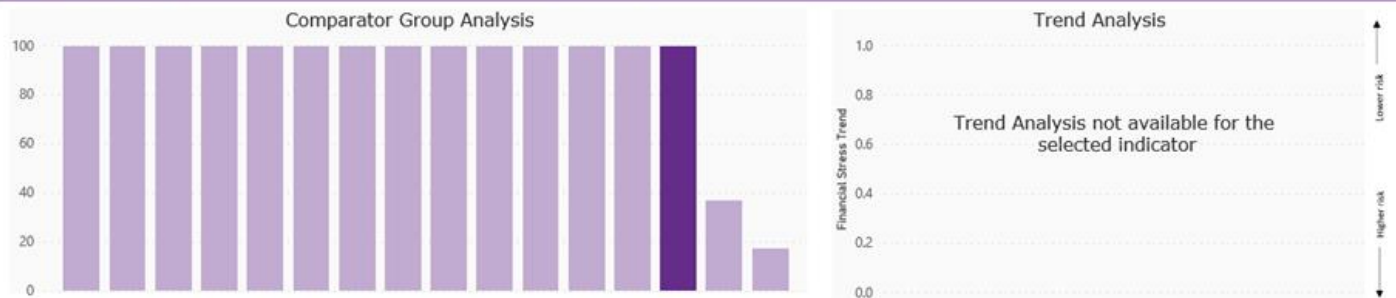
The Chartered Institute of Public Finance and Accountants (CIPFA) has undertaken to prepare a national resilience index. This tool illustrates our standing compared to our Nearest Neighbours in 2018/19 and whilst it does not rank authorities it does reflect our risk exposure to financial stress.

Results Breakdown



Individual Analysis

Reserves Sustainability Measure

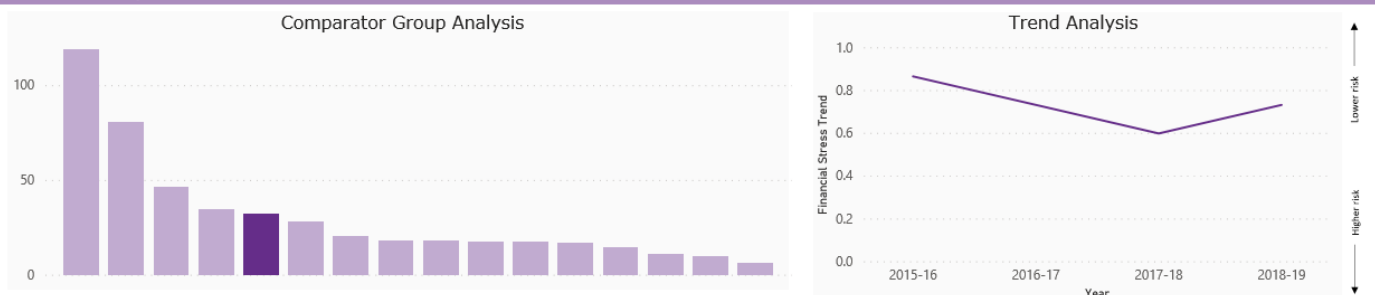


Results Breakdown



Individual Analysis

Unallocated Reserves



MEDIUM TERM FINANCIAL PLAN

2020/21-2024/25

1. Introduction

The Medium Term Financial Plan (MTFP) is the primary strategic financial document for this Council and is a key part of the Council's Policy and Budget Framework and financial planning process.

This document will support the national and local context as set out in the Executive Business Plan, the commitments of the Council to achieve objectives, deliver services, invest in capital development and establish the principles on which financial decisions will be made within available resources.

2. Governance

This document meets a number of regulatory requirements and good practice:

- The requirement for the local Authority to agree a balanced budget for each financial year prior to the start of that year.
- The requirement for the local Authority to establish the level of Council Tax for the coming year on the basis of that budget.
- Meet best practice (supported by CIPFA) by setting out the coming year's budget in addition to a 5 year MTFP.

In October 2018 the Chartered Institute of Public Finance and Accountancy (CIPFA) published a Financial Management Code (FM Code) which has been developed to provide a framework to support designed to support good and sustainable financial management throughout the full financial planning cycle, budget planning, setting, monitoring, reporting and statutory reporting.

The framework sets explicit standards of financial management, complying with these standards will be the responsibility of elected Members, the Chief Finance Officer and the Management Team.

The framework will provide assurance in the prudent use of public resource, effective management of those resources, adherence to legislative requirements for which we are responsible and provide evidence of good governance.

1 The Medium Term Financial Strategy

1.1 Introduction

Our MTFP provides a five year time horizon for West Lindsey District Council and sets out a high level financial strategy and where possible proposals being considered to deliver a sustainable budget position. In addition the MTFP attempts to reflect the longer term impact of the decisions of the Council and shows how some of our major projects will contribute in the years beyond the five year time horizon.

The MTFP is designed to complement the values set out in the Corporate Plan and deliver the key priorities of the Council by supporting the following values and approach

The Corporate Plan details the values which guide our working:

1. To put the customer at the centre of everything we do
2. To act as One Council
3. To be business smart, to act on evidence and take advantage of opportunities, thinking creatively and getting things done
4. To communicate effectively with all stakeholders
5. To have integrity in everything we do

Our MTFP supports these values and the Executive Business Plan objectives with the following principles:

- To focus on achieving outcomes
- to drive a robust and sustainable financial position
- to support growth and service delivery, utilising the Council's resources
- to ensure financial decision making is based on robust, risk assessed business cases that clearly match our ambitions

The MTFP will deliver against these objectives and principles by:

- Explaining the financial context, over the medium term, and within an uncertain economic and funding environment in which the Council is set to operate.
- Helping to ensure that the Council's financial resources are directed to support delivery of the Corporate Plan priorities and value for money.
- Providing a medium term forecast of resources and expenditure and to illustrate the financial effects of existing financial commitments, both revenue and capital, over the medium term, and to inform transformational and commercial strategies necessary to achieve a balanced budget.
- Maximising the Council's financial resilience and management of risk and volatility, including maintaining adequate risk reserves.

- Managing effectively the Council's land and property assets by undertaking a prudent level of capital investment in addition to maximising returns on new investments
- Establishing a robust, stable and sustainable budget capable of withstanding future financial pressures.

This MTFP provides a five year time horizon for West Lindsey District Council and sets out a high level financial strategy and where possible proposals being considered to deliver a sustainable budget position.

1.2 Value for Money

The Council has limited resources. It is therefore vital these resources are deployed in the most efficient and effective way to secure excellent services for the residents of West Lindsey. This is ever more important as WLDC has had to deal with austerity and contribute towards the Public Sector spending reductions. Now more than ever it is vital that the Council seeks to achieve the most possible benefit in terms of Value for Money from the ongoing process of optimising the relationship between resources and outcomes. This is achieved through a focus on;

- **Economy:** minimising the cost of resources used or required: reducing inputs for the same outputs
- **Efficiency:** producing the same or better outputs by doing things differently and reducing the inputs required
- **Effectiveness:** deploying resources to meet objectives

Our strategy is to embed Value for Money throughout the organisation for all activities, business processes and business planning.

The Council has responded to the financial challenges in a systematic approach to achieving value for money and by embedding the right culture throughout the organisation by;

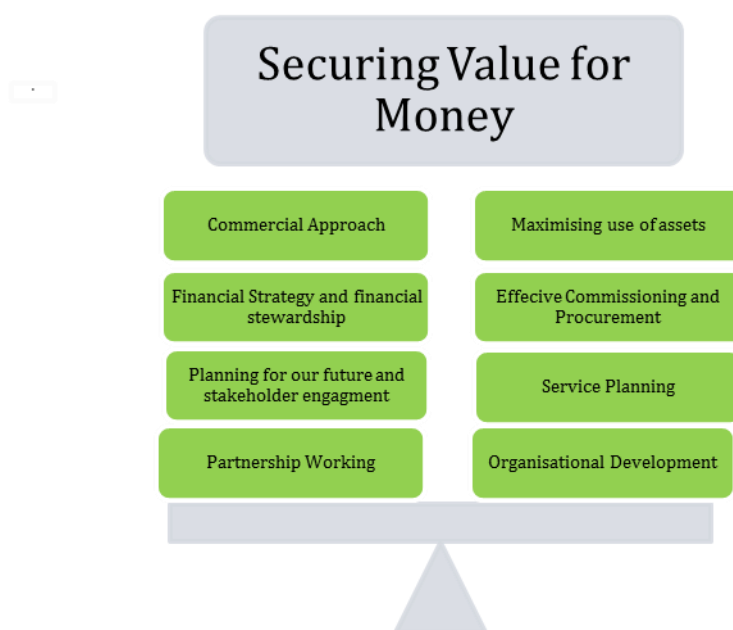
- Investing in communities (to help themselves and others)
- A more commercial council – to generate additional income and identifying opportunities that align with residents needs.
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes.

This has resulted in WLDC maintaining a strong track record of identifying and delivering savings and efficiencies whilst protecting priority services.

In addition the Council has procured CFO Insights for assistance in benchmarking. It is a tool developed by Grant Thornton in conjunction with CIPFA which uses national data sets such as the Government financial returns. West Lindsey have been developing the use of the tool as a means of delivering VFM through a selection of services in the following ways:

- Helping performance improvement and transformation planning
- Locating potential income generating opportunities
- Supporting budgeting and spending decision making
- Provide transparency in relation to scrutiny questions

The diagram below illustrates the framework West Lindsey has in place to ensure the delivery of Value for Money, which is underpinned by a robust approach to decision making;



- To understand the financial returns on investments
- To understand the absolute and relative cost of providing services through benchmarking our costs and performance
- To assess business case proposals for VFM
- To monitor and scrutinise on-going performance measured against business plans
- Managing our customer needs and demands and understanding how that impacts on services
- Appropriate procurement procedures
- Reviewing and measuring outcomes

1.3 Commercial Approach

West Lindsey takes a commercial approach to the delivery of all services.

In addition we will consider capital investment as a means in which to generate revenue returns.

Decisions are made in line with existing policies and as a result of a compelling business cases, which are fully supported by cost benefit analysis to inform financial viability, in addition we undertake extensive due diligence. West Lindsey uses a Business Model ensuring Financial,

Legal, Operational, Strategic and Commercial implications are considered and all risks assessed to enable informed choices.

1.4 Partnership Working

West Lindsey District Council aspires to be a good partner for service delivery and has a successful enabling role in encouraging collective responsibility in our Communities. By working in partnership with other agencies, Councils, Parish Councils, other public sector organisation, voluntary groups and community groups in addition to the private sector, has secured better outcomes in the form of inward investment, pooled resources, cohesion and engagement with residents and built effective relationships.

1.5 Asset Management Plan

West Lindsey's Strategic Asset Management Strategy will demonstrate that we have in place an effective management framework, which actively maximises the value for money achieved from existing assets and provides a strategic context for future investments and to achieve the best possible outcomes. Condition surveys are undertaken on our properties to ascertain the extent of works to be undertaken, which subsequently informs the MTFP.

1.6 Organisational Development

In order to deliver an ambitious Corporate Plan against finite resources, the Council needs people who have the skills, knowledge, attitude and flexibility which support this. We will look to embed a Value for Money culture where staff are empowered to deliver against Council values and to encourage them to challenge inefficiencies and waste. Team leaders and managers are responsible for delivering services 'right first time' and ensure VFM exists in the day to day management of their services.

We are committed to investing in our greatest asset 'our staff' to ensure continued professional development, opportunities for development and growth and robust succession planning to ensure we remain fit for the future.

The Council as a learning organisation approves the Workforce Development Plan in addition to a Member Development plan which is in place to support elected members.

1.7 Business Planning

The business planning process focuses services in identifying opportunities for cost reduction, income generation and alternative methods of service delivery such as partnership working. Where appropriate these opportunities will be pursued over the medium term with further opportunities being identified and undertaken over the life of the MTFP. These plans are then translated into business cases, projects and ultimately individual work plans.

Annuals service plans are used to monitor service and individual performance and are part of the Golden Thread to how services will contribute to achieving our corporate objectives.

1.8 Commissioning and Procurement

We will seek to deliver value for money to the local taxpayer by maximising best value on every pound spent on commissioning and procurement. We will be commercially aware, provide clarity on our expectations to our supply chain, continuously review and ensure our procedures are efficient and seek to achieve maximum benefits from our systems.

The Council manages its contracts carefully and reviews them regularly, which not only delivers significant savings in year, but also identifies further opportunities to reduce operating costs and better achieve the Council's outcome.

An example of this is our contract with SLM Ltd, our Leisure Management Company which has enabled the construction of a new Dry Leisure Centre at Market Rasen, through new income being utilised to support the cost of borrowing for this much needed facility for the community.

1.9 Capital Investment Strategy (Appendix 4) and Capital Investment Programme (Appendix 5/6)

The Council invests significant sums in a wide range of projects. At this stage the Capital Programme can only be estimated as the costs, levels of grant funding and other funding sources are yet to be confirmed. Schemes and projects are subject of future reports to the Corporate Policy and Resources Committee for approval to spend on an individual basis. Projects include;

- regeneration and housing schemes, which bring inward investment from the private sector and the opportunity for significant grant funding, in turn generating additional income for the Council and economic and social benefit for the wider economy, in addition to creating an increase in taxes to support ongoing service delivery
- Investment in technology, to achieve efficiencies and cost savings
- Investment in our own property assets to ensure fit for purpose facilities for service delivery
- Commercial investments to generate income supporting ongoing costs of service delivery

1.10 The Treasury Management Strategy (Appendix 7)

The Strategy has been scrutinised and recommended to full Council by the Governance and Audit Committee.

The Treasury Management Strategy will ensure that the primary principles governing the Council's investment criteria are the security of its investments and the availability of cash when required (liquidity). The yield or return on the investments is the final principle for consideration. The

Council will ensure it has sufficient liquidity in its investments and that it maintains a policy covering categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring of their security.

The Council invests money in a wide range of financial institutions and the investment interest earned is used to support the budget. The major issue for treasury management over the MTFP will be the significant difference between investment rates and borrowing rates, where the cost of carry of borrowing will exceed investment interest. Therefore cash flow management and monitoring of interest rate forecasts will be a key focus.

Emphasis continues to be placed, in line with the Treasury Management Strategy, on mitigating counterparty risk by giving preference to security and liquidity. This has resulted in greater use of investments with higher security and increased liquidity. The Strategy supports a policy of limiting the need for external borrowing by the utilisation of internal funds.

The Minimum Revenue Provision (MRP) Policy provides options on what is considered prudent provision for the repayment of debt.

1.11 Borrowing for Capital Investment

For the Council to achieve its corporate priorities, reduce cost and increase revenue income streams, it is expected that a significant amount of capital investment will be required, funded from Prudential Borrowing.

Borrowing from external sources will only be undertaken after consideration of our cash flow requirements. In addition any external borrowing will be prudent, affordable and sustainable and as such will be informed by robust business cases and in the main have no impact on the council tax payer.

Where borrowing is to fund a commercial project the return on investment will also be taken into account when drawing down funds.

Any external borrowing is usually undertaken to maturity, ie repayable at the end of the borrowing term.

1.12 Financial Sustainability

The sustainability of our plans are underpinned by ensuring a good working relationship with the private and community sectors which develops trust and encourages collaboration where possible. The use of grants and enabling funds to support both sectors will create a future infrastructure that will continue to support district communities beyond the initial investment/contribution.

These opportunities will not come without risk, however the approach will always be to mitigate risk where possible and ensure that decisions are evidence based and transparent on inherent risks.

In providing a forecast for the five years on a sustainable basis there are a number of assumptions that have been made.

The key assumptions are:

- that we will be able to borrow for self-funding capital investments and generate financial benefits that at least equal to the cost of borrowing including the minimum revenue provision (MRP), a regulatory requirement on Local Authorities.
- we assume that we will generate significant revenue from new income streams from investment in assets ie Crematorium, property etc
- We will generate efficiencies through the implementation of digital strategies for the benefit of our customers.

1.13 The Pay Policy Statement (Appendix 13)

Under Section 40 of the Localism Act the Council must approve and publish a Pay Policy Statement for each financial year. Pay policies can be amended during the financial year and full Council or a meeting of Members must be offered the opportunity to vote before large (£100k or above) salary packages are offered.

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to our approach to setting pay.

The Pay Policy Statement identifies;

- The level and elements of remuneration for each chief officer
- The remuneration of the lowest paid employees
- The relationship between the remuneration of chief officer and other officers; and
- Other specific aspects of chief officer remuneration and other discretionary payments

Remuneration in this context is defined widely to include not just pay but also charges, fees, allowances, benefits in kind, enhancements of pension entitlements and termination payments.

2. The Medium Term Financial Analysis

2.1 Introduction

The Medium Term Financial Analysis provides a 5 year estimation of our Net Revenue Expenditure and highlights the level of resources required to set a balanced budget in future years.

For 2020/21 the Budget has been based on the approved budgets for each Committee and in line with the 2020/21 Local Government Financial Settlement.

Future years are difficult to predict due to uncertainty in relation to the outcome of the review of Local Government Funding, which includes a number of elements including the overall financial settlement, the Fairer Funding Review, the Business Rates Reset and the Business Rates Retention Scheme. We have therefore taken a prudent approach by removing Business Rates Growth, to put us back to Baseline funding. In addition we have assumed that there will be some element of funding to reflect rurality.

The Government has indicated that the outcome of these reviews will be implemented for 2021/22 and will provide a 4 year settlement to enable financial planning. These unknown impacts and the level of financial risk that the Council may be exposed to will require regular monitoring and a mid-year update will provide some indication of likely outcomes as the consequences become clear.

Prudently the Council is setting aside additional funds into the General Fund Working Balance to mitigate any future year shortfalls to balance the budget over the short term.

2.2 The Budget Planning Cycle

The Budget planning process has achieved a High Assurance Rating from our Internal Auditors and includes the following actions;

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals, which can be delivered to ensure a sustainable budget.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £17.6k. Full Details of proposed fees and charges were presented to Policy and Resources Committee on the 7 November 2019.
- Regular updates have been provided to the Management Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by this Committee.
- Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
- Inclusion of the revenue implications of the DRAFT Capital Programme 2020/21 – 2024/25.
- Consultation with Parish Councils, residents and business ratepayers has been undertaken.

- The review of Earmarked Reserves and approved additional resources being funded from these reserves and/or external grant income (approved by CP&R 9th January 2020).
- Consideration of other Strategies i.e. Car Parking Strategy, Housing Strategy etc.

2.3 Budget Assumptions

There are a number of other assumptions which contribute to the financial estimates provided, the major assumptions include;

- Employees - Pay Award 2% per annum
- Pensions – 1% annual increase (includes employers contribution and deficit reduction payment) as estimated by the Actuary
- Council Tax increases of 3% from 2021/22 onwards and annual tax base growth of 0.75%
- NNDR and reversion to Baseline from 2021/22 onwards.
- Contractual inflation applied only to service expenditure budgets
- New Homes Bonus no new allocations from 2021/22 and legacy funding for 2018/19 and 2019/20 only
- Utilities - Electricity 0%, Gas 35%, Water 2.9%
- Capital Programme is based on best estimates of total investment; total borrowing; use of reserves; impact on revenue

2.4 Council Tax

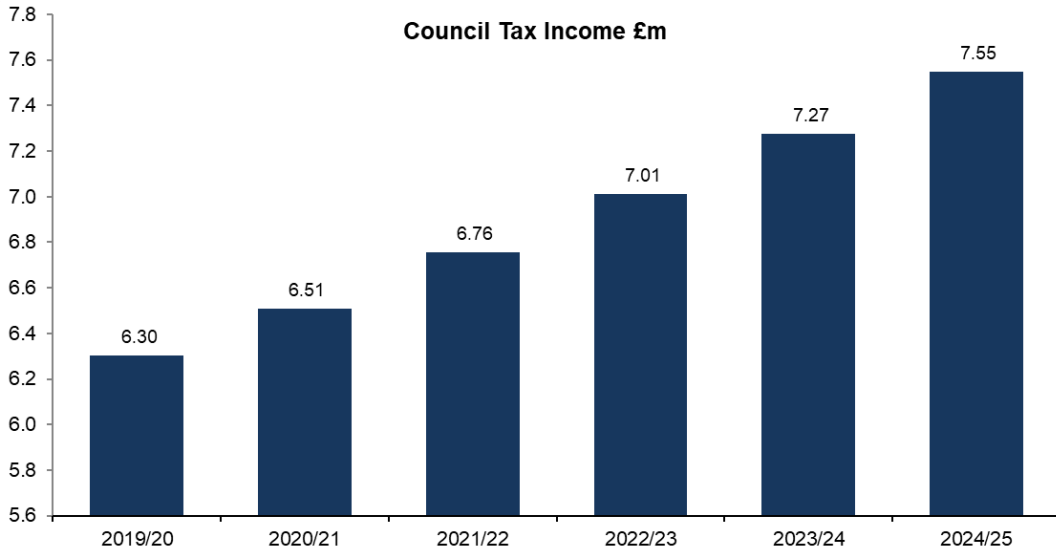
The latest population estimates for West Lindsey in 2019 is 96,100. It is estimated that over the life of the MTFP this will have increased by 4% to 99,600. This increase will impact on the demand for housing and with the Council enabling significant Housing Growth over the longer term this will therefore increase the Council's Tax Base and which will generate additional Council Tax income.

The Tax Base for 2020/21 has been approved at 29,986.98 (29,532.83) reflecting growth of 1.54% (1.06% 2019/20). Average growth over past 3 years has been 1.17%. The MTFP includes an annual growth rate of 0.75%

In terms of actual Council Tax, the Council's current strategy is to increase Council Tax to the Governments maximum capping levels (Assumed 2% for 2020/21 and 3% ongoing), this strategy helps to support future sustainability. As a guide a 1% annual increase results in an additional £0.064m in the first year increasing to £0.464m by year 5. This strategy has been implemented after taking into consideration the views of residents, who have a preference for annual gradual Council Tax increases of between 2%-3%.

The Council Tax increase for 2020/21 is proposed at 2% (3% 2019/20) giving a Band D equivalent Council Tax of £217.74, (£213.47 2019/20) and will generate £6,529,300 in 2020/21

Within the Medium Term Financial Analysis below we have assumed a 3% increase for all future years and a collection rate of 98.3% which is also the National Average.



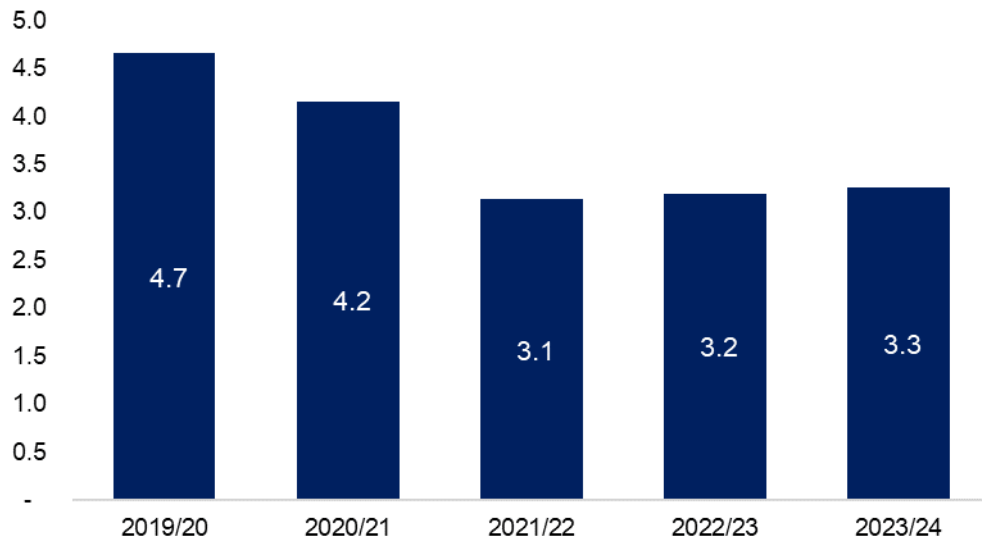
2.5 Business Rates

The one year settlement for 2020/21 is estimated to provide business rates income of £3.9m. However, the benefit of continuing to be a part of the Lincolnshire Business Rates Pool, provides an additional benefit of £0.505 being 60% of the levy which would have been payable to the Government, bringing the overall retained income to £4.186m.

For future years, with the impending review of the Business Rates Retention Scheme to a 75% rather than 50% retention model and in addition to a full reset, where we are likely to see a reset back to our baseline level in 2013/14 of £3.1m, thus removing all benefits of growth during that period.

Whilst full details of the scheme are not yet known and there will be the impact of the Fairer Funding Review, both of which are currently expected to be implemented by 2021/22, we have taken a prudent approach to our forecasts and are estimating income from Retained Business Rates over the medium term is detailed below;

Forecast Business Rates Retention Income £m



2.6 New Homes Bonus

The New Homes Bonus was introduced in 2011/12 by Central Government and payable to local councils to reflect and incentivise housing growth in their area. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and bringing long term empty properties back into use. There is also an extra payment for providing affordable homes.

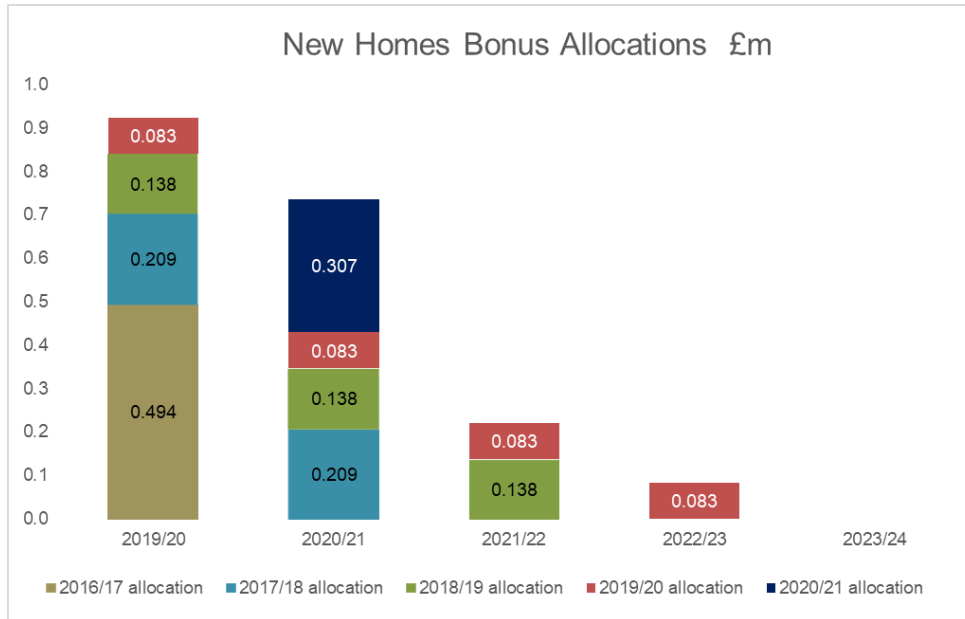
Since 2011 the Council has seen an increase in chargeable properties of 3,366 to its current level of 42,748. We have received £12.45m of New Homes Bonus Grant which has been earmarked and is used to support investment in growth and regeneration.

The scheme is currently under review and therefore for 2020/21 an allocation has been made for one year only of £0.307m. There is a forecast that the balance of monies remaining circa £40m will be returned nationally, with our proportion being circa £0.011m.

It has been assumed that there will be no new allocations beyond 2020/21, with only the 2018/19 and 2019/20 legacy payments made in future years.

The overall New Homes Bonus allocation for 2020/21 is £0.736m

Our strategy is to use New Homes Bonus for future investment in regeneration and growth, as such it will be transferred to the Investment for Growth Reserve. This strategy is supported by a representative 47.2% of residents.



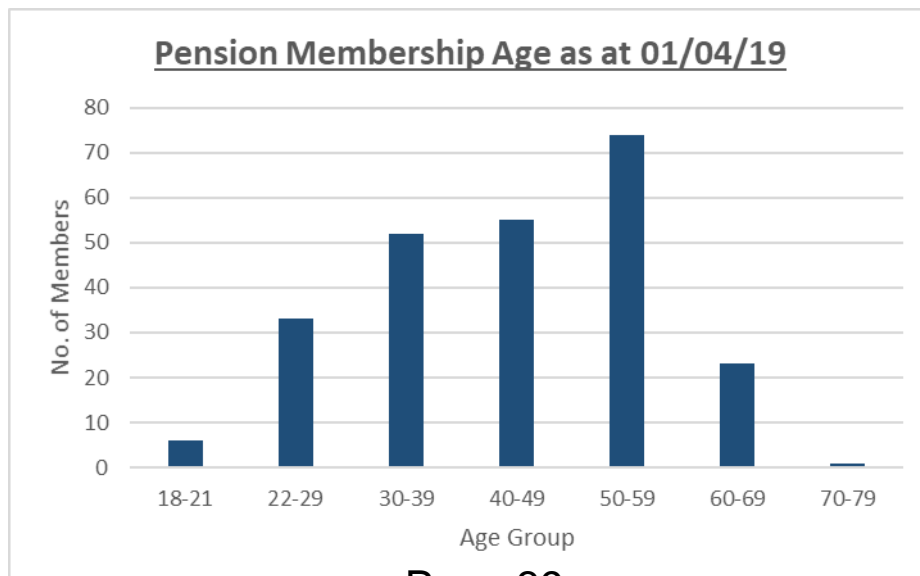
2.7 Pension Contributions

As an employer within the Lincolnshire Pension Fund, we are required to make contributions to the fund for current employees and to reduce any pension fund deficit in accordance with amounts provided by the Actuary of the scheme, Hymans Robertson.

The employers contribution rate for the year has been determined at 17.2% (16.2% 2019/20).

In relation to the pension deficit, currently £42.609m, our strategy is to contribute an appropriate amount with the aim of removing the deficit over a 20 year period. The payment for 2020/21 is £0.940m (£0.863m 2019/20).

Age Profile of 244 Members of the Superannuation Scheme as at 1.4.2019 is show in the graph below;



2.8 Reserves

The level of the General Fund Working Balance will be set, as a minimum at £2.5m. This minimum balance will represent funds available to mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates. In addition such risks may also include changes in Government policy, further funding reductions post 2020/21 and other market factors.

The level of general reserves will continue to be closely monitored during the period of this MTFP in the context of protecting the Council from existing and future liabilities. This is extremely important given the uncertainty around future funding levels. Reserves will continue to be maintained at a prudent level.

Earmarked reserves will be reviewed annually to ensure they are utilised to their best effect to support both revenue and capital projects and investment aligned to Corporate Plan priorities and to ensure that adequate reserves are held for longer term investment need.

Reserves held are invested in accordance with the Treasury Management Strategy. They are used to support internal borrowing thus saving interest payable with any interest received from their investment supporting the Councils revenue budget.

The table below illustrates the projected Reserve Balances over the MTFP;

RESERVE	YEAR END			MTFP		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
General Fund Working Balance	3,636,582	3,710,882	3,701,882	3,694,882	3,646,882	3,582,882
Earmarked Reserves	13,857,690	8,973,190	7,470,190	6,541,590	6,551,890	6,351,190
Capital Receipts	2,822,729	2,138,729	2,204,729	2,270,729	2,336,999	2,397,590
TOTAL	20,317,001	14,822,801	13,376,801	12,507,201	12,535,771	12,331,662

EARMARKED RESERVES	YEAR END			MTFP		
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Budget Smoothing	1,974,917	2,121,817	2,434,717	2,162,617	2,101,517	2,054,417
Capital Funding Total	481,513	820,313	696,113	168,613	310,713	227,813
Risk/Insurance Reserves	1,648,930	1,648,930	1,648,930	1,648,930	1,648,930	1,648,930
Economic Regeneration	7,693,023	3,142,823	1,444,323	1,344,323	1,344,323	1,344,323
Invest to Save	1,359,337	839,637	882,537	860,537	790,537	720,537
Service Investment Total	699,970	399,670	363,570	356,570	355,870	355,170
Grand Total	13,857,690	8,973,190	7,470,190	6,541,590	6,551,890	6,351,190

2.9 Medium Term Financial Analysis (Appendix 1)

The 5 year Medium Term Financial Plan 2019/20 has been updated during the budget process and the movement on the previous year MTFP and the

level of pressures and savings identified since that time are shown in the table below and reflects the the total funding gap from 2020/21 to 2024/25.

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
MTFP - FUNDING GAP B/FWD	367	508	455	485	458
Total Pressures	588	496	396	473	503
Total Savings	(198)	46	155	151	157
Total Additional Income	(162)	(141)	(142)	(143)	(149)
Total Capital Financing Costs	(351)	(63)	14	(30)	(30)
Contribution to Reserves	1,202	0	0	0	0
Movement in Funding:					
Council Tax	16	(1)	(18)	(37)	(57)
Business Rates	(1,086)	50	113	142	185
Council Tax Surplus	(115)	0	0	0	0
New Homes Bonus	(287)	0	0	0	0
Contribution to Reserves	26	(2)	0	0	0
MTFP - FUNDING GAP	0	893	973	1,041	1,067

2.10 The Chief Finance Officer Statement on the Robustness of Estimates, the Adequacy of Reserves and the affordability of capital investments

In accordance with Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer is required to report on the robustness of estimates, the adequacy of proposed reserves and the prudence of capital investment decisions. This information enables a longer-term view of the overall position to be taken.

Key factors in ensuring the robustness of estimates include the initial challenge process to establish budget options, essential project management for the proposals, monitoring and reporting arrangements and utilisation of key, skilled finance staff in drawing up detailed estimates and monitoring proposals going forward. Cross cutting and sound key assumptions are also vital to ensuring proper estimates. The key assumptions, i.e. pay awards, inflation, Council Tax, Business Rates, Government Grant and pension contributions are detailed within this report. It is essential that in order to secure a balanced budget the base estimates are considered robust.

Budget changes have been built on amounts approved by the Corporate Policy and Resources Committee throughout the year, and changes approved under delegation. Changes to the base budget have been reported to both Prosperous Communities Committee and Corporate Policy and Resources Committee in February 2020.

Budget monitoring will be presented to management on a monthly basis and to Corporate Policy and Resources Committee quarterly throughout the financial year (or by exception).

The balance of General Reserves are considered to be adequate to cover risks, peaks and troughs and the investments proposed. A minimum

General Fund Balance has been set at £2.5m or 10% of Net Operating Expenditure and is forecast to exceed this target over the MTFP.

This represents;

- 100% of MTFP total 2 year deficit (£1.866m)
- 63% of MTFP total funding gap (£3.973m)
- 17.4% of budget requirement
- 17 days of average gross expenditure cover (£0.144m per day)

The earmarked reserves as set aside by the Council at the year-end are independently verified by the external auditor.

A review of reserves was undertaken and approved by the Corporate Policy and Resources Committee at its January meeting.

The prudential borrowing regime places a duty on the Chief Finance Officer to ensure that the financial impact of decisions to incur borrowing are affordable both in the immediate and over the longer term.

Consideration of all new capital schemes and their revenue impact is undertaken alongside other revenue issues to ensure resources are appropriately allocated and impacts are reflected in the Prudential Indicators within the Treasury Management Strategy.

Despite the current economic uncertainty and issues around Local Government reform the Council remains in a stable financial position, with adequate reserves to deal with any economic impacts and work will continue to be undertaken to ensure that the Council is in a sound position to manage its budget within the anticipated funding reductions.

The professional opinion of the Chief Finance Officer on the overall adequacy of the total level of reserves and the robustness of estimates is integral to the sign off of the overall agreed budget. The Chief Finance Officer therefore confirms that the budget estimates are robust, the adequacy of reserves is satisfactory and the capital programme is affordable.

2.11 Risk Analysis (Appendix 2)

The Council maintains a Risk Aware strategy to decision making and maintains Strategic and Service Risk Registers as well as considering risk in all Business Cases and Committee reports.

We will continually assess financial risks associated with activities and mitigate these risk by the creation and utilisation of provisions, earmarked reserves and general reserves.

We will review and report on internal controls and governance arrangements and will address any significant issues.

We will report to the Governance and Audit Committee who will monitor the effectiveness of risk management and governance arrangements.

In terms of significant Budget risks these include;

RISK	MITIGATION
Future Funding Levels	10% or £2m minimum General Fund Working Balance set. Which can be used to support a balanced budget should it be required giving the Council time to manage the implications of future settlement funding
Inflation under estimated	General Fund Working Balance
Borrowing Interest Rates under estimated	We budget at 100% borrowing need. In reality as we utilise our own cash reserves for some element of this borrowing (internal borrowing) save on interest costs. It is therefore highly unlikely that there would be a budget impact. General Fund Working Balance
Changes to Grant Funding	Initiatives and Projects would cease/reduce in line with Grant levels
Demand for services reduces level of income receivable	Commercial Contingency Budget of £0.2m in base budget and General Fund Working Balance £2m
Unforeseen events/emergencies/ budget overspend	Unexpected costs or income pressures General Fund Working Balance of £2m
Savings not achieved	General Fund Working Balance of £2m

2.12 Sensitivity Analysis

Within the MTFP in relation to assumptions and risks, the table below shows the effect of change on the main assumptions;

Impact of +/-	Equates to +/-
1% Pay award	£0.079m
1% Council Tax	£0.065m
1% Business Rates	£0.042m
1% Non-Pay Budget	£0.058m
1% Interest on balances	£0.133m
1% on Borrowing	£0.382m
1% on Fees and Charges	£0.037m

3 The 2020/21 Revenue Budget

3.1 Introduction

The Council presents a Balanced Revenue Budget for 2020/21, and is represented over our Service Clusters;

Our People – Strategic Focus: Health & Wellbeing, Education & Skills, Vulnerable Groups & Communities i.e. Benefits, Homelessness and Housing, Community Grants, Employment & Skills Partnership, Arts & Leisure

Our Place – Strategic Focus: Economy, Housing Growth, Public Safety & Environment i.e. Building Control, Licensing, Food Safety, Car Parks, Asset Management, CCTV, Domestic Waste Collections, Development Control, Economic Development

Our Council – Strategic Focus: Customer, Finances, Staff & Members i.e. Finance, Human Resources, Committee Administration, ICT, Business Improvements, Elections, Corporate Fraud, Debtors, Local Tax Collection, Local Land Charges, Crematorium, Commercial Properties, Customer Relations, Green Waste Service, Bulky Waste Collections, Trade Waste, Markets

3.2 Settlement Funding

The Settlement Funding Assessment determines our local share of Business Rates. Whilst the final settlement funding has yet to be announced, this draft budget has been prepared based on the Provisional Settlement issued in December 2019, we are not expecting any significant changes.

The announcement for West Lindsey included;

Baseline Funding - An amount fixed as at 2013/14 upon the implementation of the Business Rates Retention Scheme, and considered to be our funding need.

NDR Baseline – The expected level of Business Rates to be collected

Tariff - The amount of NDR Baseline above Baseline Funding, which is payable to the Government for national redistribution.

Safety Net - The Safety Net protects local authorities from any negative impact on business rates income, with the Government meeting any amount below this amount.

The settlement funding is detailed in the table below and compares to the previous year allocations.

	2019/20 £m	2020/21 £m
Settlement Funding Allocation	2.974	3.023
Modified SFA		
NDR Baseline	6.499	6.605
Baseline funding	2.974	3.023
Top Up / Tariff	-3.525	-3.583
Safety Net Level	2.751	2.796

3.3 Council Tax (Appendix 8-12)

The level of Council Tax is considered in line with the impact on council tax payers, economic instability, settlement figures, potential capping, the impact on the Council's balances and the wish to invest in priorities.

In setting the Council Tax the Council has been mindful of the factors highlighted above; considering the financial pressures faced moving forward Council will need to be increasingly mindful of the financial implications of its Council Tax decisions.

The Secretary of State has powers to impose limits on the rate of Council tax increases imposed by Local Authorities, for 2020/21 this limit is set at up to 2% or £5 whichever is the greater (3% or £5 2019/20). If the Council wished to increase Council Tax above this level there would be a requirement to hold a referendum. The cost of such a referendum would be broadly equivalent to a 3.5% increase in Council Tax. At this time it would be advised that any increase be below the level at which a referendum would be triggered.

The proposal for 2020/21 is therefore to increase Council Tax by 2% to £217.74 (£213.47 2019/20) reflecting an increase of £4.27 (8p per week) raising £6.529m.

The composition of the proposed Council Tax charge by property valuation band, with Band D being the comparator, is set out in the table below for information (excluding Parish Precepts)

Council Tax Charges by Band 2019/20 (excludes parish precepts)

Band	West Lindsey DC	Lincolnshire CC	Police & Crime Commissioner Lincolnshire	Aggregate Council Tax
A	145.16	891.72	167.58	1,204.46
B	169.35	1,040.34	195.51	1,405.20
C	193.55	1,188.96	223.44	1,605.95
D	217.74	1,337.58	251.37	1,806.69
E	266.13	1,634.82	307.23	2,208.18
F	314.51	1,932.06	363.09	2,609.66
G	362.90	2,229.30	418.95	3,011.15
H	435.48	2,675.16	502.74	3,613.38

The required resolutions to determine Council tax levels and all other relevant supporting information can be found in Appendices 8-12.

Parish Precepts are in addition to the amounts reflected above, the average Parish Precept is £71.17 (£68.37 2019/20) reflecting an increase of 4.09% increase.

3.4 Fees and Charges (Appendix 3)

The Fees and Charges Policy determines the principles on which Fees and Charges will be set and includes;

- Maximizing income wherever possible
- Use as a mechanism to manage demand
- that the reputation of the Council must not be damaged by the use of fees, charges and concessions, and that where possible these should be used to enhance the Council's reputation that charges
- charges are in line with cost recovery
- benchmarking is taken into consideration
- that charges are introduced where no charge is currently being made

The full list of fees and charges for 2020/21 are attached at Appendix 3

3.5 The Budget 2020/21 (Revenue Income and Expenditure)

	Proposed Budget 2020/21 £
Expenditure	37,599,400
Employees	11,574,000
Estimated Capital Implications	(32,800)
Interest Payable	983,000
Other Operating Expenditure-Drainage Board Levies	370,900
Other Operating Expenditure-Parish Precepts	2,134,100
Premises	932,200
Supplies and Services	2,361,900
Third Party Payments	1,633,400
Transfer Payments	16,740,600
Transport	902,100

Income	(24,866,300)
Customer and Client Receipts	(6,839,100)
Government Grants	(16,865,000)
Interest Receivable	(250,300)
Other Grants and Contributions	(911,900)

Transfers To / (From) Reserves	1,623,900
Transfer to / (from) General Fund	527,500
Transfer to / (from) Earmarked Reserves	852,700
Statutory MRP	243,700

Amount to be met from Government Grant or Council Tax	14,357,000
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FUNDED BY:	
Revenue Support Grant	(65,000)
Business Rate Retention Scheme	4,186,000
Collection Fund Surplus - Council Tax	215,400
Parish Council Tax Requirement	2,134,100
New Homes Bonus	736,300
Other Government Grants	620,900
Council Tax Requirement	6,529,300

Grand Total	14,357,000
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Balanced Budget/Cumulative Savings Target	0
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3.6 Base budget movements

The Budget of £14,357,000 (£14,782,600 2019/20) is proposed for approval and reflects a reduction of £425,600. The significant movements are detailed below;

3.6.1 Pressures

£0.139m Contracts
£0.077m Pension Deficit contribution
£0.120m General properties rental income
£0.020m Building Control Income
£0.130m Various
£0.234m Minium Revenue Provision (MRP)
£0.720m

3.6.2 Savings/additional Income

£0.060m Green waste income in excess of assumptions
£0.125m Leisure Management Contract
£0.116m new service provision, crematorium net income
£0.222m net income from Investment Property Portfolio
£0.051m staffing budget (net of pay award)
£0.574m

In addition there is a reduction of £578,000 in relation to the net use of reserves.

4 The Capital Investment Programme and Financing (Appendix 5/6)

4.1 Introduction

The draft Capital Programme 2020/21 to 2024/25 provides a plan of future capital investments, this is reviewed annually and may result in significant change as business cases for schemes are developed or schemes re-profiled over financial years due to external factors.

4.2 Asset Management Plan

The Capital Programme takes account of the objectives of the Strategic Asset Management Plan and the resources required to achieve these objectives are detailed below;

Initiative	Delivery Year				
	2020/21	2021/22	2022/23	2023/24	2024/25
Strategic & Operational Plans	11,750	0	0	0	0
Physical Assets (Fit for Purpose)	60,000	0	0	0	30,000
Risk Management (Physical Estate)	6,500	0	0	0	0
Operations & Maintenance	144,000	200,000	115,000	275,000	185,000
Physical Assets	0	10,000	0	0	0
Capital Works Planning	270,000	150,000	30,000	150,000	0
Total	492,250	360,000	145,000	425,000	215,000

4.3 The Summary Capital Programme

Corporate Plan Themes	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	TOTAL CAPITAL PROGRAMME
Our People	1,300,631	693,547	595,000	595,000	595,000	3,779,178
Our Places	14,990,588	7,889,559	1,180,775	509,775	402,000	24,972,697
Our Council	826,400	300,000	485,000	129,000	275,000	2,015,400
Investment Properties	7,000,000	0	0	0	0	7,000,000
Grand Total	24,117,619	8,883,106	2,260,775	1,233,775	1,272,000	37,767,275

The overall Capital Investment Programme totals £37.767m, however, £15.685m relates to the approved Capital Budgets (Stage 3 and Business as usual (BAU)). The remaining £22.082m being pipeline projects (Stage 2 and below).

The four levels of the Programme are detailed below;

Pre-Stage 1:	Business Case in Preparation
Stage 1:	Budget Approved – requires full business case
Stage 2:	Business Case approved in principal or awaiting Funding
Stage 3/BAU	Approved to Spend and funding secured

The detail below details the Capital Investment Programme by stage of the term of the financial plan.

Stage	2020/21	2021/22	2022/23	2023/24	2024/25	Total
BAU	1,030,631	1,158,000	1,503,000	901,000	1,272,000	5,864,631
Pre-Stage 1	3,520,513	3,000,000	225,000	0	0	6,745,513
Stage 1	602,300	1,900,000	0	0	0	2,502,300
Stage 2	9,242,775	2,726,559	532,775	332,775	0	12,834,884
Stage 3	9,721,400	98,547	0	0	0	9,819,947
Grand Total	24,117,619	8,883,106	2,260,775	1,233,775	1,272,000	37,767,275

There are a number of significant programmes of work, which at this time have not been subject to a full financial appraisal, and to that end Members should be aware that the estimates within this programme could vary significantly.

The detailed Capital Investment Programme is attached at Appendix 5 for consideration and recommendation to Council.

4.4 Capital Investment Financing (Appendix 6)

The proposed funding for the Capital Programme 2020/21 – 2024/25 is analysed below;

Analysis of Capital Financing						
Source	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	TOTAL
	£	£	£	£	£	£
Use of Capital Receipts	-2,152,300	0	0	0	0	-2,152,300
Total Use of Grants	-6,228,119	-4,621,559	-927,775	-927,775	-595,000	-13,300,228
Total Use of Earmarked Reserves	-5,537,200	-2,161,547	-1,133,000	-306,000	-677,000	-9,814,747
General Fund	0	-200,000	-200,000	0	0	-400,000
Prudential Borrowing	-10,200,000	-1,900,000	0	0	0	-12,100,000
Capital Financing Total	-24,117,619	-8,883,106	-2,260,775	-1,233,775	-1,272,000	-37,767,275

4.5 New Bids

Members should be aware that the Capital Investment Programme has five new bids.

1. IT Software Defined Wider Area Network (SDWAN)
2. Bus Station Refurbishment
3. Riverside Gateway redevelopment project
4. Development of surplus land asset

5. Treasury Management 2020/21 (Appendix 7)

- 5.1 The full Treasury Management Strategy, Minimum Revenue Provision Policy and Investment Strategy is attached at Appendix 6.

Taking into account both the revenue and capital budget implications as detailed above, the following table reflects our forecast treasury position.

The Capital Financing Requirement reflects the level of overall approved borrowing for capital purposes, net of any Minimum Revenue Provision (MRP) which is an annual amount charged to the tax payer reflecting repayment of the borrowing over the life of the asset.

£m	2020/21 Estimate At 31 March
Investments	
Average Investment	13.321
Borrowing	
External borrowing at 31 March	38.189
Internal Borrowing*	11.468
The Capital Financing Requirement	50.307
Internal Borrowing %	22.80

*Internal borrowing includes a technical accounting adjustment of £1.065m related to pre Local Government Act 2003 legislation.

6. Pay Policy 2020/21 (Appendix 13)

- 6.1 Under section 40 of the Localism Act, Council must approve and publish a Pay Policy Statement for each financial year. Pay policies can be amended during the financial year and full Council or a meeting of Members must be offered the opportunity to vote before large (£100k or above) salary packages are offered.

- 6.2 This pay policy includes a policy on:-

- The level and elements of remuneration for each chief officer
 - The remuneration of the lowest paid employees
 - The relationship between the remuneration of chief officer and other officers; and
 - Other specific aspects of chief officer remuneration and other discretionary payments
- 6.3 Remuneration in this context is defined widely to include not just pay but also charges, fees, allowances, benefits in kind, enhancements of pension entitlements and termination payments.
- 6.4 From April 2020 all workers aged over 25 are legally entitled to a living wage of £8.72 per hour (£8.21 2019). This amount is below our current lowest level of pay, however the impacts will be reviewed annually.
- 6.5 The Pay Policy Statement for 2020/21 and is set out at Appendix 7 for approval.

7. Human Resources Statement (Appendix 14)

- 7.1 The Human Resource Statement details the budgeted full time equivalents of 288.77 (282.14 2020/21) by Cluster and Business Unit.

Revenue Budget Summary 2020/21 - 2024/25

Excluding Recharges and Capital

Cluster	Proposed Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £
Our Council	5,924,100	5,947,300	5,959,900	6,245,400	6,237,600
Our People	1,513,200	1,269,100	1,321,300	1,321,600	1,394,800
Our Place	3,715,600	3,678,400	3,782,000	3,927,500	4,072,500
Cluster Total	11,152,900	10,894,800	11,063,200	11,494,500	11,704,900
Estimated Capital Implications	(32,800)	(118,100)	(118,100)	(118,100)	(118,100)
Interest Receivable	(250,300)	(124,600)	(87,300)	(98,000)	(100,600)
Investment Income - Property Portfolio	(1,624,700)	(1,624,700)	(1,624,700)	(1,624,600)	(1,623,900)
Drainage Board Levies	370,900	379,800	387,800	402,600	410,700
Parish Precepts	2,134,100	2,134,100	2,134,100	2,134,100	2,134,100
Interest Payable	983,000	1,295,800	1,325,800	1,325,800	1,325,800
Statutory MRP	243,700	529,100	576,600	576,600	576,600
Other Operating Expenditure	1,823,900	2,471,400	2,594,200	2,598,400	2,604,600
Net Revenue Expenditure	12,976,800	13,366,200	13,657,400	14,092,900	14,309,500
Transfer to / (from) General Fund	527,500	(9,000)	(7,000)	(48,000)	(64,000)
Transfer to / (from) Earmarked Reserves	852,700	458,500	404,400	316,300	476,300
Amount to be met from Government Grant or Council Tax	14,357,000	13,815,700	14,054,800	14,361,200	14,721,800
Funding Income					
Revenue Support Grant	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
Business Rate Retention Scheme	4,186,000	3,160,000	3,207,000	3,268,000	3,327,000
Collection Fund Surplus - Council Tax	215,400	100,000	100,000	100,000	100,000
Parish Councils Tax Requirement	2,134,100	2,134,100	2,134,100	2,134,100	2,134,100
New Homes Bonus	736,300	221,000	83,000	0	0
Other Government Grants	620,900	616,600	612,400	608,400	609,400
Council Tax Requirement	6,529,300	6,755,800	7,010,700	7,275,200	7,549,600
TOTAL FUNDING	14,357,000	12,922,500	13,082,200	13,320,700	13,655,100
Balanced Budget/Funding Target	0	893,200	972,600	1,040,500	1,066,700

Summary of WLDC Medium Term Financial Plan 2020/21 - 2024/25

Net Revenue Operating Expenditure

	Proposed Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £
Expenditure	37,599,400	37,635,200	37,891,500	37,928,200	38,152,500
Employees	11,574,000	11,608,800	11,860,400	11,854,300	12,179,800
Estimated Capital Implications	(32,800)	(118,100)	(118,100)	(118,100)	(118,100)
Interest Payable	983,000	1,295,800	1,325,800	1,325,800	1,325,800
Other Operating Expenditure-Drainage Board Levies	370,900	379,800	387,800	402,600	410,700
Other Operating Expenditure-Parish Precepts	2,134,100	2,134,100	2,134,100	2,134,100	2,134,100
Premises	932,200	913,400	926,200	954,200	954,200
Supplies and Services	2,361,700	2,268,900	2,220,600	2,258,900	2,222,800
Third Party Payments	1,633,400	1,472,900	1,464,700	1,551,200	1,474,200
Transfer Payments	16,740,800	16,740,800	16,740,800	16,652,000	16,652,000
Transport	902,100	938,800	949,200	913,200	917,000
Income	(24,866,300)	(24,798,100)	(24,810,700)	(24,411,900)	(24,419,600)
Customer and Client Receipts	(6,839,100)	(6,850,800)	(6,929,300)	(6,502,800)	(6,517,400)
Government Grants	(16,865,000)	(16,905,900)	(16,876,500)	(16,867,300)	(16,857,800)
Interest Receivable	(250,300)	(124,600)	(87,300)	(98,000)	(100,600)
Other Grants and Contributions	(911,900)	(916,800)	(917,600)	(943,800)	(943,800)
Transfers To / (From) Reserves	1,623,900	978,600	974,000	844,900	988,900
Transfer to / (from) General Fund	527,500	(9,000)	(7,000)	(48,000)	(64,000)
Transfer to / (from) Earmarked Reserves	852,700	458,500	404,400	316,300	476,300
Statutory MRP	243,700	529,100	576,600	576,600	576,600
Amount to be met from Government Grant or Council Tax	14,357,000	13,815,700	14,054,800	14,361,200	14,721,800
FUNDED BY:					
Revenue Support Grant	(65,000)	(65,000)	(65,000)	(65,000)	(65,000)
Business Rate Retention Scheme	4,186,000	3,160,000	3,207,000	3,268,000	3,327,000
Collection Fund Surplus - Council Tax	215,400	100,000	100,000	100,000	100,000
Parish Council Tax Requirement	2,134,100	2,134,100	2,134,100	2,134,100	2,134,100
New Homes Bonus	736,300	221,000	83,000	0	0
Other Government Grants	620,900	616,600	612,400	608,400	609,400
Council Tax Requirement	6,529,300	6,755,800	7,010,700	7,275,200	7,549,600
Grand Total	14,357,000	12,922,500	13,082,200	13,320,700	13,655,100
Balanced Budget/Cumulative Savings Target	0	893,200	972,600	1,040,500	1,066,700

APPENDIX 2

	Likelihood	Impact	Mitigation
Future available resources less than assumed	Likely	High	Annual review of reserves. General Fund Working Balance increased Volatility/Contingency earmarked reserves in place. Planning for future reductions above those assumed in the MTFP would be implemented. However the GFB can support any medium term shortfall.
Commercial Projects do not deliver anticipated benefits	Possible	Medium	Project management and monitoring. Risk Register for each project Appropriate and robust due diligence. Commercial contingency of £200k in base budget
Council is unable to provide a balanced budget in future years.	Unlikely	Medium	The Council has an adequate level of General Fund Reserves to support balancing the budget over the MTFP should it be required.
Volatility of Business Rates	Possible	Medium	Volatility of funding stream outside of Council control but impact mitigated by establishment of contributions to an earmarked reserve.
Pay and price increases above budgeted assumptions	Possible	Medium	Assumption of 2% pay increase annually built into MTFP. Contractual inflation is included in budget. Average utilities % applied. Improved commissioning and procurement expected
Future spending plans	Possible	Low	All Services carry out effective horizon scanning with profile of service demands (past and future). This informs the MTFP budget modelling throughout the year. Pressures are dealt with as they arise. Contingencies and risk reserves in place.
Anticipated savings/ efficiencies not achieved.	Possible	High	Impact on longer term financial planning. Regular monitoring and reporting take place. Future funding unknown post 2020/21 but the size of the funding cuts increase the likelihood of this risk. Non achievement of savings would require compensating reductions in planned spending within services. A principle is

			in place to maintain General Reserve at a minimum of 10% of Net Revenue Expenditure or £2.5m represents circa 17.4%
Income targets not achieved.	Possible	Medium	Current economic climate likely to impact. Regular monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations. Commercial trading monitor volumes and pricing. Appropriate due diligence for commercial investments undertaken.
Revenue implications of capital programmes not fully anticipated	Possible	Low	Capital bid approval identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning and in business case development.
Loss of principal investments	Unlikely	Medium	Limited by the controls in the Treasury Management Strategy which prioritise security of deposit over returns on a risk based approach. Impact limited due to the strategy of a diverse portfolio with high rated institutions..
New duties imposed by Government	Likely	Low	It has already been stated that new duties will be transferred to districts, however this will be considered in line with the retention of NNDR. Proactive preparation will be undertaken to engage early and influence the outcome. The availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event of new requirements being imposed 'new burdens' funding would also be sought.
Review of NNDR Retention Scheme	Likely	Medium	Government proposals for 75% of NNDR retention locally will have an impact on the resourcing of WLDC it is not yet known what future income levels will be, although it is assumed that we will revert to a 2013/14 baseline, therefore no growth since this period will be awarded. There will still be a need for government to distribute resources through a Top Up

			and Tariff system. MTFP assumes baseline funding as per 2013/14 from 2021/22 onwards
The cultural change and capability required to deliver against the Council's aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.	Possible	Low	Programme Board will ensure that the project management framework is effective and that robust business cases are developed prior to approval of projects and that projects are monitored, with issues being raised and escalated at an early stage for consideration. A Change Management frame work has been implemented for significant projects.
The assumptions contained within the MTFP are not realised.	Likely	Low	Prudent assumptions are included in MTFP. A contingency budget in addition to a significant amount of reserves are held to mitigate any in year financial risks or volatility relating to income, or increases in expenditure, and which can be utilised in the event of variations to the assumptions made
Recruitment and Retention of skilled staff	Likely	High	The increased use of agency / consultants brought in to do the right jobs.

Policy and Resources Committee

Central & Democratic Services

Statutory fees are set by section 110 of the Representation of the People Regulations 2001.

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	% Type	or £				
£			£	£	£	

Electoral Services (Statutory):

Sales of Electoral Registers/ Postal Vote Return report following Election	£10.00		£10.00	£0.00	£10.00	OS
- Per thousand names or part	£2.00		£2.00	£0.00	£2.00	OS
Sales of full or edited (Open) Register/ Notice of alteration/ Supply of Overseas Register	£10.00		£10.00	£0.00	£10.00	OS
- Per thousand names or part	£5.00		£5.00	£0.00	£5.00	OS
Supply of Computer Data: Electoral Registers/ Postal Vote Return report following Election	£20.00		£20.00	£0.00	£20.00	OS
- Per thousand names of part	£1.00	£0.50	£1.50	£0.00	£1.50	OS
Supply of Computer Data: Full or edited (Open) Register/ Notice of alteration/ Supply of Overseas Register	£20.00		£20.00	£0.00	£20.00	OS
- Per thousand names of part	£1.50		£1.50	£0.00	£1.50	OS
Copy of a Return of Declaration of Election Expenses - Per side	£0.20		£0.20	£0.00	£0.20	OS

Policy and Resources Committee

Central & Democratic Services

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	% Type	or £				
£			£	£	£	

Property Name Changes:

Naming or renaming of a registered property	£70.00		£70.00	£0.00	£70.00	OS
Renaming an existing street at resident request, per street	£250.00		£250.00	£0.00	£250.00	OS
Renumbering an existing street at resident request, per property	£50.00		£50.00	£0.00	£50.00	OS
Naming a new street	£100.00		£100.00	£0.00	£100.00	OS
Naming of additional streets on the same application	£30.00		£30.00	£0.00	£30.00	OS
Numbering new development (plots 1-10), per plot	£30.00		£30.00	£0.00	£30.00	OS
Numbering new development (plots 11+), per plot	£20.00		£20.00	£0.00	£20.00	OS
Numbering a block of flats, per block	£100.00		£100.00	£0.00	£100.00	OS
Renumbering due to change in layout plan by developer (plots 1-10), per plot	£20.00		£20.00	£0.00	£20.00	OS
Renumbering due to change in layout plan by developer (plots 11+), per plot	£15.00		£15.00	£0.00	£15.00	OS

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Revenues *

Court costs added to Council Tax accounts.			£70.00	£0.00	£70.00	OS
Court costs added to NDR accounts.			£82.50	£0.00	£82.50	OS

* Charges agreed with Magistrates

2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	Increase/	decrease				
£	%	Type	or £	£	£	

Car Parks							
Gainsborough not including Roseway	0-1 hours			£0.00	£0.00	£0.00	S
	1-2 hours			£0.92	£0.18	£1.10	S
	2-3 hours			£1.33	£0.27	£1.60	S
	3-4 hours			£1.67	£0.33	£2.00	S
	4-6 hours			£2.75	£0.55	£3.30	S
	6+ hours			£3.25	£0.65	£3.90	S
Roseway only	0-1 hours			£0.00	£0.00	£0.00	S
	1-2 hours			£1.15	£0.23	£1.40	S
	2-3 hours			£1.66	£0.33	£2.00	S
	3-4 hours			£2.09	£0.42	£2.50	S
	Travelodge permit			£5.42	£1.08	£6.50	S
Market Rasen	0-1 hours			£0.00	£0.00	£0.00	S
	1-2 hours			£0.00	£0.00	£0.00	S
	2-3 hours			£0.67	£0.13	£0.80	S
	3-4 hours			£0.83	£0.17	£1.00	S
	4-6 hours			£1.42	£0.28	£1.70	S
	6+ hours			£1.67	£0.33	£2.00	S
Annual Season Tickets							
Gainsborough only	Mon-Sat			£510.00	£102.00	£612.00	S
	Mon-Sat (If paid by monthly DD)			£440.00	£88.00	£528.00	S
	Mon-Fri			£430.00	£86.00	£516.00	S
	Mon-Fri (If paid by monthly DD)			£350.00	£70.00	£420.00	S
Market Rasen Only	Mon-Sat		£75.00	£255.00	£51.00	£306.00	S
	Mon-Sat (If paid by monthly DD)			£150.00	£70.00	£220.00	S
	Mon-Fri		£70.00	£215.00	£43.00	£258.00	S
	Mon-Fri (If paid by monthly DD)			£120.00	£55.00	£175.00	S

Penalty Charge Notice							
Higher Rate				£70.00	£0.00	£70.00	OS
Higher rate discounted if paid within 14 days				£35.00	£0.00	£35.00	OS
Lower Rate				£50.00	£0.00	£50.00	OS
Lower rate discounted if paid within 14 days				£25.00	£0.00	£25.00	OS

Penalty Charge Notices have replaced the Excess Charge Notice.
The Traffic Management Act 2004 has introduced differential Penalty Charge Notices.
Notices are categorised as 'Higher' or 'Lower' dependent on the severity of the parking infringement.
Higher penalties are payable at £70 and lower penalties at £50. These categories are as determined in National Guidance.

Electric Vehicle Charging							
Roseway car park (2 charging bays)	charge per kWh			£0.25	£0.05	£0.30	S

Bus Station							
Allocated stand	Per quarter for first stand			£298.50	3%	£307.50	OS
	Per quarter for second stand			£183.50	3%	£189.00	OS
Registered Casual Users Per Quarter				£56.00	3%	£57.50	OS

2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	Increase/	decrease				
£	% Type	or £	£	£	£	

Gainsborough Market**Tuesday Market****Registered Trader**

1 stall			£16.00		£16.00	£0.00	£16.00	OS
2 stalls			£27.00		£27.00	£0.00	£27.00	OS
3 stalls			£35.00		£35.00	£0.00	£35.00	OS
4 stalls			£43.00		£43.00	£0.00	£43.00	OS
5 stalls			£51.00		£51.00	£0.00	£51.00	OS

Casual Trader

1 stall			£17.50		£17.50	£0.00	£17.50	OS
2 stalls			£35.00		£35.00	£0.00	£35.00	OS
3 stalls			£52.50		£52.50	£0.00	£52.50	OS
4 stalls			£70.00		£70.00	£0.00	£70.00	OS
5 stalls			£87.50		£87.50	£0.00	£87.50	OS

Saturday Market**Registered Trader**

1 stall			£10.00		£10.00	£0.00	£10.00	OS
2 stalls			£20.00		£20.00	£0.00	£20.00	OS
3 stalls			£25.00		£25.00	£0.00	£25.00	OS
4 stalls			£30.00		£30.00	£0.00	£30.00	OS
5 stalls			£35.00		£35.00	£0.00	£35.00	OS

Casual Trader

1 stall			£16.50		£16.50	£0.00	£16.50	OS
2 stalls			£33.00		£33.00	£0.00	£33.00	OS
3 stalls			£49.50		£49.50	£0.00	£49.50	OS
4 stalls			£66.00		£66.00	£0.00	£66.00	OS
5 stalls			£82.50		£82.50	£0.00	£82.50	OS

All new traders offered £7.50 per stall on Saturday for a maximum of 6 months

The 6 month period will be cumulative and will be calculated on a rolling basis for each trader

Once a trader has had 6 months discount no further discounts will be given irrespective of time gap between trading

Other Units (Vending Vans, Trailers etc.)**Tuesday Market**

Registered Trader			£23.50		£23.50	£0.00	£23.50	OS
Casual Trader			£25.50		£25.50	£0.00	£25.50	OS

Saturday Market

Registered Trader			£15.00		£15.00	£0.00	£15.00	OS
Casual Trader			£20.00		£20.00	£0.00	£20.00	OS

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

Development

Householder development - do I need planning permission?			£0.00		£20.83	£4.17	£25.00	S
Householder development including alterations, extensions and outbuildings (this fee would also include establishing whether an application is required and any listed building consent enquiry if applicable)			£78.00	3%	£80.00	£16.00	£96.00	S
Non-residential changes of use including siting of caravans for sites under 1ha or buildings under 1,000 m ² (gross)			£166.00	3%	£171.00	£34.20	£205.20	S
Non-residential changes of use including siting of caravans for sites of 1ha or above or buildings of 1,000 m ² or above (gross)			£291.00	3%	£300.00	£60.00	£360.00	S
Development of 1-9 dwellings including changes of use to	1st dwelling		£200.00	3%	£206.00	£41.20	£247.20	S
	Additional dwellings		£111.00	3%	£114.00	£22.80	£136.80	S
Development of 10-49 dwellings including changes of use to	10th dwelling		£1,205.00	3%	£1,241.00	£248.20	£1,489.20	S
	Additional dwellings		£59.00	3%	£61.00	£12.20	£73.20	S
Development of 50 or more dwellings			£3,611.00	3%	£3,719.00	£743.80	£4,462.80	S
With additional fee subject to negotiation dependant on complexity of proposal.								
Encouragement to adopt a Planning Performance Agreement.								
Non-residential development where no floor space is created.			£107.00	3%	£110.00	£22.00	£132.00	S
Non-residential development up to 499 m ² floor area, or 0.5 ha site			£146.00	3%	£150.00	£30.00	£180.00	S
Non-residential development between 500 and 999 m ² floor area, or between 0.5ha and 1.0 ha.								
	For 500 m ² or 0.5ha		£220.00	3%	£227.00	£45.40	£272.40	S
	Each additional 100 m ² or 0.1ha		£111.00	3%	£114.00	£22.80	£136.80	S
Non-residential development between 1,000 and 4,999 m ² floor area, or between 1.1ha and 2.0ha.								
	For 1,000 m ² or 1.1ha		£755.00	3%	£778.00	£155.60	£933.60	S
	Each additional 100 m ² or 0.1ha		£56.00	3%	£58.00	£11.60	£69.60	S
Non-residential development of 5,000 m ² or more or 2.1ha or more.								
	Minimum fee		£3,073.00	3%	£3,165.00	£633.00	£3,798.00	S
With additional fee subject to negotiation dependant on complexity of proposal.								
Encouragement to adopt a Planning Performance Agreement.								
Variation or removal of condition.			£78.00	3%	£80.00	£16.00	£96.00	S
Advertisements			£78.00	3%	£80.00	£16.00	£96.00	S
Non-householder listed building consent			£151.00	3%	£156.00	£31.20	£187.20	S
Additional site visit			£132.00	3%	£136.00	£27.20	£163.20	S
Hazardous Substances			£ negotiable		£ negotiable			S

N.B.

- The fee for a mixed use developments would be derived from the total of the fees for all elements.
- Agricultural development and telecommunications are not included as they have their own national notification procedures which dictate whether there is an pre-application process fee or not.
- Cross boundary pre-application fees will be based upon the amount of development in each authority (if a dwelling straddles the boundary, the authority with the majority its floor space will receive the fee for that dwelling).

		2019/20	Proposed		2020/21	VAT	2020/21	VAT Rate
		£	Increase/	decrease	£	Amount	Charge	
			%	or £		£	Inc. VAT	
Decision Notices, Consents, Determinations, Tree Preservation Orders, Enforcement Notices, S106 Agreements.	Per Item (black/white)	£25.90	3%		£27.00	£0.00	£27.00	OS
Plus officer time at cost recovery								
Other copies								
Copy plans - A4	Per side of A4 (black/white)	£0.20	3%		£0.20	£0.00	£0.20	OS
Copy plans - A3	Per copy	£0.50	3%		£0.50	£0.00	£0.50	OS
Copy plans - A2, A1, A0	Per copy	£6.10	3%		£6.30	£0.00	£6.30	OS
Information on planning records	Planning Control	£0.20	3%		£0.25	£0.05	£0.30	S
Requests for Planning Information	Planning - as per above plus officer time p	£57.90	3%		£59.50	£11.90	£71.40	S
Plus officer time at cost recovery								
Plus officer time per hour at cost recovery								
Entry onto Self-Build and Custom-Build Housing Register		£50.00			£50.00	£0.00	£50.00	OS
Public Path Orders, i.e. Diversion Orders	Minimum charge	£525.31	3%		£541.00	£0.00	£541.00	OS
	Maximum charge	£1,574.91	3%		£1,622.00	£0.00	£1,622.00	OS
Plus actual advertisement costs								

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Outline Applications

All types of building per 0.1ha	Every 0.1ha where the site does not exceed 2.5 ha, £462		£462.00	£0.00	£462.00	OS
	Where the site area exceeds 2.5 ha, £11,432 and an additional £138 for each 0.1ha in excess of 2.5 hectares, subject to a maximum in total of £150,000		£138.00	£0.00	£138.00	OS

Full Applications and Applications for Approval of Reserved Matters following an Outline Permission

Alterations/extensions to existing dwellings	where the application relates to a single dwelling		£206.00	£0.00	£206.00	OS
	where the application relates to 2 or more dwellings where number of dwellings is less than 50		£407.00	£0.00	£407.00	OS
Erection of dwelling	Where the number of dwellings exceeds 50, £22,859 and an additional £138 for each dwelling in excess of 50 subject to a maximum in total of £300,000		£462.00	£0.00	£462.00	OS
Other buildings	Less than 40 m ² floor space created		£234.00	£0.00	£234.00	OS
	Between 40 and 75 m ² floor space created		£462.00	£0.00	£462.00	OS
	Every additional 75 m ² up to 3750 m ²		£462.00	£0.00	£462.00	OS
	Over 3750 m ² , £22,859 and an additional £138 for each 75 m ² in excess of 3750 m ² subject to a maximum in total of		£138.00	£0.00	£138.00	OS
Plant or machinery	Where site does not exceed 5 ha, per 0.1ha		£462.00	£0.00	£462.00	OS
	Over 5 ha £22,859 and an additional £138 for each 0.1ha in excess of 5 ha subject to a maximum in total of £300,000		£138.00	£0.00	£138.00	OS
Agricultural Buildings	Less than 465 m ² floor space created		£96.00	£0.00	£96.00	OS
	Between 465 > 540 m ²		£462.00	£0.00	£462.00	OS
	Between 540 > 4215 m ² , £462 for the first 540 m ² then £462 per additional 75 m ²		£462.00	£0.00	£462.00	OS
	Over 4215 m ² , £22,859 and an additional £138 for each 75 m ² in excess of 4215 m ² subject to a maximum in total of		£138.00	£0.00	£138.00	OS
Glasshouses	No more than 465 m ² floor space created		£96.00	£0.00	£96.00	OS
	More than 465 m ² floor space created		£2,580.00	£0.00	£2,580.00	OS

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	£	£ Type or £				

Changes of Use

A building to more than one dwelling	no. of dwellings 50 or less	£462.00		£462.00	£0.00	£462.00	0%
	more than 50 dwellings, £22,853 and an additional £138 for each dwelling in excess of 50 dwellings subject to maximum in total of £300,000	£138.00		£138.00	£0.00	£138.00	0%
Use of land for deposit of refuse or waste materials or deposit of material remaining after mineral extraction. Use of land for storage of minerals in the open	Each 0.1 ha of the site area, where the site does not exceed 15 ha	£234.00		£234.00	£0.00	£234.00	0%
	Where the site exceeds 15 ha £34,934 and an additional £138 for each 0.1 ha in excess of 15ha subject to a maximum in total of £78,000	£138.00		£138.00	£0.00	£138.00	0%
Other material change of use of building or land		£462.00		£462.00	£0.00	£462.00	0%
No Buildings Created							
Ancillary to a dwelling		£206.00		£206.00	£0.00	£206.00	0%
Car parks, service roads, accesses at existing developments		£234.00		£234.00	£0.00	£234.00	0%
Exploratory drilling for oil/gas	Site area not exceeding 7.5 ha [per 0.1 ha]	£508.00		£508.00	£0.00	£508.00	0%
	Where the site exceeds 7.5 ha £38,070 and an additional £151 for each 0.1 ha in excess of 7.5 ha subject to a maximum in total of £300,000	£151.00		£151.00	£0.00	£151.00	0%
Other Operations - Minerals Working	Site area not exceeding 15 ha [per 0.1 ha]	£234.00		£234.00	£0.00	£234.00	0%
	Where the site exceeds 15 ha £34,934 and an additional £138 for each 0.1 ha in excess of 15 ha subject to a maximum in total of £78,000	£138.00		£138.00	£0.00	£138.00	0%
	In any other case £234 for each 0.1 ha of the site, subject to a maximum of £2,028	£234.00		£234.00	£0.00	£234.00	0%
Advertisements							
Relating to the business on the premises		£132.00		£132.00	£0.00	£132.00	0%
Advance direction signs to a business		£132.00		£132.00	£0.00	£132.00	0%
Other advertisements		£462.00		£462.00	£0.00	£462.00	0%
Prior Notifications and Approvals							
Larger home extensions				£96.00	£0.00	£96.00	0%
Agriculture, forestry or demolition proposals		£96.00		£96.00	£0.00	£96.00	0%
Telecommunications		£462.00		£462.00	£0.00	£462.00	0%
Proposed change of use to state funded school or registered nursery		£96.00		£96.00	£0.00	£96.00	0%
Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels or assembly or leisure		£96.00		£96.00	£0.00	£96.00	0%
Proposed change of use of a building from office use to a dwelling house		£96.00		£96.00	£0.00	£96.00	0%
Proposed change of use of agricultural building to a dwelling house where there are no associated building operations		£96.00		£96.00	£0.00	£96.00	0%
Proposed change of use of agricultural building to a dwelling house and associated building operations		£206.00		£206.00	£0.00	£206.00	0%
Proposed change of use of a building from retail or mixed use retail and residential use to a dwelling house where there are no associated building operations		£206.00		£206.00	£0.00	£206.00	0%
Proposed change of use of a building from retail or mixed use retail and residential use to a dwelling house and associated building operations		£206.00		£206.00	£0.00	£206.00	0%
Permitted development rights removed (Article 4)		£96.00		£96.00	£0.00	£96.00	0%
Other Applications							
Renewal of temporary permission		£0.00	The equivalent planning application fee				0%
Variation or removal of a condition		£234.00		£234.00	£0.00	£234.00	0%
Non-Profit making club, society, organization or trust, providing sports or recreational facilities		£462.00		£462.00	£0.00	£462.00	0%
Lawful Development Certificates - Existing Development	For 50 or fewer dwellings	£462.00		£462.00	£0.00	£462.00	0%
	For more than 50 dwellings, £22,853 and £138 for each dwelling over 50 up to a total maximum of £300,000	£138.00		£138.00	£0.00	£138.00	0%
Lawful Development Certificates - Proposed Development			Half the equivalent application fee				0%
Request for written confirmation of compliance with conditions	alterations or extensions to existing dwellings	£34.00		£34.00	£0.00	£34.00	0%
Request for written confirmation of compliance with conditions	In all other areas	£116.00		£116.00	£0.00	£116.00	0%
Non-material amendment	Householder application	£34.00		£34.00	£0.00	£34.00	0%
Non-material amendment	In all other areas	£234.00		£234.00	£0.00	£234.00	0%
Permission in Principle	per 0.1 ha	£402.00		£402.00	£0.00	£402.00	0%

2019/20	Proposed Increase		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

CIL Charging Schedule - residential charging zones (charge per m²)

Zone 1 Lincoln Strategy Area (LSA)			£25.00			£25.00	£0.00	£25.00	0%
Zone 2 Non Lincoln Strategy Area			£15.00			£15.00	£0.00	£15.00	0%
Zone 3 North East Quadrant Sustainable Urban Extension			£20.00			£20.00	£0.00	£20.00	0%
Zone 4 Gainsborough West (as shown shaded green on the charging schedule map of Gainsborough)			£0.00			£0.00	£0.00	£0.00	0%
£0 charge for apartments across all zones									

CIL Charging Schedule - commercial charging zones (applicable to whole district) (charge per m²)

Convenience Retail*			£40.00			£40.00	£0.00	£40.00	0%
All Other Uses**			£0.00			£0.00	£0.00	£0.00	0%

* Convenience retail is defined as everyday items including food, drink and non-durable household goods

** All other uses and the £0 rate include comparison retail and retail warehousing

No change is permitted to the CIL charging schedule without a full examination by The Planning Inspectorate

		2019/20		Proposed Increase/decrease		2020/21		VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
		£	%	Type	or £	£	£	£	£	
Depositing Litter	Fee set by Government - payable within 14 days of issue	£75.00				£75.00	£0.00	£75.00	OS	
	Fee set by Government - discounted if paid within 10 days	£50.00				£50.00	£0.00	£50.00	OS	
Failure to produce Waste Documents	Fee set by Government - payable within 14 days of issue	£300.00				£300.00	£0.00	£300.00	OS	
Failure to produce Authority to Transport Waste	Fee set by Government - payable within 14 days of issue	£300.00				£300.00	£0.00	£300.00	OS	
Unauthorised Distribution of Free Printed Matter	Fee set by Government - payable within 14 days of issue	£75.00				£75.00	£0.00	£75.00	OS	
Failure to comply with a Domestic Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£100.00				£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days	£75.00				£75.00	£0.00	£75.00	OS	
Failure to comply with an Industrial and Commercial Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£100.00				£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days	£75.00				£75.00	£0.00	£75.00	OS	
Abandoning a Vehicle	Fee set by Government - payable within 14 days of issue	£200.00				£200.00	£0.00	£200.00	OS	
Nuisance Parking	Fee set by Government - payable within 14 days of issue	£100.00				£100.00	£0.00	£100.00	OS	
Anti Social Behaviour Crime and Policing Act 2014 - Community Protection Notice	Fee set by Government - payable within 14 days of issue	£100.00				£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days	£75.00				£75.00	£0.00	£75.00	OS	
Anti Social Behaviour Crime and Policing Act 2014 - Public Space Protection Order	Fee set by Government - payable within 14 days of issue	£100.00				£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days	£75.00				£75.00	£0.00	£75.00	OS	
Fly tipping	Fee set by Government - payable within 14 days of issue	£400.00				£400.00	£0.00	£400.00	OS	
High Hedge Fee	Fee set locally	£307.20	3%			£316.00	£0.00	£316.00	OS	
Fee for abandoned shopping trolleys	Fee set locally (maximum charge)	£100.00				£100.00	£0.00	£100.00	OS	
High Hedges Complaints Application		£307.20	3%			£316.00	£0.00	£316.00	OS	

2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	Increase/	decrease				
£	% Type	or £	£	£	£	

Concessionary rates apply to residents in receipt of benefit or whose only source of income is the State Retirement Pension. A re-imbusement will be given to those residents qualifying for the concession.

Reclaim of Stray Dogs	Prescribed fee	£25.00		£25.00	£0.00	£25.00	05
	Collection fee	£42.00		£42.00	£0.00	£42.00	05
	Plus kennel and vet fees as incurred by the authority.						

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

Housing Enforcement Charges

Mandatory HMO Licence Application	Up to 5 units / bedrooms	£800.00	£25.00	£825.00	£0.00	£825.00	OS
	Per additional unit	£50.00		£50.00	£0.00	£50.00	OS
	Maximum charge - n/a						
Mandatory HMO Licence Renewal	Up to 5 units / bedrooms	£700.00		£700.00	£0.00	£700.00	OS
	Per additional unit	£50.00		£50.00	£0.00	£50.00	OS
	Maximum charge - n/a						
Hazard Awareness Notice	None				£0.00	£0.00	OS
Improvement Notice	For one hazard			£350.00	£0.00	£350.00	OS
Emergency Remedial Action Notice (plus work - see below)	Cost of works plus hourly rate of officer time	Cost of works plus officer time to execute		Cost of works plus officer time to execute	£0.00	£0.00	OS
	Officer time charged at £30 per hour						
Prohibition Order				£350.00	£0.00	£350.00	OS
Emergency Prohibition Order				£350.00	£0.00	£350.00	OS
Demolition Order				£350.00	£0.00	£350.00	OS
Immigration Procedure Inspection	Per inspection	£65.00	6%	£70.00	£14.00	£84.00	S
Mobile Homes Act 2013 - Compliance Notice	Hourly rate of relevant officers with on costs plus work in default costs of works						OS
Mobile Homes Act 2014 - Emergency Remedial Action Notice	Hourly rate of relevant officers with on costs plus work in default cost of works						OS
Penalty Charge Notice (Smoke and Carbon Monoxide Alarm (England) Regulations 2015)	Up to £5,000						OS
Notice of Intent (Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.)) (England) Order 2014)	Up to £5,000						OS
Works In Default of any Legislation or Emergency Remedial Action*	Base charge			Cost of work plus hourly rate of officer with on			OS
Selective Licensing	WLDC Scheme Fee	£375.00		£375.00	£0.00	£375.00	OS
	Co-Regulated Scheme (WLDC Fee)	£120.00		£120.00	£0.00	£120.00	OS
Enforcement of the Domestic Minimum Level of Energy Efficiency (under the Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015, as amended)	up to £5,000						OS
Housing and Planning Act - Civil Penalties	up to £30,000						
The Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020 - Civil Penalties	up to £30,000						

* Outside the scope of VAT unless the owner agrees in which case VAT is chargeable at the standard rate.

2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	Increase/	decrease				
£	% Type	or £	£	£	£	

Mobile Homes Act 2013

Issue of a New Licence			£300.00		£0.00	£300.00	05
Deposit of Site Rules			£30.00		£0.00	£30.00	05
Transfer and Alteration of a Licence			£100.00		£0.00	£100.00	05

	2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
		Increase	decrease				
	£	%	Type or £	£	£	£	
All charges are set by DEFRA							
Application Fee							
- Standard Process	£1,650.00			£1,650.00	£0.00	£1,650.00	0%
- Reduced fee activities	£155.00			£155.00	£0.00	£155.00	0%
PVRI and PVR II activities	£257.00			£257.00	£0.00	£257.00	0%
Vehicle refinishers, & Parts 2, 3, 4 reduced fee activity	£362.00			£362.00	£0.00	£362.00	0%
- Mobile Screening and crushing plant	£1,650.00			£1,650.00	£0.00	£1,650.00	0%
- For the third to seventh applications	£985.00			£985.00	£0.00	£985.00	0%
- For the eighth and subsequent applications	£498.00			£498.00	£0.00	£498.00	0%
An additional charge of £297 applies to the above where the permit is for a combined part B and waste installation.							
Late Application Fee Schedule B reduce fee activity	£71.00			£71.00	£0.00	£71.00	0%
Late Application for other Part B activity or any other solvent	£1,188.00			£1,188.00	£0.00	£1,188.00	0%
Late Application for Mobile Plant	£1,188.00			£1,188.00	£0.00	£1,188.00	0%
Late Application Fee Schedule B Vehicle refinishers or any other Part B	279			279	£0.00	279	0%
Annual Subsistence Fee -Standard Process							
Low	£772.00			£772.00	£0.00	£772.00	0%
Medium	£1,161.00			£1,161.00	£0.00	£1,161.00	0%
High	£1,747.00			£1,747.00	£0.00	£1,747.00	0%
An additional charge of £104 for Low, £156 for Medium and £207 for High applies to the above where the permit is for a combined part B and waste installation.							
- Reduced fee activities							
Low	£79.00			£79.00	£0.00	£79.00	0%
Medium	£158.00			£158.00	£0.00	£158.00	0%
High	£237.00			£237.00	£0.00	£237.00	0%
- PVRI & II Combined							
Low	£113.00			£113.00	£0.00	£113.00	0%
Medium	£226.00			£226.00	£0.00	£226.00	0%
High	£341.00			£341.00	£0.00	£341.00	0%
- Vehicle refinishers							
Low	£228.00			£228.00	£0.00	£228.00	0%
Medium	£365.00			£365.00	£0.00	£365.00	0%
High	£548.00			£548.00	£0.00	£548.00	0%
- Mobile Screening and crushing plant 1st to 2nd Permits							
Low	£626.00			£626.00	£0.00	£626.00	0%
Medium	£1,034.00			£1,034.00	£0.00	£1,034.00	0%
High	£1,551.00			£1,551.00	£0.00	£1,551.00	0%
- Mobile Screening and crushing plant 3rd to 7th Permits							
Low	£385.00			£385.00	£0.00	£385.00	0%
Medium	£617.00			£617.00	£0.00	£617.00	0%
High	£924.00			£924.00	£0.00	£924.00	0%
- Mobile Screening and crushing plant 8th and Subsequent permits							
Low	£198.00			£198.00	£0.00	£198.00	0%
Medium	£314.00			£314.00	£0.00	£314.00	0%
High	473			£473.00	£0.00	£473.00	0%

	2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
		£	% Type or £				
All charges are set by DEFRA							
Application Fee for Part A(2) Activity							
For Each Part A(2)	£3,363.00			£3,363.00	£0.00	£3,363.00	05
SWIP (Small Waste Incineration Plant Installation)	£3,363.00			£3,363.00	£0.00	£3,363.00	05
Mobile Small Waste Incineration Plant	£3,363.00			£3,363.00	£0.00	£3,363.00	05
Late Fee Application Part A(2)	£1,188.00			£1,188.00	£0.00	£1,188.00	05
Variation of Part A(2) Permit	£1,368.00			£1,368.00	£0.00	£1,368.00	05
Subsistence Charge for Part A(2)	Low	£1,343.00		£1,343.00	£0.00	£1,343.00	05
	Medium	£1,507.00		£1,507.00	£0.00	£1,507.00	05
	High	£2,230.00		£2,230.00	£0.00	£2,230.00	05
Where a part B installation is subject to reporting under the E-PRTR regulation an additional charge of £104 applies.							
Transfer and Surrender							
Transfer Schedule B Part B Reduced Fee Activity	Total Transfer	£0.00		£0.00	£0.00	£0.00	05
Transfer Schedule B Part B Reduced Fee Activity	Partial Transfer	£47.00		£47.00	£0.00	£47.00	05
Transfer Schedule B Part B Any Other Part B or Solvent Emission Act	Total Transfer	£169.00		£169.00	£0.00	£169.00	05
Transfer Schedule B Part B Any Other Part B or Solvent Emission Act	Partial Transfer	£497.00		£497.00	£0.00	£497.00	05
Joint Application to Transfer Part B Mobile Plant		£53.00		£53.00	£0.00	£53.00	05
Surrender Part B Permit		£0.00		£0.00	£0.00	£0.00	05
Part A(2) Total Transfer		£235.00		£235.00	£0.00	£235.00	05
Part A(2) Partial Transfer		£698.00		£698.00	£0.00	£698.00	05
Part A(2) Surrender Permit		£698.00		£698.00	£0.00	£698.00	05
Part A(2) where the substantial change results in SWIP		£3,363.00		£3,363.00	£0.00	£3,363.00	05
Substantial Change							
Reduce Fee Activity		£102.00		£102.00	£0.00	£102.00	05
Other Part B or Solvent Emission Activity		£1,050.00		£1,050.00	£0.00	£1,050.00	05
- Standard process where the substantial change results in a new PPC activity		£1,650.00		£1,650.00	£0.00	£1,650.00	05
- New operator at low risk reduced fee		£78.00		£78.00	£0.00	£78.00	05
Subsistence charges can be paid in four equal instalments at an additional cost of £38 p.a.							
Reduced Subsistence Charge		£52.00		£52.00	£0.00	£52.00	05
Late Fee Payment of Subsistence Fees		£52.00		£52.00	£0.00	£52.00	05

**** All statutory charges are set by DEFRA**

		2019/20	Proposed	2020/21	VAT	2020/21	VAT Rate
		£	% Type or £	£	£	£	
Request for Information / Document Disclosure where Charging is	Minimum per request plus cost of materials	£72.00	6%	£76.00	£0.00	£76.00	OS
	Thereafter per hour	£42.00	6%	£45.00	£0.00	£45.00	OS
Health Certificates		£52.00	6%	£55.00	£0.00	£55.00	OS
Food Premises Register	Per page	£3.00	6%	£3.00	£0.00	£3.00	OS
SFBB Pack	(including diary)	£10.00	6%	£11.00	£2.20	£13.20	S
Diary Refill		£6.00		£6.00	£1.20	£7.20	S
Private Water Supply Work	Cost Recovery - Mileage (Per Mile)	£0.40		£0.40	£0.00	£0.40	OS
	Risk assessment - Maximum Hourly Charge	£42.31		£42.31	£0.00	£42.31	OS
	Sampling (each visit) - Maximum Hourly Charge	£42.31		£42.31	£0.00	£42.31	OS
	Investigation - Maximum Hourly Charge	£42.31		£42.31	£0.00	£42.31	OS
	Granting an authorisation (each authorisation) -	£37.27		£37.27	£0.00	£37.27	OS
	Analysing a sample:-						
	Full Laboratory Costs	as per		as per	£0.00	£0.00	OS
	Full Courier Charges	as per		as per	£0.00	£0.00	OS
Food Advisory	Charge for a visit (up to a maximum 2 hours contact time)	£130.00	3%	£134.00	£26.80	£160.80	S
	Charge for additional hours	£42.00	3%	£43.00	£8.60	£51.60	S
Food Hygiene Rating Scheme	Re-inspections	£160.00	3%	£165.00	£0.00	£165.00	OS
Health Act 2006	Smoking in a smoke free place	£50.00		£50.00	£0.00	£50.00	OS
	Failure to display no smoking sign	£200.00		£200.00	£0.00	£200.00	OS

* Private Water Supply Work 19/20 moved from a flat fee to a maximum hourly rate.

Prosperous Communities Committee

Licensing - Gambling Act

2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	Increase	decrease				
£	% Type	or £	£	£	£	

Bingo Premises Licence

Application Fee for Provisional Statement			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Licence for Provisional Statement Premises			£888.30	3%		£914.90	£0.00	£914.90	OS
Application Fee New Premises			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Annual Fee			£823.10	3%		£847.80	£0.00	£847.80	OS
Variation of Licence			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Transfer Fee			£854.20	3%		£879.80	£0.00	£879.80	OS
Application for Reinstatement			£854.20	3%		£879.80	£0.00	£879.80	OS

Adult Gaming Centre

Application Fee for Provisional Statement			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Licence for Provisional Statement Premises			£888.30	3%		£914.90	£0.00	£914.90	OS
Application Fee New Premises			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Annual Fee			£854.20	3%		£879.80	£0.00	£879.80	OS
Variation of Licence			£896.50	3%		£923.40	£0.00	£923.40	OS
Transfer Fee			£854.20	3%		£879.80	£0.00	£879.80	OS
Application for Reinstatement			£854.20	3%		£879.80	£0.00	£879.80	OS

Family Entertainment Centre

Application Fee for Provisional Statement			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Licence for Provisional Statement Premises			£887.20	3%		£913.80	£0.00	£913.80	OS
Application Fee New Premises			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Annual Fee			£750.00			£750.00	£0.00	£750.00	OS
Variation of Licence			£896.50	3%		£923.40	£0.00	£923.40	OS
Transfer Fee			£823.10	3%		£847.80	£0.00	£847.80	OS
Application for Reinstatement			£823.10	3%		£847.80	£0.00	£847.80	OS

Betting Premises (Other)

Application Fee for Provisional Statement			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Licence for Provisional Statement Premises			£887.20	3%		£913.80	£0.00	£913.80	OS
Application Fee New Premises			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Annual Fee			£600.00			£600.00	£0.00	£600.00	OS
Variation of Licence			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Transfer Fee			£854.20	3%		£879.80	£0.00	£879.80	OS
Application for Reinstatement			£854.20	3%		£879.80	£0.00	£879.80	OS

Betting Premises (Tracks)

Application Fee for Provisional Statement			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Licence for Provisional Statement Premises			£887.20	3%		£913.80	£0.00	£913.80	OS
Application Fee New Premises			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Annual Fee			£775.50	3%		£798.80	£0.00	£798.80	OS
Variation of Licence			£986.10	3%		£1,015.70	£0.00	£1,015.70	OS
Transfer Fee			£823.10	3%		£847.80	£0.00	£847.80	OS
Application for Reinstatement			£823.10	3%		£847.80	£0.00	£847.80	OS

2019/20	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	Increase/	decrease				
£	%	Type	or £	£	£	£
Miscellaneous						
Change of Circumstances				£50.00	£50.00	OS
Fee for Copy of a Licence Under the Gambling Act 2005			£0.20	£24.80	£25.00	OS
Temporary Usage License				£390.10	£390.10	OS
Unlicensed FEC's & Prize gaming Permits (10 year duration)						
New Gaming Machine Permit (no annual fee)				£300.00	£300.00	OS
Renewal				£300.00	£300.00	OS
Change of name on permit				£25.00	£25.00	OS
Copy of permit				£15.00	£15.00	OS
New Prize Gaming Permit (no annual fee)				£300.00	£300.00	OS
Renewal				£300.00	£300.00	OS
Change of name on permit				£25.00	£25.00	OS
Copy of permit				£15.00	£15.00	OS
Club Gaming Permit & Club Machine Permit (10 year duration)						
New grant Club Gaming Permit				£200.00	£200.00	OS
New grant Club Gaming Permit with Club Premises Certificate (fast track)				£100.00	£100.00	OS
Renewal				£200.00	£200.00	OS
Renewal of Club Gaming Permit with Club Premises Certificate (fast track)				£100.00	£100.00	OS
Annual Fee				£50.00	£50.00	OS
Variation				£100.00	£100.00	OS
Copy of permit				£15.00	£15.00	OS
Lotteries						
Society Lottery - New				£40.00	£40.00	OS
Society Lottery - Renewal				£20.00	£20.00	OS
Machines in Alcohol Licensed premises - 3 or more machines						
New				£150.00	£150.00	OS
Annual Fee				£50.00	£50.00	OS
Transfer				£25.00	£25.00	OS
Variation				£100.00	£100.00	OS
Change of name on permit				£25.00	£25.00	OS
Copy of gaming machine permit				£15.00	£15.00	OS
Gambling Machine Permit - Up to 2 Machines		One-off fee		£50.00	£50.00	OS

		2019/20		Proposed		2020/21	VAT	2020/21	VAT
		£	% Type	increase/decrease	or £				
Taxi Licensing (including Horse Drawn Omnibus)									
Driver's License Application (3Yr)	New/Renewal	£161.00	6%			£171.00	£0.00	£171.00	0%
Knowledge Test Fee	New or Lapsed Driver Licenses	£33.00	6%			£35.00	£0.00	£35.00	0%
Knowledge Test Fee	Retest	£33.00	6%			£35.00	£0.00	£35.00	0%
DBS Check	On New or Renewal	£44.00				£44.00	£0.00	£44.00	0%
DBS Admin Fee*	On New or Renewal	£10.00				£10.00	£0.00	£10.00	0%
	<i>*This fee is controlled by City of Lincoln Council and subject to change</i>								
Vehicle License	New	£243.00				£243.00	£0.00	£243.00	0%
Vehicle License	Renewal	£243.00				£243.00	£0.00	£243.00	0%
Replacement Plate ADD cost of materials	Plate only (does not include cost of plate)	£28.00	3%			£29.00	£0.00	£29.00	0%
Replacement Plate & Bracket ADD cost of materials	Plate and Bracket (does not include cost of plate & bracket)	£37.00	3%			£38.00	£0.00	£38.00	0%
Private Hire Operators Licence (5Yr)		£210.00	6%			£223.00	£0.00	£223.00	0%
Transfer of Ownership of Taxi/Private Hire Vehicle License		£26.00	6%			£28.00	£0.00	£28.00	0%
Alcohol and Entertainment Licences									
New Premise Licence									
Charges set by Licensing Act 2003									
Category A		£100.00				£100.00	£0.00	£100.00	0%
Category B		£190.00				£190.00	£0.00	£190.00	0%
Category C		£315.00				£315.00	£0.00	£315.00	0%
Category D		£450.00				£450.00	£0.00	£450.00	0%
Category E		£635.00				£635.00	£0.00	£635.00	0%
Large scale application >4999 (minimum fee applies)		£1,000.00				£1,000.00	£0.00	£1,000.00	0%
Variation of Premises Licence		£100 - £635				£100 - £635	£0.00	£100 - £635	0%
Change of DPS or Disapplication of DPS		£23.00				£23.00	£0.00	£23.00	0%
Annual fee demand									
Category A		£70.00				£70.00	£0.00	£70.00	0%
Category B		£180.00				£180.00	£0.00	£180.00	0%
Category C		£295.00				£295.00	£0.00	£295.00	0%
Category D		£320.00				£320.00	£0.00	£320.00	0%
Category E		£350.00				£350.00	£0.00	£350.00	0%
Large scale annual fee >4999 (minimum fee applies)		£500.00				£500.00	£0.00	£500.00	0%
Minor Variation		£89.00				£89.00	£0.00	£89.00	0%
Provisional Statement		£195.00				£195.00	£0.00	£195.00	0%
Register of Interest		£21.00				£21.00	£0.00	£21.00	0%
Copy of Licence		£10.50				£10.50	£0.00	£10.50	0%
Club Premises Certificate - New		£100 - £635				£100 - £635	£0.00	£100 - £635	0%
Club Premises Certificate - Variation		£100 - £635				£100 - £635	£0.00	£100 - £635	0%
Club Premises Certificate - Minor Variation		£89.00				£89.00	£0.00	£89.00	0%
Personal Licence - New		£37.00				£37.00	£0.00	£37.00	0%
Personal Licence - Change of name /address		£10.50				£10.50	£0.00	£10.50	0%
Personal Licence - Copy of Licence (card part, paper part or both)		£10.50				£10.50	£0.00	£10.50	0%
Transfer of Premises Licence		£23.00				£23.00	£0.00	£23.00	0%
Temporary Event Notice		£21.00				£21.00	£0.00	£21.00	0%
Skin Piercing	Premises registration	£180.00	3%			£185.00	£0.00	£185.00	0%
	Personal registration	£47.00	6%			£50.00	£0.00	£50.00	0%
Street Trading Consents		£176.00	6%			£187.00	£0.00	£187.00	0%
Copy of Any License Not Covered by the Licensing Act 2003 or Gambling Act 2005		£26.00				£26.00	£0.00	£26.00	0%

	2019/20	Proposed		2020/21	VAT	2020/21	VAT		
		Increase/	decrease					Amount	Charge
	£	% Type	or £	£	£	£			
Sale of Animals	New (Part A)			£182.00	6%	£193.00	£0.00	£193.00	OS
	New (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Renewal (Part A)			£182.00	6%	£193.00	£0.00	£193.00	OS
	Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
Animal Boarding Establishments (Excludes vet fees payable direct to vet)	Cats or Dogs - New (Part A)			£228.00	6%	£242.00	£0.00	£242.00	OS
	Cats or Dogs - New (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Cats or Dogs - Renewal (Part A)			£228.00	6%	£242.00	£0.00	£242.00	OS
	Cats or Dogs - Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Cats and Dogs (Dual) - New (Part A)			£263.00	6%	£285.00	£0.00	£285.00	OS
	Cats and Dogs (Dual) - New (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Cats and Dogs (Dual) - Renewal (Part A)			£263.00	6%	£285.00	£0.00	£285.00	OS
	Cats and Dogs (Dual) - Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Home Boarding - New (Part A)			£151.00	6%	£160.00	£0.00	£160.00	OS
	Home Boarding - New (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Home Boarding - Renewal (Part A)			£151.00	6%	£160.00	£0.00	£160.00	OS
	Home Boarding - Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Hiring of Horses	New or Renewal (Part A) + vet fee			£228.00	6%	£242.00	£0.00	£242.00
New or Renewal (Part B) + vet fee				£102.00	6%	£108.00	£0.00	£108.00	OS
Dog Breeding	New (part A) + vet fee			£228.00	6%	£242.00	£0.00	£242.00	OS
	New (part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
	Renewal (Part A)			£228.00	6%	£242.00	£0.00	£242.00	OS
	Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
Dog Day Care	New or Renewal (Part A)			£151.00	6%	£160.00	£0.00	£160.00	OS
	New or Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
Exhibition Of Animals	New or Renewal (Part A)			£151.00	6%	£160.00	£0.00	£160.00	OS
	New or Renewal (Part B)			£102.00	6%	£108.00	£0.00	£108.00	OS
Application to be re-rated	per hour or part of			£63.00		£63.00	£0.00	£63.00	OS
Variation to the licence	per hour or part of			£63.00		£63.00	£0.00	£63.00	OS
Dangerous Wild Animals (Excluding vet fees)	Vets fees plus admin costs of			£150.00	6%	£159.00	£0.00	£159.00	OS
Zoos (Excluding vet fees) - 4 yr. initial application	Part A Vets fees plus admin/costs inc initial inspection			£375.00	6%	£398.00	£0.00	£398.00	OS
Zoos Yr. 2 + Yr. 3 informal visits	Part B Compliance checks		£298.00		£298.00	£0.00	£298.00	OS	
Zoos (Excluding vet fees) - 6 yr. licence	Part A Vets fees plus admin/costs inc initial inspection			£535.00	6%	£567.00	£0.00	£567.00	OS
Zoos Yr. 2 + Yr. 3 + Yr. 4 + Yr. 5 informal visits	Part B Compliance checks for yr. 2, 3, 5. Yr. 4 more in depth check		£1,134.00		£1,134.00	£0.00	£1,134.00	OS	
Scrap Metal									
New/Renewal Collectors fee - 3 yr.	Admin/processing of application (part A)			£101.00	6%	£107.00	£0.00	£107.00	OS
	Document inspection - year 1 (part B)			£36.00	6%	£38.00	£0.00	£38.00	OS
	Document inspection - year 2 (part B)			£38.00	6%	£40.00	£0.00	£40.00	OS
	Document inspection - year 3 (part B)			£38.00	6%	£40.00	£0.00	£40.00	OS
Change of details, name / address				£108.00		£40.00	£0.00	£40.00	OS
New/Renewal Site fee - 3 yr.	Part A Admin of application includes initial yr. 1 inspection			£336.00	3%	£408.00	£0.00	£408.00	OS
	Part B Follow up compliance inspection by 2 officers - year 1			£243.00	3%	£256.00	£0.00	£256.00	OS
	Part B Follow up compliance inspection - year 2 by 2 officers			£257.00	3%	£265.00	£0.00	£265.00	OS
Change of site manager			£75.00		£40.00	£0.00	£40.00	OS	
Sex Shop Licences and Sexual Entertainment Venues	Initial application (part A)			£1,887.00		£1,887.00	£0.00	£1,887.00	OS
	compliance check (part B)			£123.00	3%	£133.00	£0.00	£133.00	OS
	Renewal (part A)			£308.00	3%	£317.00	£0.00	£317.00	OS
	compliance check (part B)			£123.00	3%	£133.00	£0.00	£133.00	OS
	Transfer fee			£408.00		£221.00	£0.00	£221.00	OS

* To comply with legal requirements relevant licence fees are now made up of two parts. Part A is payable upon application, and Part B is only payable if the licence is granted and must be paid prior to the licence being issued. Applicants may, if they wish, pay both parts together at the time of the application but are under no obligation to do so. If an applicant does pay both parts of the fee at the time of the application and the licence is subsequently

		2019/20		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
		£	Proposed Increase/decrease % Type or £				
Access to data	Access to information not held on public registers (includes £5 admin fee)	£21.00	6%	£22.50	£0.00	£22.50	0%
	Cancellation Fee	£5.50	6%	£6.00	£0.00	£6.00	0%
LLC1	Any one part of the register	£7.00	6%	£7.50	£0.00	£7.50	0%
	Whole of the register	£21.00	6%	£22.50	£0.00	£22.50	0%
	Per additional parcel (maximum of £16)	£1.00	6%	£1.00	£0.00	£1.00	0%
CON 29R	One parcel	£67.00	6%	£71.00	£14.20	£85.20	S
	Each additional parcel	£15.00	6%	£16.00	£3.20	£19.20	S
	Lincolnshire County Council Fee	£21.00	0%	£23.10	£4.62	£27.72	S
CON 290							
submitted with CON29R or LLC1	Each printed enquiry	£16.50	6%	£17.50	£3.50	£21.00	S
submitted on its own	Each printed enquiry	£16.50	6%	£17.50	£3.50	£21.00	S
Administration Fee		£12.00	6%	£12.50	£2.50	£15.00	S
Additional Enquiries *	Per additional enquiry	£28.50	6%	£30.00	£6.00	£36.00	S/O
Filing a definitive certificate of the Lands Tribunal		£3.00	6%	£3.00	£0.00	£3.00	0%
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)	Fee set according to time and work involved						S

* The VAT treatment of this supply will follow the treatment of the initial search (e.g. if CON29 it will be taxable, but if LLC1 it will be outside the scope)

2019/20	Proposed Increase/decrease		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Exclusive Rights of Burial (B) or Cremated Remains (C) in Earthen Graves

Single Grave not exceeding 9' x 4' (99 years) (B)	£594.50	4%	£618.50	£0.00	£618.50	0%
Double Grave not exceeding 9' x 4' (99 years) (B)	£832.50	4%	£866.00	£0.00	£866.00	0%
Triple Grave not exceeding 9' x 4' (99 years) (B)	£930.50	4%	£967.50	£0.00	£967.50	0%
Single Grave not exceeding 9' x 4' (50 years) (B)	£297.50	4%	£309.50	£0.00	£309.50	0%
Double Grave not exceeding 9' x 4' (50 years) (B)	£416.00	4%	£432.50	£0.00	£432.50	0%
Triple Grave not exceeding 9' x 4' (50 years) (B)	£465.50	4%	£484.00	£0.00	£484.00	0%
Cremated remains only grave not exceeding 4' 6" x 4' (C)	£356.50	4%	£371.00	£0.00	£371.00	0%
Cremated remains only grave not exceeding 4' 6" x 4' (C) (child up to 12 years)	£100.00		£100.00	£0.00	£100.00	0%
Exhumation:						
Body	£517.00	4%	£537.50	£0.00	£537.50	0%
Cremated remains	£258.50	4%	£269.00	£0.00	£269.00	0%

Monuments, Gravestones, Tablets & Monumental Inscriptions (Permission to erect) (Includes initial inscription)

Headstone up to 18 inches (C)	£119.00	4%	£124.00	£0.00	£124.00	0%
Headstone 18 inches to 3ft (B)	£142.50	4%	£148.00	£0.00	£148.00	0%
Headstone over 3ft but under 4ft (B)	£258.50	4%	£269.00	£0.00	£269.00	0%
Small vase (up to 6 inches) (B) (C)	£51.50	4%	£53.50	£0.00	£53.50	0%
Vase (6 inches to 1ft) (B) (C)	£95.00	4%	£99.00	£0.00	£99.00	0%
Plaque (not exceeding 8" x 4" (fixed)) (B) (C)	£51.50	4%	£53.50	£0.00	£53.50	0%
Plaque (not exceeding 12" x 6" (fixed)) (B) (C)	£95.00	4%	£99.00	£0.00	£99.00	0%
Flat stone (not exceeding 12" x 12") (B) (C)	£95.00	4%	£99.00	£0.00	£99.00	0%
Flat stone (not exceeding 12" x 18") (B) (C)	£105.50	4%	£109.50	£0.00	£109.50	0%
Memorial figurine (not exceeding 12" (fixed)) (B) (C)	£95.00	4%	£99.00	£0.00	£99.00	0%
Memorial figurine (12" up to 24" (fixed)) (B) (C)	£113.50	4%	£118.00	£0.00	£118.00	0%
For each inscription after the first	£42.50	4%	£44.00	£0.00	£44.00	0%

Registration Fees

Per certified copy of a certificate of grant of exclusive Right of Burial	£68.00	4%	£70.50	£0.00	£70.50	0%
Per certified copy of entry in Register of Burials	£68.00	4%	£70.50	£0.00	£70.50	0%

Copies of Certificates

Permission to plant memorial tree	£77.50	4%	£80.50	£0.00	£80.50	0%
Permission to install memorial seat	£77.50	4%	£80.50	£0.00	£80.50	0%

NB. Burial grounds are at Market Rasen & Springthorpe

Prosperous Communities Committee

Operational Services

		2019/20		Proposed Increase/decrease	2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
		£	% Type					
Garden Waste and Additional Blue Sacks	Per 5 sacks or stickers	£8.55	3%		£8.85	£0.00	£8.85	05
	Postage & packaging of 5 sacks	£2.15	3%		£2.25	£0.00	£2.25	05
	Per 20 Stickers	£0.65	3%		£0.70	£0.00	£0.70	05
Garden Waste wheeled Bin (Annual charge)	Collection of 1st bin	£35.00			£35.00	£0.00	£35.00	05
Garden Waste wheeled Bin (Annual charge)	Collection of 2nd and subsequent bins	£35.00			£35.00	£0.00	£35.00	05
Wheeled Bin Replacement (supply & delivery)	Residual/blue recycling	£33.00			£33.00	£0.00	£33.00	05
	Garden Waste 2nd and subsequent bins	£15.00			£15.00	£0.00	£15.00	05
Wheeled Bins for New Properties (supply & delivery)	Residual/blue recycling	£33.00			£33.00	£0.00	£33.00	05
	Garden Waste 2nd and subsequent bins	£15.00			£15.00	£0.00	£15.00	05
Bulky Household Waste Collections	Collection articles worth up to 6 points	£31.00	3%		£32.00	£0.00	£32.00	05
	Additional articles worth 1 point collected at the same	£4.00	3%		£4.15	£0.00	£4.15	05
Collection and Disposal of Fridges and Freezers from Commercial Premises		£88.00	3%		£88.60	£0.00	£88.60	05
Collection of Clinical Waste		£0.00			£0.00	£0.00	£0.00	05

	Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
	2019/20	Increase/decrease				
	£	% Type or £	£	£	£	
Cremation	£805.00		£805.00	£0.00	£805.00	X
Early start (09:00 & 09:45)	£650.00		£650.00	£0.00	£650.00	X
Direct Cremation (no attendance 08:45)	£450.00		£450.00	£0.00	£450.00	X
Body parts/slides and blocks	£75.00		£75.00	£0.00	£75.00	X
Saturday service (with discussion with Manager)	£1,127.00		£1,127.00	£0.00	£1,127.00	X
Late cancellation fee (cancellations within 72 hours of service)	£110.00		£110.00	£0.00	£110.00	X
Chapel fee (extension 20 minutes)	£175.00		£175.00	£0.00	£175.00	X
Chapel fee (extension 40 minutes)	£225.00		£225.00	£0.00	£225.00	X
Strewing/scattering of cremated remains from elsewhere	£55.00		£55.00	£0.00	£55.00	X
Webcast recording	£40.00		£40.00	£8.00	£48.00	S
Webcast recording (available for 28 days and download)	£45.00		£45.00	£9.00	£54.00	S
DVD recording (1st copy)	£50.00		£50.00	£10.00	£60.00	S
DVD recording (each subsequent copy)	£25.00		£25.00	£5.00	£30.00	S
Visual tribute (1 photograph)	£15.00		£15.00	£3.00	£18.00	S
Visual tribute (2-10 photographs) (slideshow played on a loop)	£40.00		£40.00	£8.00	£48.00	S
Video tribute (up to 5 minutes)	£35.00		£35.00	£7.00	£42.00	S
DVD containing the tribute (1st copy)	£25.00		£25.00	£5.00	£30.00	S
DVD containing the tribute (each subsequent copy)	£20.00		£20.00	£4.00	£24.00	S
Book of Remembrance (2 lines)	£75.00		£75.00	£15.00	£90.00	S
Book of Remembrance (each additional line) (to a maximum of 8	£8.33		£8.33	£1.67	£10.00	S
Book of Remembrance (illustrations)	POA	plus Admin Fee £10-£30 dependent upon requirements	POA	POA	POA	S
Miniature book (leather - 2 lines)	£90.00		£90.00	£18.00	£108.00	S
Miniature book (leather - 5 lines)	£110.00		£110.00	£22.00	£132.00	S
Miniature book (leather - 8 lines)	£120.00		£120.00	£24.00	£144.00	S
Memorial card (2 lines)	£40.00		£40.00	£8.00	£48.00	S
Memorial card (5 lines)	£60.00		£60.00	£12.00	£72.00	S
Memorial card (8 lines)	£70.00		£70.00	£14.00	£84.00	S
Additional inscription to existing books and cards	£18.33		£18.33	£3.67	£22.00	S
Floral design (available for 5 and 8 lines only)	£40.00		£40.00	£8.00	£48.00	S
Caskets *	£45.00		£45.00	£9.00	£54.00	S
Temporary deposit of Cremated remains per month after initial month	£10.00		£10.00	£2.00	£12.00	S
Witnessed scattering	£20.00		£20.00	£0.00	£20.00	X
Sanctum 2000 vault (leased for 10 years) **	£791.67		£791.67	£158.33	£950.00	S
Barbican memorial (space lease for 5 years) **	£192.50		£192.50	£38.50	£231.00	S
Mulberry Tree - per leaf, space leased for 5 years	£137.50		£137.50	£27.50	£165.00	S

* If a casket is sold as part of a funeral package it will be exempt from VAT; if supplied on its own it will be standard rated

** Sanctum 2000 vault/Barbican memorial/Mulberry tree - additional artwork/photo plaque can be provided - POA (plus Admin Fee £10-£30 dependent upon requirements)

		Proposed		2020/21	VAT Amount	2020/21 Charge Inc. VAT	VAT Rate
		Increase/ %	decrease or £				
£	Type	£	£	£	£	£	
Theatre (rehearsal) (Mon-Thurs)	per hour	£55.00		£55.00	£11.00	£66.00	5
Theatre (rehearsal) (Mon-Thurs)	per half day	£180.00		£180.00	£36.00	£216.00	5
Theatre (rehearsal) (Mon-Thurs)	per full day	£280.00		£280.00	£56.00	£336.00	5
Theatre (rehearsal) (Fri-Sat)	per hour	£55.00		£55.00	£11.00	£66.00	5
Theatre (rehearsal) (Fri-Sat)	per half day	£216.00		£216.00	£43.20	£259.20	5
Theatre (rehearsal) (Fri-Sat)	per full day	£340.00		£340.00	£68.00	£408.00	5
Theatre (rehearsal) (Sun)	per hour	£75.00		£75.00	£15.00	£90.00	5
Theatre (rehearsal) (Sun)	per full day	£595.00		£595.00	£119.00	£714.00	5
Theatre (performance) (Mon-Thurs)	per hour	£65.00		£65.00	£13.00	£78.00	5
Theatre (performance) (Mon-Thurs)	per half day	£230.00		£230.00	£46.00	£276.00	5
Theatre (performance) (Mon-Thurs)	per full day	£375.00		£375.00	£75.00	£450.00	5
Theatre (performance) (Fri-Sat)	per hour	£65.00		£65.00	£13.00	£78.00	5
Theatre (performance) (Fri-Sat)	per half day	£275.00		£275.00	£55.00	£330.00	5
Theatre (performance) (Fri-Sat)	per full day	£450.00		£450.00	£90.00	£540.00	5
Theatre (performance) (Sun)	per hour	£95.00		£95.00	£19.00	£114.00	5
Studio One/Two (Mon-Sat) (educational/charity)	per hour	£13.33		£13.33	£2.67	£16.00	5
Studio One/Two (Mon-Sat)	per hour	£20.00		£20.00	£4.00	£24.00	5
Studio One/Two (Mon-Sat)	per half day	£65.83		£65.83	£13.17	£79.00	5
Studio One/Two (Mon-Sat)	per full day	£115.83		£115.83	£23.17	£139.00	5
The Lounge (including duty manager)	per half day	£115.83		£115.83	£23.17	£139.00	5
The Lounge (including duty manager)	per full day	£222.50		£222.50	£44.50	£267.00	5
Duty Manager/Technician	per hour	£13.33		£13.33	£2.67	£16.00	5
Film showings - adult		£5.00		£5.00	£1.00	£6.00	5
Film showings - concessionary *		£4.17		£4.17	£0.83	£5.00	5
Film showings - TAC member		£3.75		£3.75	£0.75	£4.50	5

Box office commission for community production hire agreements is 10%

Box office commission for professional production hire agreements is 15%

* concessionary prices eligibility are school children, those on income support, senior citizens, students and those on disability allowance

CAPITAL INVESTMENT STRATEGY 2020/21 – 2024/25

1. Introduction

The Council is required to approve a Capital Investment Strategy in accordance with the Prudential Code for Capital Finance In Local Authorities.

The Capital Investment Strategy provides a high level overview of how capital investment, capital financing and treasury management activity supports the provisions of services. It considers associated risks and how they are managed and ensures that future financial implications are identified to inform future years budgets and financial sustainability.

The Strategy forms part of the Council's overall Corporate Planning Framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's corporate priorities and objectives over a medium term (five year) planning horizon and ensures that the revenue implications of investments are both affordable and sustainable.

The strategy provides a framework for determining the relative importance of individual capital projects. It defines how the capital programme is to be formulated, and it identifies issues and options that influence revenue and capital spending, and sets out how the resources will be managed.

Key elements of the strategy;

- Ensures investments meet our Corporate Plan objectives
- Incorporates the requirements of the Asset Management Plan
- Enables the development of an Capital Investment Programme over the medium term (5 years)
- A framework which will identify priorities for the use of resources for investment.
- Decisions are based on sound business cases.
- Risks are identified and mitigated where possible
- Directly links to the Treasury Management Strategy ensuring an affordable and sustainable Capital Investment Programme in adherence to legislation and the Prudential Code.
- Informs the Medium Term Financial Plan by identifying the revenue impacts of investment decisions.
- Incorporates an annual review to ensure the programme still meets our priorities.
- Considers innovative solutions to funding.

2. Principles Supporting the Capital Investment Strategy

a) Strategy Principles

- The investment programme will support the Council's strategic priorities, therefore, the capital investment programme will link to all key strategic planning documents: specifically the Corporate Plan, Executive Business Plan, Medium Term Financial Plan and the Asset Management Plan.
- Schemes within the programme will be prioritised on an authority wide basis and the process of assessing investments, against specific criteria, will optimise the benefit and relative importance of potential schemes.
- **Responsible Investing (RI)** - investing in opportunities that seek to generate both financial value and sustainable growth,
- **Socially responsible investing (SRI)**, also known as sustainable, socially conscious, "green" or ethical investing, as well as any investment strategy which seeks to consider both financial return and social good.

b) Capital Investment Policy

The Capital Investment Strategy will be underpinned by a Land and Property Investment Policy. The policy ***does not describe detailed operational investment activity but does describe the framework, and principal [underlying] considerations, which the Council will follow when reviewing and subsequently agreeing investment opportunities.*** It is designed to support the goals and objectives as outlined in the Corporate Plan, the general objectives of a UK public sector service provider and the very specific aims; goals and aspirations of the Council members; executive officers and their teams.

c) Finance Principles

- The overarching principal is the commitment to achieve affordable capital investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources.
- Ensure evaluation for value for money investments by whole life costing (where applicable) and by having robust Business Cases with full financial modelling, and appropriate due diligence in estimates in order to inform the full financial implications
- To develop partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.

- Monitoring and evaluation of approved budgets will form part of the quarterly budget monitoring reports.
- Monitoring and evaluation of approved Programmes and projects will form part of Performance Management.
- Encourage community engagement by informing on priorities and consultation on proposals.
- To invest in non-treasury activities to support ongoing sustainability in the delivery of services.
- Regularly review Business Cases as schemes are developed and update financial models to inform future budget impacts.

d) Asset Management Principles

The Asset Management Policy ensures that;

- We will take all reasonable and practical steps to ensure the health, safety and wellbeing of staff, visitors and contractors who use or visit our buildings, land or property and who use or are in contact with supporting asset infrastructure.
- We will ensure that all our buildings and land and property assets are fully compliant with current legal requirements, are fit for purpose and managed and maintained in accordance with best practice.
- We will ensure that infrastructure supporting our physical assets is safe and fully compliant with relevant legislative and regulatory requirements.
- All activity on our assets will be carried out in compliance with relevant legislative and statutory requirements.
- We will assess asset related risks and manage such risk in accordance with our corporate risk management policy or in accordance with procedures relevant to the specific asset, its use and function.
- We will retain and/or acquire physical assets which are appropriate to our business and function and dispose of those assets which are not fit for purpose or which cannot support our business or investment criteria.
- We shall continue to actively develop our asset management systems; processes and procedures in a way which is appropriate; efficient; transparent and sustainable and which supports the best management outcomes for our physical assets.

- We shall continue to train and develop staff across the asset management discipline and apply technology and innovation where practical.
- We shall seek continual improvement of our management capability and activities to ensure value for money for all stakeholders.

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 2019/20 will support the Corporate Plan's key themes;

- Our People – Health and Wellbeing, Leisure, Skills, Vulnerable Groups and Communities, Education and Skills
- Our Place – Economy, Housing Growth, Public Safety and Environment
- Our Council – Finance, Customer, Staff and Members

The Council's financial planning process ensures that the decisions about the allocation of capital and revenue resources are taken to achieve a corporate and consistent approach. The key corporate documents and relevant linkages with this strategy include;

The Corporate Plan – priorities for the medium term

The Medium Term Financial Plan - incorporates the Financial Strategy, revenue budget financial impacts of capital investment decisions.

The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.

The Treasury Management Strategy (including Investment Strategy) informs the affordability and sustainability of prudent investment decisions.

The Commercial Portfolio Strategy – informs how acquisitions of investment properties will be made on a risk based approach

The Value for Money Strategy – Ensuring VFM is achieved from investment decisions.

The Housing Strategy – Supporting housing growth and regeneration within the district.

The Strategic Asset Management Plan – Investment needs of our own land and property holdings

Service Improvement Plans – Investment need for delivery of quality services

4. The Capital Investment Strategy Process

The strategic approach to revenue and capital investment decisions needs to be formalised to ensure that our resources are directed to the most appropriate schemes which both deliver our corporate priorities and which are based on sound business cases. Assessment and prioritisation of capital investments schemes are based on uniform criteria.

Therefore the Capital Investment Strategy Process has been developed which will ensure that prioritisation of investments are directed to deliver Corporate Objectives and delivery of the Executive Business Plan and Service Improvement Plans in addition to generating returns to support delivery of core services.

The process for includes:

- Review existing Capital Programme, timing, budget requirements etc.
- Annual review of existing Projects
- Asset Management Plan – detailed costs of required investment in property portfolio and property assets to be disposed.
- Review of asset replacement programmes
- Consideration of financing availability i.e. Earmarked Reserves, Grant funding, Capital Receipts and Prudential Borrowing
- Business Planning – identifying new schemes and projects for evaluation both capital and revenue.
- Evaluation of all proposed schemes against scoring matrix.
- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

The final approved Capital Investment Programme and its financial implications, are included within the Medium Term Financial Plan, submitted to the Council annually in March for approval.

Fully costed and appraised business cases for each scheme will be presented to a relevant Board for consideration prior to any decision being made.

The Capital Programme consists of 4 levels of activity;

- Pre-Stage 1 – Business Case in preparation
- Stage 1 – Budget approved – requires full business case
- Stage 2 – Business case approved in principal or awaiting funding
- Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured

The investment and the ongoing revenue implications of each scheme are ascertained from the financial implications and appraisals within the business case.

The Capital Investment Value is assessed against the capital definition, and deminimis limits (£10k).

Revenue Implications – include the impact on revenue budgets for running costs/additional staffing etc. and the impact of the cost of borrowing or loss of investment interest if capital receipts and revenue reserves are to be utilised

5. Governance of the Capital Investment Programme

In accordance with the Constitution and governance arrangements, the Council reviews its capital requirements and determines its Capital Programme within the framework of the MTFP and as part of the annual budget process. Resource constraints mean the Council continually needs to priorities expenditure in light of its aims and priorities and considers alternative solutions.

To ensure that available resources are allocated optimally, capital programme planning is determined in parallel with service and revenue budget planning process within the frame work of the MTFP.

New programmes of expenditure will be appraised following a clearly defined Business Case gateway process.

The Council will approve in principal the Capital Investment Programme, and will approve the release of funding for replacement and renewal programmes, this is undertaken annually in March as part of budget setting and the approval of the Medium Term Financial Plan.

The Governance and Audit Committee will provide assurance on this Capital Investment Strategy.

Corporate Policy and Resources Committee will be responsible for approving release of funding for the Capital Investment Programme and will therefore receive reports for each scheme detailing the business case, cost, proposed funding and revenue implications.

Corporate Policy and Resources Committee will receive quarterly monitoring an update reports which may include details of;

- new capital investment schemes
- slippage in programme delivery
- programmes removed or reduced
- virements between schemes
- revisions in spend profile
- overspending
- capital acquisitions and disposals
- loan advances and outstanding loan balances

Progress on specific programmes will also be monitored in relation to projects through the Performance Monitoring reporting framework.

The Programme Board will receive monthly highlight reports

The Management Team will receive quarterly monitoring reports and any exception reporting.

Budget Managers will receive monthly monitoring reports.

6. Capital Financing

The funding of Capital schemes can come from a number of resources, the use of external resources will take precedent ;

- Prudential borrowing
- Revenue contributions and Earmarked Reserves
- Capital Receipts
- External grants and contributions (including S106 and Community Infrastructure Levies (CiL))
- Leasing
- Other sources – i.e. partnerships or private sector involvement

This strategy, the outcomes of which will inform the MTFP, is intended to consider all potential funding options available to the Council and to maximise the financial resources available for investment in corporate priorities and service provision and improvement.

To deliver our strategic objectives, especially in relation to economic and housing growth, regeneration, in addition to investment in commercial property which is designed to provide a revenue return, significant levels of investment will be required, which will result in a borrowing need.

Prudential Borrowing

The Council has discretion to undertake Prudential Borrowing to fund capital projects and acquisitions with the full cost of that borrowing (interest and minimum revenue provision) being funded from Council revenue resources and/or capital receipts. This discretion is subject to complying with the Code's regulatory framework which essentially requires any such borrowing to be prudent, affordable and sustainable. Prudential Borrowing provides an option for funding additional capital development however it has to be funded each year from within the revenue budget and by generating additional ongoing income streams from the investment.

Given the pressure on the Council's revenue budget in future years, prudent use will be made of this discretion in cases and only where there is a clear financial benefit, such as "invest to save", "invest to earn". Consideration will only be given to commercial investments where returns are expected to be higher than the revenue costs of the debt, provision of loans where principal repayments will be utilised as proxy for MRP, borrowing or major regeneration schemes which do not increase revenue expenditure levels in the longer term but provide a beneficial economic and or social impact.

The Council will remain cautious and prudent in the extent of prudential borrowing undertaken to fund new capital investment.

Where prudential borrowing is utilised to fund Capital Investment, financial implication considerations will be provided including the risks and opportunities of the investment over both the payback period and over the repayment period of any debt taken out.

Revenue Contributions and Earmarked Reserves

Our continued prudent approach is to set aside revenue resources to fund capital replacement programmes and asset management funding.

New Homes Bonus Grant will continue to be set aside for the purpose of investment in growth and regeneration (economic and housing) and this strategy has been included in the MTFP.

We will consider future Earmarking of Reserves for service investment needs, invest to save and invest to earn projects and enhancements to our own property assets, in addition to consideration of revenue contingencies, volatility and budget smoothing.

Our own resources will therefore be utilised to fund those schemes which provide a SRI, invest to save schemes which achieve efficiencies, and investment in our operational service asset needs.

Capital Receipts

Capital receipts generated from the following sources and where appropriate utilised as detailed.

- Loans principal repayments – used to repay prudential borrowing
- Receipts from Asset Disposal (operational property assets or surplus land)
- Commercial Portfolio Properties – repayment of borrowing
- Share of RTB Housing Transfer Agreement – future investment
- Insurance settlements – replacement of asset

External Grants and contributions (incl S106 and Community Infrastructure Levy (CiL))

The Council will actively pursue grants and contributions and other innovative solutions to funding of capital investment schemes. This funding will be utilised in the first instance.

Leasing

The use of leasing will be undertaken where alternative funding is not available for vehicles or minor equipment and the revenue budget does not allow for a full capital repayment. Where there is a robust business case then the option of leasing may be considered.

Other Sources of Funding

There are a range of other potential funding sources which may be generated locally either by the Council itself or in partnership with others ie a growing number of private organisations are showing interest where clear joint benefits exist. Each case will be subject to specific financial appraisals and appropriate governance arrangements.

7. Investment in Commercial Properties (Non Treasury Investments)

Any acquisition of Commercial Properties will be in accordance with the Commercial Portfolio Strategy and are being acquired to support delivery of services in a financially sustainable organisation. Up to £30m has been approved for investment in Commercial Property in support and protection of Council Services.

Appropriate experts are engaged as required.

All assets will be assessed against a set criteria and the Chief Finance Officer and Chair of Corporate Policy and Resources will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval.

An annual review will be undertaken of the Commercial Property Portfolio to ascertain whether its fair value is sufficient to provide security against loss against the capital investment, and therefore adequate to meet the cost of outstanding borrowing.

Under the Minimum Revenue Provision (MRP) Policy, there will be no annual MRP charge for borrowing undertaken to finance Commercial Properties. However voluntary MRP will be considered if appropriate.

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio. This will help mitigate any financial loss of investment upon the sale of an asset should there be any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

A Commercial Contingency revenue base budget is also included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio in year.

These investment assets are not deemed to be liquid over the short term but are likely to be held for the medium term of 5-10 years.

A number of prudential indicators in relation to these investments are contained within the Treasury Management Strategy and will be monitored throughout the year.

8. Risk

All capital projects have a risk register, with all risks affecting the project considered. A specific risk of capital investment is the impact on the Council's VAT partial exemption (recovery of exempt VAT upto 5% of overall VAT). If exempt VAT exceeds 5% the whole amount is then irrecoverable. Each scheme is therefore assessed for its impact

9. Conclusion

The Capital Investment Strategy is a working document, which enables the Council to make informed rational capital investment decisions to achieve its corporate priorities and objectives. It provides a framework for determining the relative importance of individual projects.

The strategy will be reviewed annually to ensure that it remains relevant and effective.

APPENDIX 6

CAPITAL FINANCING	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	TOTAL CAPITAL INVESTMENT
Grants & Contributions etc	-6,228,119	-4,621,559	-927,775	-927,775	-595,000	-13,300,228
Revenue Financing	-5,537,200	-2,361,547	-1,333,000	-306,000	-677,000	-10,214,747
Useable Capital Receipts	-2,152,300	0	0	0	0	-2,152,300
Prudential Borrowing	-10,200,000	-1,900,000	0	0	0	-12,100,000
Total Capital Programme Funding	-24,117,619	-8,883,106	-2,260,775	-1,233,775	-1,272,000	-37,767,275

TREASURY MANAGEMENT STRATEGY 2020/21 **Minimum Revenue Provision Policy and** **Annual Investment Strategy**

INDEX

1	INTRODUCTION	8
1.1	Background	8
1.2	Reporting requirements	9
1.3	Treasury Management Strategy for 2020/21	10
1.4	Training	11
1.5	Treasury management consultants	11
1	THE CAPITAL PRUDENTIAL INDICATORS 2020/21 – 2022/23	12
2.1	Capital expenditure	12
2.2	The Council's borrowing need (the Capital Financing Requirement)	13
3	BORROWING	14
3.1	Core Funds and Expected investment balances	15
3.2	Current Portfolio Position	15
3.3	Treasury Indicators: Limits to borrowing activity	16
3.4	Prospects for interest rates	18
3.5	Borrowing strategy	19
3.6	Policy on borrowing in advance of need	20
3.7	Debt Rescheduling	20
3.8	New Financial Institutions as a source of borrowing	20
3.9	Approved Sources of Long and Short Term Borrowing	21
4	ANNUAL INVESTMENT STRATEGY	21
4.1	Investment policy	21
4.2	Creditworthiness policy	22
4.3	Country limits	27
4.4	Investment strategy	27
4.5	Investment risk benchmarking	29
4.6	End of year investment report	30
4.7	Non-Treasury Investments	30
4.8	Capital Investment Strategy	31
5	APPENDICES	32
A	The capital prudential and treasury indicators 2019/20 – 2022/23 and MRP statement	33
B	Interest rate forecasts	37
C	Economic Background	40
D	Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management	47
E	Approved Countries	50
F	Treasury management scheme of delegation	51
G	The treasury management role of the section 151 officer	52
H	Capital Investment Strategy	54

1. INTRODUCTION

1.1 Background

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.

The second main function of the treasury management service is the funding of the Council's capital plans. A 5 year Capital Programme is therefore developed to provide a guide to the borrowing need of the Council after taking into account the availability of other sources of funding, i.e. external grant, earmarked reserves, capital receipts, revenue and capital resources. The management of longer-term cash may involve arranging long or short-term loans (external borrowing), or using longer-term cash flow surpluses in lieu of external borrowing (internal borrowing). On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The Council's Corporate Plan identifies the Corporate Objectives of the Council and which then informs capital investment requirements. The 2020/21 to 2024/25 Capital Programme therefore includes significant capital investment which will require resourcing, from revenue, earmarked reserves, capital receipts, grant income, and borrowing.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.

The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as;

“The management of the local authority'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.”

The treasury management activity involves substantial sums of money, which it borrows and invests. This exposes the Council to potential large financial risk, which can include the loss of invested funds, or the revenue consequence of changes in interest rates. Therefore the successful identification, control and monitoring of risk are integral to this function and include credit and counterparty risk, liquidity risk, market or interest rate risk, refinancing risk and legal and regulatory risk.

1.2 Reporting requirements

1.2.1 Capital Investment Strategy

The CIPFA 2017 Prudential and Treasury Management Codes require all Local Authorities to prepare a capital strategy report, which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this capital strategy is to ensure that all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

This capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset. The capital strategy will show:

- The corporate governance arrangements for these types of activities;
- Any service objectives relating to the investments;
- The expected income, costs and resulting contribution;
- The debt related to the activity and the associated interest costs;
- The payback period (MRP policy);
- For non-loan type investments, the cost against the current market value;
- The risks associated with each activity.

Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council has borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required and why the Ministry of Housing, Communities and Local Government

(MHCLG) Investment Guidance and CIPFA Prudential Code have not been adhered to.

If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy.

To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this report.

1.2.2 Treasury Management reporting

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.

Prudential and treasury indicators and treasury strategy (this report)

- The first and most important report is forward looking and 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).

A mid-year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, the Corporate Policy and Resources Committee will receive quarterly update reports.

An annual treasury report – This is a backward looking review documents and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Governance and Audit Committee.

1.3 Treasury Management Strategy for 2020/21

The strategy for 2020/21 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators;
- the Minimum Revenue Provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. This is mandatory training for the Governance and Audit Committee and is delivered annually. This training was undertaken on 14 January 2020. Further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

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. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

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.

The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash

from the Council's functions), and more commercial type investments, such as investment properties. The commercial type investments require specialist advisers, and the Council currently uses Cushman and Wakefield in relation to this activity.

2. THE CAPITAL PRUDENTIAL INDICATORS 2020/21 – 2022/23

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

1.1 Capital expenditure

This prudential indicator is a summary of the Council's capital expenditure plans which are included in the approved Capital Programme and which are the key drivers to treasury management activity. The output of the programme is reflected in the Council's prudential indicators, which are designed to provide Members with an overview and Members are asked to approve the capital expenditure forecasts:

Capital Expenditure By Cluster £m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Our People	1.258	1.870	1.301	0.694	0.595
Our Place	6.132	13.438	14.991	7.890	1.181
Our Council	0.195	0.332	0.826	0.300	0.485
Investment	13.494	7.015	7.000	0.000	0.000
Total	21.079	22.655	24.118	8.883	2.261

Capital expenditure can be financed from a range of external and internal sources. External sources include private sector contributions ie S106 developer agreements, as well as government grants. Internal sources include capital receipts, earmarked reserves, and revenue contributions.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a financing need ie borrowing.

Financing of capital expenditure £m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Capital receipts	0.000	0.435	2.152	0.000	0.000
External Grants	1.578	1.322	5.728	4.622	0.928
S106	0	0.360	0.500	0.000	0.000
Earmarked Reserves	1.053	2.954	5.538	2.161	1.133
Revenue Resources	0	0.185	0	0.200	0.200
Net financing need for the year	18.448	17.399	10.200	1.900	0.00

Other long-term liabilities. The above financing need excludes other long term liabilities, such as leasing arrangements which already include borrowing instruments.

The forecast of Revenue and Capital Reserves after taking into account contributions to and from these reserves for both capital and revenue purposes are detailed in the table below;

Year End Resources £m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
General Fund Balance	3.850	3.636	3.711	3.702	3.694
Earmarked Reserves	15.834	13.858	8.973	7.470	6.542
Total Revenue Reserves	19.684	17,494	12.684	11.172	10.236
Capital receipts	3.360	2.823	2.139	2.205	2.271
Capital Grants Unapplied	0.587	0.000	0.000	0.000	0.000
Total Capital Reserves	3.947	2.823	2.139	2.205	2.271
Total Useable Reserves	23.631	20.317	14.823	13.377	12.507

1.2 The Council's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). 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 indebtedness and its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g. finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the lease provider and so the Council is not required to separately borrow for these schemes. The Council is asked to approve the CFR projections below:

£m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Capital Financing Requirement					
Accounting Adj	1.065	1.065	1.065	1.065	1.065
Finance Leases	0.000	0.000	0.000	0.000	0.000
Prudential Borrowing	22.016	39.305	49.242	50.592	49.220
Total CFR	23.081	40.370	50.307	51.657	50.285
Of which: Commercial Investment Property	15.921	22.999	30.000	30.000	30.000
Movement in CFR	18.367	17.289	9.937	1.350	-1.372

Movement in CFR represented by					
Net financing need for the year (above)	18.403	17.399	10.200	1.900	0.000
Less MRP and other financing movements	-0.036	-0.110	-0.263	-0.550	-1.372
Movement in CFR	18.367	17.289	9.937	1.350	-1.372

Note:

1. In 2018/19 the MRP includes finance lease annual principal payments

A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures shown in 2.1 and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Authority's remaining activity.

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers

the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Core funds and expected investment balances

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 ongoing 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 £m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
CFR	23.082	40.371	50.307	51.657	50.285
Less Leases	0.000	0.000	0.000	0.000	0.000
Borrowing CFR	23.082	40.371	50.307	51.657	50.285
Less PWLB Borrowing	11.000	28.189	38.189	44.089	44.089
Over(-)/Under Borrowing	12.082	12.182	12.118	7.568	6.196
General Fund Balance	-3.850	-3.636	-3.711	-3.702	-3.694
Earmarked Reserves	-15.834	-13.858	-8.973	-7.470	-6.542
Capital receipts	-3.360	-2.823	-2.139	-2.205	-2.271
Capital Grants Unapplied	-0.587	0.000	0.000	0.000	0.000
Provisions	-1.000	-1.000	-1.000	-1.000	-1.000
Working capital*	1.235	1.235	1.235	1.235	1.235
Expected investments (-) /Borrowing	-11.314	-7,900	-2.470	-5.574	-6.076

*Working capital balances shown are estimated year-end; these may be higher mid-year

3.2 Current portfolio position

The Council's forward projections for borrowing are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), and internal borrowing as a percentage of the CFR.

£m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
External Debt					
Debt at 1 April	0	11.000	28.189	38.189	44.089
Expected change in Debt	11.000	17.189	10.000	5.900	0.000
Other long-term liabilities (OLTL)	0.027	0.000	0.000	0.000	0.000
Expected change in OLTL	-0.027	0.000	0.000	0.000	0.000
Gross external debt at 31 March	11.000	28.189	38.189	44.089	44.089
Internal Borrowing (at 31 March)	11.058	11.268	11.468	7.468	7.468
The Capital Financing Requirement	23.081	40.370	50.307	51.657	50.285
Internal Borrowing %	47.91	27.91	22.80	14.46	14.85

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Executive Director of Resources reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.3 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to be exceeded. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary £m	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
External Debt	28.189	38.189	44.089	44.089
Operational Boundary	28.189	38.189	44.089	44.089

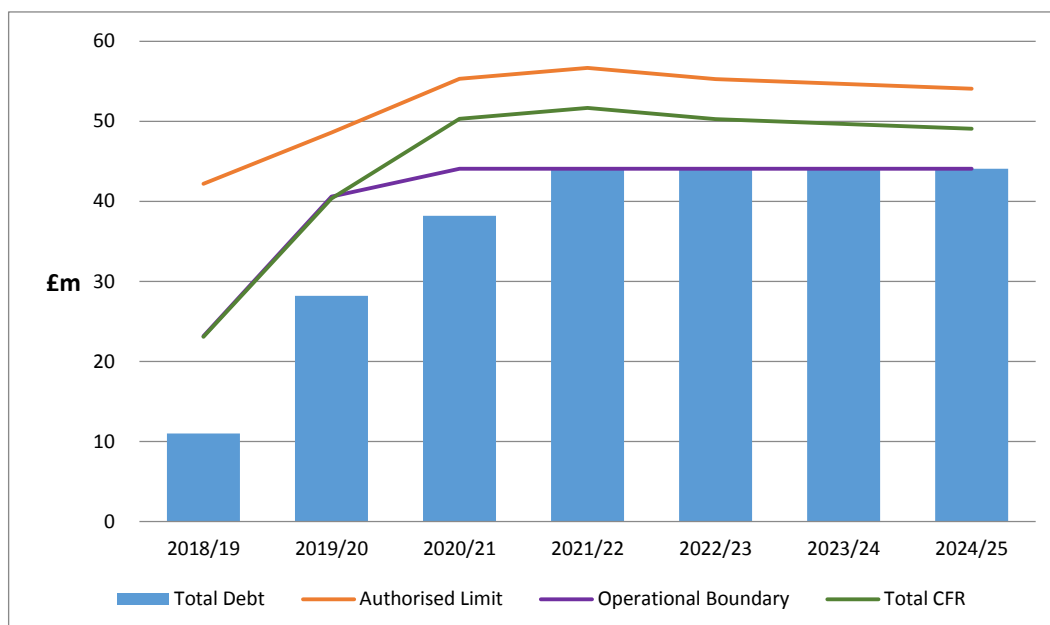
The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised limit £m	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Gross Debt*	48.589	55.307	56.657	55.285
Authorised Limit	48.589	55.307	56.657	55.285

**Gross debt estimates allow for external borrowing in advance of need for up to a maximum of two years and includes additional headroom of £5m for unexpected cashflow movements.*

The graph below shows our projections of CFR and borrowing;



3.4 Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PWLB Rate	2.60	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PWLB Rate	3.20	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PWLB Rate	3.10	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

(A more detailed interest rate forecast and economic commentary are set out in appendices B and C)

The above forecasts have been based on an assumption that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. The result of the general election has removed much uncertainty around this major assumption. However, it does not remove uncertainty around whether agreement can be reached with the EU on a trade deal within the short time to December 2020, as the prime minister has pledged.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit and more recently, due to the impending general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then it is likely the MPC would cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a “gradual pace and to a limited extent”. Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. There is still some residual risk that the MPC could cut Bank Rate as the UK economy is still likely to only grow weakly in 2020 due to continuing uncertainty over whether there could effectively be a no deal Brexit in December 2020 if agreement on a trade deal is not reached with the EU. Until that major uncertainty is removed, or the period for agreeing a deal is extended, it is unlikely that the MPC would raise Bank Rate.

Investment and borrowing rates

- Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.

- Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9.10.19. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management.
- While this authority will not be able to avoid borrowing to finance new capital expenditure, to replace maturing debt and the rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new short or medium-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

3.5 Borrowing strategy

The Borrowing Strategy covers the relevant prudential and treasury indicators, and the current and projected debt positions as detailed above.

The key objectives of the Council's Borrowing Strategy are;

- To ensure that future external debt is affordable and sustainable within the long term within the revenue budget constraints.
- to borrow to support commercial aspirations, where returns can meet the cost of borrowing.
- to support schemes with a socio-economic value ie for the regeneration and growth of the District.
- to support significant service investment where the cost of borrowing will be offset by efficiencies and/or cost savings
- to potentially borrow in advance of need so that external debt (fixed rate funding) is arranged whilst interest rates are lower than they are projected to be over the next few years; and
- all external debt undertaken will be repaid on loan maturities

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Executive Director of Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- * *if it was felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term*

borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.

- * *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

3.6 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

3.7 Debt Rescheduling

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates.

If rescheduling was done, it will be reported to the Council, at the earliest meeting following its action.

3.8 New financial institutions as a source of borrowing

Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will also need to be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
- Municipal Bonds Agency (no issuance at present but there is potential)

The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but our advisors will keep us informed.

3.9 Approved sources of Long and Short Term Borrowing

The table below details approved sources of Long and Short term borrowing and the percentage limit (if applicable) of the Council's total borrowing that can be utilised for each source.

On Balance Sheet	Fixed	Variable
PWLB	Unlimited	25%
Municipal bond agency	Unlimited	0
Local authorities	Unlimited	0
Banks	25%	10%
Market (long-term)	25%	10%
Market (temporary)	25%	10%
Local authorities temporary	25%	N/A
Local Bonds	25%	10%
Overdraft (notified in advance)		£1m
Internal (capital receipts & revenue balances)	50%	N/A
Finance leases	Unlimited	N/A

4.0 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy – management of risk

The MHCLG and CIPFA have extended the meaning of 'investments' to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council's investment policy has regard to the following:

- MHCLG's Guidance on Local Government Investments ("the Guidance")
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code") 2017.
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, liquidity second, then yield (return).

In accordance with the above guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets.

To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in Appendix D under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Council’s treasury management practices – schedules.

As a result of the change in accounting standards for 2019/20 under **IFRS 9**, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Ministry of Housing, Communities and Local Government, [MHCLG], concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from 1.4.18.)

4.2 Creditworthiness policy

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.

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:

- Yellow 5 years
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years

- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

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.

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.

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of the 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.

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.

The primary principle covering the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing the investment counterparties with adequate security and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may be prudently committed. These procedures also apply to the

Council's prudential indicators covering the maximum principal sums invested.

The Chief Finance Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Link Asset Services, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

The criteria for providing a pool of high quality investment counterparties (both specified and non specified investments) is:

- Banks 1 – good credit quality – the Council will only use banks which:
 - i. Are UK banks; and/or
 - ii. Are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AAAnd have, as a minimum the following Fitch, Moody's and Standard & Poors credit ratings (where rated):
 - i. Short Term – F1
 - ii. Long Term – A
- Banks 2 – Part nationalised UK bank, can be used provided the bank continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case the balances will be minimised in both monetary size and time invested.
- Bank subsidiary and treasury operation – The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building Societies – The Council will use all societies which:
 - i. Meet the ratings for banks outlined above;
- Money Market Funds (MMFs) – AAA
- Enhanced Money Market Funds (EMMFs) – AAA
- UK Government (including gilts, treasury bonds and the DMADF)
- Local Authorities, parish councils etc
- Supernational institutions
- Local Authority Property Asset Fund (CCLA)
- Corporate Bond Funds
- Covered Bonds

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments). It should be noted that in the case of Lloyds Bank, our current bankers, that as well as allowing £5m fixed term investment in that one institution that there is flexibility to hold, in current account balances at Lloyds Bank, up to £1m 'cash' on any one day:

	Fitch	Moody's	Standard & Poors	Money Limit	Time Limit
Banks 1 – up to 1 year	F1	P1	A1	£5m per counterparty at Group level	1 year
Banks 1 – over 1 year	AA	Aa2	AA	£2m maximum exposure	1 year to 5 years
Banks 2 – UK part nationalised				£5m per counterparty at Group Level	1 year
Banks 3 – Council's own bank if not covered by 1 or 2				£1m	1 Day
Other Local Authorities				£5m per counterparty	5 years
Housing Associations				£1m maximum exposure	6 mths
Bank of England DMADF				No limit	6 mths
Gilts/Treasury Bills – where no loss of principal if held to maturity				£5m maximum exposure	5 years
Supranational				£5m per counterparty	1 year
Quality Corporate Bonds Funds				£2m	5 years

Local Authority Property Asset Funds				£4m	5 years
Certificates of Deposit				£2m	5 years
Covered Bonds				£1m	5 years
	Fund rating			Money and/or % Limit	Time Limit
Money market funds	AAA			£5m per counterparty	Overnight
Enhanced money market funds	AAA			£5m	5 years

UK banks – ring fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

4.3 Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix E. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition

- No more than £2m will be placed with any non-UK country at any time;
- Limits in place above will apply to a group of companies;
- Sector limits will be monitored regularly for appropriateness

4.4 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Longer term investment will be undertaken where it is anticipated that levels of reserves and cashflows are adequate over the medium term.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

Investment returns expectations.

On the assumption that the UK and EU agree a Brexit deal by the end of 2019 or soon after, then Bank Rate is forecast to increase only slowly over the next few years to reach 1.00% by quarter 1 2023. Bank Rate forecasts for financial year ends (March) are:

- Q1 2021 0.75%
- Q1 2022 1.00%
- Q1 2023 1.00%

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

2019/20	0.75%
2020/21	0.75%
2021/22	1.00%
2022/23	1.25%
2023/24	1.50%
2024/25	1.75%
Later years	2.25%

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.

- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

The Council is expecting to have an average investment portfolio of £13.312m throughout 2020/21 and expects to receive investment income totalling £0.251m as shown below:

Treasury Investment Portfolio	Average Portfolio £m	Interest Rate %	Interest £m
Liquidity Investments	9.790	0.89	0.087
Other Investments	1.022	3.82	0.039
Long Term Investments	2.500	4.99	0.125
Total Investment Income (2020/2021)	13.312	1.88	0.251

Investment treasury indicator and limit - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

Maximum principal sums invested > 364 & 365 days			
£m	2020/21	2021/22	2022/23
Principal sums invested > 365 days	£6m	£6m	£6m

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.5 Investment risk benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy

to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.06% historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Liquid short term deposits of at least £4m available with a week's notice.
- Weighted average life benchmark is expected to be 0.25 years, with a maximum of 1 years.

Yield - local measures of yield benchmarks are;

- Investments – internal returns above the 7 day LIBID rate

And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.07%	0.19%	0.36%	0.55%	0.77%

Note: This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

4.6 End of year investment report

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

4.7 Non-Treasury Investments (Commercial Property)

As part of the Capital Programme 2016/17 – 2020-21 approved in March 2016 the Council planned to invest £20m to create a Commercial Property portfolio, to generate a revenue return to support the future sustainability of the Council and therefore protecting the services of the Council. The net return was estimated to be £600k p.a based on the approved £20m investment limit. The first acquisition was made in October 2017. The Council's portfolio currently consists of 6 properties, with £21.666m having been spent on these acquisitions (includes costs) up to the end of October 2019.

The Commercial Property Strategy included the following principles;

The objective is for WLDC to increase the size of this portfolio by making a further investment of £8m in commercial property over the next 3 years to generate a target net income of £500,000 - £600,000 per annum. In May 2018 the Corporate Policy and Resources Committee agreed to increase the total investment figure to £30m. This was on the basis that the individual target lot size should be increase to a maximum of £10m to take advantage of a segment of the market which was less

competitive. The increase in total spend was required to maintain a risk managed portfolio at the higher value lot size.

Strategy

Working with the commercial property consultant, Cushman & Wakefield, officers have developed an investment strategy for the Council that aims to balance risk across the portfolio whilst achieving the target returns required.

The strategy will include;

1. To acquire an investment portfolio of commercial property assets in lot sizes of £1.0m to £10.0m, targeting an average lot size of circa £3.5m to £4m across the portfolio and total investment of £30.0m.
2. Authority to complete on acquisitions should be delegated to the Executive Director of Resources in consultation with the Leader of the Council, provided that the purchase is within agreed criteria. All assets will be assessed against these criteria and the Executive Director of Resources will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval. An example of how this scoring criteria will be applied is provided at Appendix D of the attached report.
3. A combination of reserves and borrowing will be used to fund acquisitions. Business case modelling will be developed using an opportunity cost of capital based on debt funded through Prudential Borrowing. The business case will be made on the basis of borrowing the full amount each time to ensure that resources are able to be recycled.
4. All assets will be acquired against a target hold period of 5 to 10 years with consideration given to asset management to enhance/protect value over the period of ownership (and any additional resource required/expected in this respect) and risks relating to disposal after the proposed hold period. A proportion of the income will be allocated for risk provision. Further returns would depend on investment performance relative to target and might be achieved through release of the risk provision and/or capital returns.
5. The financial position will be thoroughly monitored throughout the hold period and adequate response made to any change in market conditions and portfolio performance. Decisions regarding the funding of acquisitions will be made by the Executive Director of Resources/ s.151 officer and will be based on:
 - An analysis of disposal value risk after an assumed hold period

- The expectation that the asset will generate a capital return that tracks inflation or better with a provision for risk should this not be achieved
6. Access to suitably qualified/experienced resource is essential for successful delivery and management of the risks involved. Resources should be identified and ring-fenced to the activity. The property and asset team has been restructured to ensure that sufficient resources available to manage the existing assets and the new additions that would be acquired in line with this strategy.

4.8 Capital Investment Strategy

The Capital Investment Strategy forms a key part of the Council's overall Corporate Planning Framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's over-arching corporate priorities and objectives over a medium term (five year) planning horizon. The Strategy has direct links to the Treasury Management Strategy and it is therefore appropriate that the Governance and Audit Committee scrutinise and provide assurance to Council on both policies. **The Capital Investment Strategy is attached at Appendix H.**

5 APPENDICES to the Treasury Management Strategy

- A Prudential and treasury indicators and MRP statement
- B Interest rate forecasts
- C Economic background
- D Treasury management practice 1 – credit and counterparty risk management
- E Approved countries for investments
- F Treasury management scheme of delegation
- G The treasury management role of the section 151 officer
- H The Capital Investment Strategy

APPENDIX A

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2019/20 – 2022/23 AND MRP STATEMENT

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans

Capital Expenditure

Capital Expenditure By Cluster £m	2018/19 Actual	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate
Our People	1.258	1.850	1.301	0.694	0.595
Our Place	6.132	13.438	14.991	7.890	1.181
Our Council	0.195	0.332	0.826	0.300	0.485
Investment	13.494	7.015	7.000	0.000	0.000
Total	21.079	22.655	24.118	8.883	2.261

Minimum revenue provision (MRP) policy statement

The Council is required to pay off an element of the accumulated General Fund capital spend funded from borrowing (the CFR) each year through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

MHCLG regulations have been issued which require the full Council to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement;

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** – MRP will be charged, and therefore debt repaid over the expected useful life of the asset financed from borrowing based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);
- **Asset life method – Annuity Method**
Under this approach the debt is repaid over the expected useful life of the asset financed from borrowing. For, regeneration schemes or administrative projects, where revenue benefits are only realised in future years or increase in future years, and will be based on an appropriate rate.
- **Loan Principal repayment as proxy for MRP**

The council considers that where borrowing has funded loan advances, the loan principal repaid (or in the event of default the realisation of security) as a capital receipt will be utilised to repay the borrowing and therefore negates the requirement to set aside an annual MRP charge.

- **Borrowing for Non-Treasury Investments**

Where the Council borrows and anticipates a capital receipt will be realised within the short/medium term, ie for the acquisition of Commercial Investment Properties funded from borrowing, where the asset is to be held for a set period, and a capital receipt is expected to be realised at the end of this period, then the requirement to set aside a MRP to repay the debt will be considered on a case by case basis and in such cases, and with the agreement of the Auditor, MRP may not be applied subject to taking into account any risks, project profiles and revenue income streams from the investment.

This is considered a prudent charge as the assets will be held for medium term period and the debt will be repaid upon sale of the asset.

To mitigate the risk of loss of capital upon sale of any Commercial Investment Property, should the capital receipt not meeting outstanding debt, a Valuation Volatility Reserve has been created to fund any shortfall.

- **Finance Leases**

Repayment of principal included in finance lease repayments are applied as MRP.

Voluntary MRP Overpayments – The Council has the ability to repay additional amounts for MRP as voluntary contributions as it considers appropriate.

These options provide for a reduction in the borrowing need over approximately the asset's life.

Affordability prudential indicators

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. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

- a. **Ratio of financing costs to net revenue stream**

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2019/20	2020/21	2021/22	2022/23
	Estimate	Estimate	Estimate	Estimate
Net Revenue Expenditure £m	14.783	14.357	13.816	14.055
Interest Payable £m	0.391	1.263	1.296	1.326
Interest Receivable (-) £m	-0.234	-0.250	-0.125	-0.087
MRP £m	0.110	0.264	0.550	1.372
Capital Financing Charges	0.267	1.277	1.721	2.611
Ratio	1.81%	8.89%	12.46%	18.58%

The estimates of financing costs include current commitments and the proposals in this budget report.

Interest receivable excludes interest from loans.

b. Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

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

£	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Council tax - band D	-6.33	1.25	6.28	7.21	6.43	6.61

Treasury indicators for debt

There are three 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 set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments

- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits. The Council is asked to approve the following treasury indicators and limits:

£m	2020/21	2021/22	2022/23
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	75%	75%	75%
Limits on variable interest rates			
• Debt only	25%	25%	20%
• Investments only	100%	100%	100%
Maturity structure of fixed interest rate borrowing 2020/21			
	Lower	Upper	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	100%	
5 years to 10 years	0%	100%	
10 years to 20 years	0%	100%	
20 years to 30 years	0%	100%	
30 years to 40 years	0%	100%	
40 years to 50 years	0%	50%	
Maturity structure of variable interest rate borrowing 2020/21			
	Lower	Upper	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	0%	
5 years to 10 years	0%	0%	
10 years to 20 years	0%	0%	
20 years to 30 years	0%	0%	
30 years to 40 years	0%	0%	
40 years to 50 years	0%	0%	

APPENDIX B

Interest Rate Forecasts 2019-2022

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.30	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PWLB Rate	2.60	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PWLB Rate	3.20	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PWLB Rate	3.10	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

The above forecasts have been based on an assumption that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. The result of the general election has removed much uncertainty around this major assumption. However, it does not remove uncertainty around whether agreement can be reached with the EU on a trade deal within the short time to December 2020, as the prime minister has pledged.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit and the outcome of the general election. In its meeting on 7 November, the MPC became more dovish due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then the MPC were likely to cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a “gradual pace and to a limited extent”. Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. There is still some residual risk that the MPC could cut Bank Rate as the UK economy is still likely to only grow weakly in 2020 due to continuing uncertainty over whether there could effectively be a no deal Brexit in December 2020 if agreement on a trade deal is not reached with the EU. Until that major uncertainty is removed, or the period for agreeing a deal is extended, it is unlikely that the MPC would raise Bank Rate.

Bond yields / PWLB rates. There has been much speculation during 2019 that the bond market has gone into a bubble, as evidenced by high bond prices and remarkably low yields. However, given the context that there have been heightened expectations that the US was heading for a recession in 2020, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in

lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. (*See paragraph 3.7 for comments on the increase in the PWLB rates margin over gilt yields of 100bps introduced on 9.10.19.*) There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this, and how strong the correlation is likely to be, is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty-year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious to other western economies.

Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt-fuelled boom that now makes it harder for central banks to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds – which, in turn, would cause further falls in their prices etc.). In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political,

sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by **H.M. Treasury** to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise back up again by over 100bps within the next year or so, whether H M Treasury would remove the extra 100 bps margin implemented on 9.10.19.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

APPENDIX C

ECONOMIC BACKGROUND (as at 5 February 2019)

Commentary by Link Asset Services

UK. Brexit. 2019 was a year of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU agreed an extension to 31 January 2020. In late October, MPs approved an outline of a Brexit deal to enable the UK to leave the EU on 31 January. The Conservative Government gained a large overall majority in the **general election** on 12 December; this ensured that the UK left the EU on 31 January. However, there will still be much uncertainty as the detail of a comprehensive trade deal will need to be negotiated by the current end of the transition period in December 2020, which the Prime Minister has pledged he will not extend. This could prove to be an unrealistically short timetable for such major negotiations that leaves open three possibilities; a partial agreement on many areas of agreement and then continuing negotiations to deal with the residual areas, the need for the target date to be put back, probably two years, or, a no deal Brexit in December 2020.

GDP growth took a big hit from both political and Brexit uncertainty during 2019; quarter three 2019 surprised on the upside by coming in at +0.4% q/q, +1.1% y/y. However, the peak of Brexit uncertainty during the final quarter appears to have suppressed quarterly growth to probably around zero. The forward-looking surveys in January have indicated that there could be a significant recovery of growth now that much uncertainty has gone. Nevertheless, economic growth may only come in at about 1% in 2020, pending the outcome of negotiations on a trade deal. Provided there is a satisfactory resolution of those negotiations, which are in both the EU's and UK's interest, then growth should strengthen further in 2021.

At its 30 January meeting, the Monetary Policy Committee held Bank Rate unchanged at 0.75%. The vote was again split 7-2, with two votes for a cut to 0.50%. The financial markets had been predicting a 50:50 chance of a rate cut at the time of the meeting. Admittedly, there had been plenty of downbeat UK economic news in December and January which showed that all the political uncertainty leading up to the general election, together with uncertainty over where Brexit would be going after the election, had depressed economic growth in quarter 4. In addition, three members of the MPC had made speeches in January which were distinctly on the dovish side, flagging up their concerns over weak growth and low inflation; as there were two other members of the MPC who voted for a rate cut in November, five would be a majority at the January MPC meeting if those three followed through on their concerns.

However, that downbeat news was backward looking; more recent economic statistics and forward-looking business surveys, have all pointed in the direction of a robust bounce in economic activity and a recovery of confidence after the decisive result of the general election removed political and immediate Brexit uncertainty. In addition, the September spending round increases in expenditure will start kicking in from April 2020, while the Budget in March is widely expected to include a substantial fiscal boost by further increases in expenditure, especially on infrastructure. The Bank of England cut its forecasts for growth from 1.2% to 0.8% for 2020, and from 1.8% to 1.4% for 2021. However, these forecasts could not include any allowance for the predicted fiscal boost in the March Budget. Overall, the MPC clearly decided to focus on the more recent forward-looking news than the earlier downbeat news.

The quarterly Monetary Policy Report did, though, flag up that there was still a risk of a Bank Rate cut; "Policy may need to reinforce the expected recovery in UK GDP growth should the more positive signals from recent indicators of global and domestic activity not be sustained or should indicators of domestic prices remain relatively weak." Obviously, if trade negotiations with the EU failed to make satisfactory progress, this could dampen confidence and growth. On the other hand, there was also a warning in the other direction, that if growth were to pick up strongly, as suggested by recent business surveys, then "some modest tightening" of policy might be needed further ahead. It was therefore notable that the Bank had dropped its phrase that tightening would be "limited and gradual", a long-standing piece of forward guidance; this gives the MPC more room to raise Bank Rate more quickly if growth was to surge and, in turn, lead to a surge in inflation above the 2% target rate.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell again in both October and November to a three-year low of 1.5% and then even further to 1.3% in December. It is likely to remain close to or under 2% over the next two years and so, it does not pose any immediate concern to the MPC at the current time. However, if there was a hard or no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

With regard to the **labour market**, growth in numbers employed has been quite resilient through 2019 until the three months to September, where it fell by 58,000. However, there was an encouraging pick up again in the three months to October to growth of 24,000 and then a stunning increase of 208,000 in the three months to November. The unemployment rate held steady at a 44-year low of 3.8% on the Independent Labour Organisation measure. Wage inflation has been steadily falling from a high point of 3.9% in July to 3.4% in November (3-month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The other message from the fall in wage growth is that employers are beginning to find it easier to hire suitable staff, indicating that supply pressure in the labour market is easing.

Coronavirus. The recent Coronavirus outbreak could cause disruption to the economies of affected nations. The Chinese economy is now very much bigger than it was at the time of the SARS outbreak in 2003 and far more integrated into world supply chains. However, a temporary dip in Chinese growth could lead to a catch up of lost production in following quarters with minimal net overall effect over a period of a year. However, no one knows quite how big an impact this virus will have around the world; hopefully, the efforts of the WHO and the Chinese authorities will ensure that the current level of infection does not multiply greatly.

USA. After growth of 2.9% y/y in 2018 fuelled by President Trump's massive easing of fiscal policy, growth has weakened in 2019. After a strong start in quarter 1 at 3.1%, (annualised rate), it fell to 2.0% in quarter 2 and then 2.1% in quarters 3 and 4. This left the rate for 2019 as a whole at 2.3%, a slowdown from 2018 but not the precursor of a recession which financial markets had been fearing earlier in the year. Forward indicators are currently indicating that growth is likely to strengthen somewhat moving forward into 2020.

The Fed finished its series of increases in rates to 2.25 – 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment'. It also ended its programme of quantitative tightening in August 2019, (reducing its holdings of treasuries etc.). It then cut rates by 0.25% again in September and by another 0.25% in its October meeting to 1.50 – 1.75%. It left rates unchanged at its December meeting. Rates were again left unchanged at its end of January meeting although it

had been thought that as the yield curve on Treasuries had been close to inverting again, (with 10 year yields nearly falling below 2 year yields - this is often viewed as being a potential indicator of impending recession), that the Fed could have cut rates, especially in view of the threat posed by the coronavirus. However, it acknowledged that coronavirus was a threat of economic disruption but was not serious at the current time for the USA. In addition, the phase 1 trade deal with China is supportive of growth. The Fed though, does have an issue that despite reasonably strong growth rates, its inflation rate has stubbornly refused to rise to its preferred core inflation target of 2%; it came in at 1.6% in December. It is therefore unlikely to be raising rates in the near term. It is also committed to reviewing its approach to monetary policy by midyear 2020; this may include a move to inflation targeting becoming an average figure of 2% so as to allow more flexibility for inflation to under and over shoot.

“The NEW NORMAL.” The Fed chairman has given an overview of the current big picture of the economy by summing it up as **A NEW NORMAL OF LOW INTEREST RATES, LOW INFLATION AND PROBABLY LOWER GROWTH.** This is indeed an affliction that has mired Japan for the last two decades despite strenuous efforts to stimulate growth and inflation by copious amounts of fiscal stimulus and cutting rates to zero. China and the EU are currently facing the same difficulty to trying to get inflation and growth up. Our own MPC may well have growing concerns and one MPC member specifically warned on the potential for a low inflation trap in January. It is also worth noting that no less than a quarter of total world sovereign debt is now yielding negative returns.

EUROZONE. Growth has been slowing from +1.8 % during 2018 to nearly half of that in 2019. Growth was +0.4% q/q in quarter 1, +0.2% q/q in quarters 2 and 3; it then fell to +0.1% in quarter 4 for a total overall growth rate of only 1.0% in 2019. Recovery from quarter 4 is expected to be slow and gradual. German GDP growth has been struggling to stay in positive territory in 2019 and grew by only 0.6% in 2019, with quarter 4 potentially being a negative number. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars.

The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which then meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by quantitative easing purchases of debt. However, the downturn in EZ growth in the second half of 2018 and in 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March 2019 meeting, it said that it expected to leave interest rates at their present levels “at least through to the end of 2019”, but that was of little help to boosting growth in the near term. Consequently, it announced a **third round of TLTROs**; this provides banks with cheap borrowing every three months from September 2019 until March 2021 that means that, although they would have only a two-year maturity, the Bank was making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank’s eligible loans. However, since then, the downturn in EZ and world growth has gathered momentum; at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a **resumption of quantitative easing purchases of debt for an unlimited period.** At its October meeting it said these purchases would start in November at €20bn per month - a relatively small amount compared to the previous buying programme. It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and, unsurprisingly, the ECB stated that governments would need to help stimulate growth by ‘growth friendly’ fiscal policy. There have been no changes in rates or monetary policy since October. In January, the ECB warned

that the economic outlook was 'tilted to the downside' and repeated previous requests for governments to do more to stimulate growth by increasing national spending. The new President of the ECB, Christine Lagarde who took over in December, also stated that a year long review of monetary policy, including the price stability target, would be conducted by the ECB

On the political front, Austria, Spain and Italy have been in the throes of **forming coalition governments** with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The most recent results of German state elections has put further pressure on the frail German CDU/SDP coalition government and on the current leadership of the CDU.

CHINA. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and shadow banking systems. In addition, there still needs to be a greater switch from investment in industrial capacity, property construction and infrastructure to consumer goods production.

JAPAN - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

WORLD GROWTH. Until recent years, world growth has been boosted by increasing **globalisation** i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last thirty years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. The Chinese government has targeted achieving major world positions in specific key sectors and products, especially high tech areas and production of rare earth minerals used in high tech products. It is achieving this by massive financial support, (i.e. subsidies), to state owned firms, government directions to other firms, technology theft, restrictions on market access by foreign firms and informal targets for the domestic market share of Chinese producers in the selected sectors. This is regarded as being unfair competition that is putting western firms at an unfair disadvantage or even putting some out of business. It is also regarded with suspicion on the political front as China is an authoritarian country that is not averse to using economic and military power for political advantage. The current trade war between the US and China therefore needs to be seen against that backdrop. It is, therefore, likely that we are heading into a period where there will be a **reversal of world globalisation and a decoupling of western countries** from dependence on China to supply products. This is likely to produce a backdrop in the coming years of weak global growth and so weak inflation. **Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will militate against central banks increasing interest rates.**

The trade war between the US and China is a major concern to **financial markets** due to the synchronised general weakening of growth in the major economies of the world, compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns resulted in **government bond yields** in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US). There are also concerns about how much distortion of financial markets has already occurred with the current levels

of quantitative easing purchases of debt by central banks and the use of negative central bank rates in some countries.

INTEREST RATE FORECASTS

The interest rate forecasts provided by Link Asset Services in paragraph 3.3 are **predicated on an assumption of an agreement being reached on Brexit between the UK and the EU**. On this basis, while GDP growth is likely to be subdued in 2019 and 2020 due to all the uncertainties around Brexit depressing consumer and business confidence, an agreement on the detailed terms of a trade deal is likely to lead to a boost to the rate of growth in subsequent years. This could, in turn, increase inflationary pressures in the economy and so cause the Bank of England to resume a series of gentle increases in Bank Rate. Just how fast, and how far, those increases will occur and rise to, will be data dependent. The forecasts in this report assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.

- In the event of an **orderly non-agreement exit in December 2020**, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall.
- If there were a **disorderly Brexit**, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably relatively even due to the weight of all the uncertainties over post-Brexit trade arrangements and the impact of an expansionary government spending policy (as expected in the Budget on 11th March).
- The balance of risks to increases or decreases in Bank Rate and shorter term PWLB rates are also broadly even.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- **Post Brexit trade negotiations** – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- **Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new coalition based on an unlikely alliance of two very different parties will endure.
- Weak capitalisation of some **European banks**, particularly Italian banks.
- **German minority government**. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in recent state elections but the SPD has done particularly badly and this has raised a major question mark over continuing to support the CDU. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until 2021.
- **Other minority EU governments**. Austria, Finland, Sweden, Spain, Portugal, Netherlands and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- In October 2019, the IMF issued a report on the World Economic Outlook which flagged up a synchronised slowdown in world growth. However, it also flagged up that there was **potential for a rerun of the 2008 financial crisis**, but this time centred on the huge debt binge accumulated by corporations during the decade of low interest rates. This now means that there are corporates who would be unable to cover basic interest costs on **some \$19trn of corporate debt in major western economies**, if world growth was to dip further than just a minor cooling. This debt is mainly held by the shadow banking sector i.e. pension funds, insurers, hedge funds, asset managers etc., who, when there is \$15trn of corporate and government debt now yielding negative interest rates, have been searching for higher returns in riskier assets. Much of this debt is only marginally above investment grade so any rating downgrade could force some holders into a fire sale, which would then depress prices further and so set off a spiral down. The IMF's answer is to suggest imposing higher capital charges on lending to corporates and for central banks to regulate the investment operations of the shadow banking sector. In October 2019, the deputy Governor of the Bank of England also flagged up the dangers of banks and the shadow banking sector lending to corporates, especially highly leveraged corporates, which had risen back up to near pre-2008 levels.
- **Geopolitical risks**, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

- **Brexit** – if a comprehensive agreement on a trade deal was reached that removed all threats of economic and political disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- **UK inflation**, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

APPENDIX D TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT

The MHCLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the code on 01/03/2010 and will apply its principles to all investment activity. In accordance with the Code, the Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1 (1) covering investment counterparty policy requires approval each year.

Annual investment strategy – The key requirement of both the Code and investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

- 1) The UK Government (such as Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- 2) Supranational bonds of less than one year's duration
- 3) A local authority, housing association, parish council or community council
- 4) Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category

4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard & Poors, Moody's and/or Fitch rating agencies

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. These criteria are set out in the main report.

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investment would include any sterling investments with:

	Non Specified Investment Category	Limit £
A	Gilt Edged Securities with a maturity of greater than one year. These are Government Bonds and so provide the highest security of investment and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	£5m
B	The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as possible	£1m
C	Any Bank or Building Society that has a minimum long term credit rating of AA, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£2m
D	Enhanced Money Market Funds AA rated	£2m
E	Corporate Bond Funds	£2m
F	Local Authority Property Asset Fund	£4m
G	Certificates of Deposit	£2m
H	Covered Bonds	£1m
I	Property Funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using	£4m

This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

The monitoring of investment counterparties – The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Finance, and if required new counterparties which meet the criteria will be added to the list.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

APPENDIX E

APPROVED COUNTRIES FOR INVESTMENTS (As at 23.12.2019)

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong, Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link Asset Services credit worthiness service.

Based on lowest available rating

AAA

- Australia
- Canada
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- Hong Kong
- France
- U.K.

AA-

- Belgium
- Qatar

APPENDIX F

TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual Treasury Management Strategy and Mid Year Review Treasury Management Indicators.

(ii) Corporate Policy and Resources Committee

- 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;
- approving the selection of external service providers and agreeing terms of appointment.
- Mid Year Review of Treasury Management Indicators

(iii) Governance and Audit Committee

- review and scrutiny of the Treasury Management Strategy, policy and procedures and making recommendations to the full Council.

APPENDIX G

THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) 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.
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*

- *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
- *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*
- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

APPENDIX H

CAPITAL INVESTMENT STRATEGY 2020/21 – 2024/25

1. Introduction

The Council is required to approve a Capital Investment Strategy in accordance with the Prudential Code for Capital Finance In Local Authorities.

The Capital Investment Strategy provides a high level overview of how capital investment, capital financing and treasury management activity supports the provisions of services. It considers associated risks and how they are managed and ensures that future financial implications are identified to inform future years budgets and financial sustainability.

The Strategy forms part of the Council's overall Corporate Planning Framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's corporate priorities and objectives over a medium term (five year) planning horizon and ensures that the revenue implications of investments are both affordable and sustainable.

The strategy provides a framework for determining the relative importance of individual capital projects. It defines how the capital programme is to be formulated, and it identifies issues and options that influence revenue and capital spending, and sets out how the resources will be managed.

Key elements of the strategy;

- Ensures investments meet our Corporate Plan objectives
- Incorporates the requirements of the Asset Management Plan
- Enables the development of an Capital Investment Programme over the medium term (5 years)
- A framework which will identify priorities for the use of resources for investment.
- Decisions are based on sound business cases.
- Risks are identified and mitigated where possible
- Directly links to the Treasury Management Strategy ensuring an affordable and sustainable Capital Investment Programme in adherence to legislation and the Prudential Code.
- Informs the Medium Term Financial Plan by identifying the revenue impacts of investment decisions.
- Incorporates an annual review to ensure the programme still meets our priorities.
- Considers innovative solutions to funding.

2. Principles Supporting the Capital Investment Strategy

a) Strategy Principles

- The investment programme will support the Council's strategic priorities, therefore, the capital investment programme will link to all key strategic planning documents: specifically the Corporate Plan, Executive Business Plan, Medium Term Financial Plan and the Asset Management Plan.
- Schemes within the programme will be prioritised on an authority wide basis and the process of assessing investments, against specific criteria, will optimise the benefit and relative importance of potential schemes.
- **Responsible Investing (RI)** - investing in opportunities that seek to generate both financial value and sustainable growth,
- **Socially responsible investing (SRI)**, also known as sustainable, socially conscious, "green" or ethical investing, as well as any investment strategy which seeks to consider both financial return and social good.

b) Capital Investment Policy

The Capital Investment Strategy will be underpinned by a Land and Property Investment Policy. The policy ***does not describe detailed operational investment activity but does describe the framework, and principal [underlying] considerations, which the Council will follow when reviewing and subsequently agreeing investment opportunities.*** It is designed to support the goals and objectives as outlined in the Corporate Plan, the general objectives of a UK public sector service provider and the very specific aims; goals and aspirations of the Council members; executive officers and their teams.

c) Finance Principles

- The overarching principal is the commitment to achieve affordable capital investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources.
- Ensure evaluation for value for money investments by whole life costing (where applicable) and by having robust Business Cases with full financial modelling, and appropriate due diligence in estimates in order to inform the full financial implications
- To develop partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.

- Monitoring and evaluation of approved budgets will form part of the quarterly budget monitoring reports.
- Monitoring and evaluation of approved Programmes and projects will form part of Performance Management.
- Encourage community engagement by informing on priorities and consultation on proposals.
- To invest in non-treasury activities to support ongoing sustainability in the delivery of services.
- Regularly review Business Cases as schemes are developed and update financial models to inform future budget impacts.

d) Asset Management Principles

The Asset Management Policy ensures that;

- We will take all reasonable and practical steps to ensure the health, safety and wellbeing of staff, visitors and contractors who use or visit our buildings, land or property and who use or are in contact with supporting asset infrastructure.
- We will ensure that all our buildings and land and property assets are fully compliant with current legal requirements, are fit for purpose and managed and maintained in accordance with best practice.
- We will ensure that infrastructure supporting our physical assets is safe and fully compliant with relevant legislative and regulatory requirements.
- All activity on our assets will be carried out in compliance with relevant legislative and statutory requirements.
- We will assess asset related risks and manage such risk in accordance with our corporate risk management policy or in accordance with procedures relevant to the specific asset, its use and function.
- We will retain and/or acquire physical assets which are appropriate to our business and function and dispose of those assets which are not fit for purpose or which cannot support our business or investment criteria.
- We shall continue to actively develop our asset management systems; processes and procedures in a way which is appropriate; efficient; transparent and sustainable and which supports the best management outcomes for our physical assets.

- We shall continue to train and develop staff across the asset management discipline and apply technology and innovation where practical.
- We shall seek continual improvement of our management capability and activities to ensure value for money for all stakeholders.

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 2019/20 will support the Corporate Plan's key themes;

- Our People – Health and Wellbeing, Leisure, Skills, Vulnerable Groups and Communities
- Our Place – Economic Growth, External Investment, Social Regeneration, Infrastructure, Enhanced Environment
- Our Council – Finances, Structures, Partnerships, Policies, Governance

The Council's financial planning process ensures that the decisions about the allocation of capital and revenue resources are taken to achieve a corporate and consistent approach. The key corporate documents and relevant linkages with this strategy include;

The Corporate Plan – priorities for the medium term

The Medium Term Financial Plan - incorporates the Financial Strategy, revenue budget financial impacts of capital investment decisions.

The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.

The Treasury Management Strategy (including Investment Strategy) informs the affordability and sustainability of prudent investment decisions.

The Commercial Portfolio Strategy – informs how acquisitions of investment properties will be made on a risk based approach

The Value for Money Strategy – Ensuring VFM is achieved from investment decisions.

The Housing Strategy – Supporting housing growth and regeneration within the district.

The Land and Property Investment Strategy -

The Asset Management Policy – Investment needs of our own land and property holdings

Service Plans – Investment need for delivery of quality services

4. The Capital Investment Strategy Process

The strategic approach to revenue and capital investment decisions needs to be formalised to ensure that our resources are directed to the most appropriate schemes which both deliver our corporate priorities and which are based on sound business cases. Assessment and prioritisation of capital investments schemes are based on uniform criteria.

Therefore the Capital Investment Strategy Process has been developed which will ensure that prioritisation of investments are directed to deliver Corporate Objectives and delivery of the Executive Business Plan and Service Business Plans in addition to generating returns to support delivery of core services.

The process for includes:

- Review existing Capital Programme, timing, budget requirements etc.
- Annual review of existing Projects
- Asset Management Plan – detailed costs of required investment in property portfolio and property assets to be disposed.
- Review of asset replacement programmes
- Consideration of financing availability i.e. Earmarked Reserves, Grant funding, Capital Receipts and Prudential Borrowing
- Business Planning – identifying new schemes and projects for evaluation both capital and revenue.
- Evaluation of all proposed schemes against scoring matrix.
- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

The final approved Capital Investment Programme and its financial implications, are included within the Medium Term Financial Plan, submitted to the Council annually in March for approval.

Fully costed and appraised business cases for each scheme will be presented to a relevant Board for consideration prior to any decision being made.

The Capital Programme consists of 4 levels of activity;

- Pre-Stage 1 – Business Case in preparation
- Stage 1 – Budget approved – requires full business case
- Stage 2 – Business case approved in principal or awaiting funding
- Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured

The investment and the ongoing revenue implications of each scheme are ascertained from the financial implications and appraisals within the business case.

The Capital Investment Value is assessed against the capital definition, and deminimis limits (£10k).

Revenue Implications – include the impact on revenue budgets for running costs/additional staffing etc. and the impact of the cost of borrowing or loss of investment interest if capital receipts and revenue reserves are to be utilised

5. Governance of the Capital Investment Programme

In accordance with the Constitution and governance arrangements, the Council reviews its capital requirements and determines its Capital Programme within the framework of the MTFP and as part of the annual budget process. Resource constraints mean the Council continually needs to prioritise expenditure in light of its aims and priorities and considers alternative solutions.

To ensure that available resources are allocated optimally, capital programme planning is determined in parallel with service and revenue budget planning process within the frame work of the MTFP.

New programmes of expenditure will be appraised following a clearly defined Business Case gateway process.

The Council will approve in principal the Capital Investment Programme, and will approve the release of funding for replacement and renewal programmes, this is undertaken annually in March as part of budget setting and the approval of the Medium Term Financial Plan.

The Governance and Audit Committee will provide assurance on this Capital Investment Strategy.

Corporate Policy and Resources Committee will be responsible for approving release of funding for the Capital Investment Programme and will therefore receive reports for each scheme detailing the business case, cost, proposed funding and revenue implications.

Corporate Policy and Resources Committee will receive quarterly monitoring an update reports which may include details of;

- new capital investment schemes
- slippage in programme delivery
- programmes removed or reduced
- virements between schemes
- revisions in spend profile
- overspending
- capital acquisitions and disposals
- loan advances and outstanding loan balances

Progress on specific programmes will also be monitored in relation to projects through the Performance Monitoring reporting framework.

The Programme Board will receive monthly highlight reports

The Management Team will receive quarterly monitoring reports and any exception reporting.

Budget Managers will receive monthly monitoring reports.

6. Capital Financing

The funding of Capital schemes can come from a number of resources, the use of external resources will take precedent ;

- Prudential borrowing
- Revenue contributions and Earmarked Reserves
- Capital Receipts
- External grants and contributions (including S106 and Community Infrastructure Levies (CiL))
- Leasing
- Other sources – i.e. partnerships or private sector involvement

This strategy, the outcomes of which will inform the MTFP, is intended to consider all potential funding options available to the Council and to maximise the financial resources available for investment in corporate priorities and service provision and improvement.

To deliver our strategic objectives, especially in relation to economic and housing growth, regeneration, in addition to investment in commercial property which is designed to provide a revenue return, significant levels of investment will be required, which will result in a borrowing need.

Prudential Borrowing

The Council has discretion to undertake Prudential borrowing to fund capital projects with the full cost of that borrowing (interest and minimum revenue provision) being funded from Council revenue resources and/or capital receipts. This discretion is subject to complying with the Code's regulatory framework which essentially requires any such borrowing to be prudent, affordable and sustainable. Prudential borrowing provides an option for funding additional capital development however it has to be funded each year from within the revenue budget and by generating additional ongoing income streams from the investment.

Given the pressure on the Council's revenue budget in future years, prudent use will be made of this discretion in cases and only where there is a clear financial benefit, such as "invest to save", "invest to earn". Consideration will only be given to commercial investments where returns are expected to be higher than the revenue costs of the debt, provision of loans where principal repayments will be utilised as proxy for MRP, borrowing or major regeneration schemes which do not increase revenue expenditure levels in the longer term but provide a beneficial economic and or social impact.

The Council will remain cautious and prudent in the extent of prudential borrowing undertaken to fund new capital investment.

Where prudential borrowing is utilised to fund Capital Investment, financial implication considerations will be provided including the risks and opportunities of the investment over both the payback period and over the repayment period of any debt taken out.

Revenue Contributions and Earmarked Reserves

Our continued prudent approach is to set aside revenue resources to fund capital replacement programmes and asset management funding.

New Homes Bonus Grant will continue to be set aside for the purpose of investment in growth and regeneration (economic and housing) and this strategy has been included in the MTFP.

We will consider future Earmarking of Reserves for service investment needs, invest to save and invest to earn projects and enhancements to our own property assets, in addition to consideration of revenue contingencies, volatility and budget smoothing.

Our own resources will therefore be utilised to fund those schemes which provide a SRI, invest to save schemes which achieve efficiencies, and investment in our operational service asset needs.

Capital Receipts

Capital receipts generated from the following sources and where appropriate utilised as detailed.

- Loans principal repayments – used to repay prudential borrowing
- Receipts from Asset Disposal (operational property assets or surplus land)
- Commercial Portfolio Properties – repayment of borrowing
- Share of RTB Housing Transfer Agreement – future investment
- Insurance settlements – replacement of asset

External Grants and contributions (incl S106 and Community Infrastructure Levy (CiL))

The Council will actively pursue grants and contributions and other innovative solutions to funding of capital investment schemes. This funding will be utilised in the first instance.

Leasing

The use of leasing will be undertaken where alternative funding is not available for vehicles or minor equipment and the revenue budget does not allow for a full capital repayment. Where there is a robust business case then the option of leasing may be considered.

Other Sources of Funding

There are a range of other potential funding sources which may be generated locally either by the Council itself or in partnership with others ie a growing number of private organisations are showing interest where clear joint benefits exist. Each case will be subject to specific financial appraisals and appropriate governance arrangements.

7. Investment in Commercial Properties (Non Treasury Investments)

Any acquisition of Commercial Properties will be in accordance with the Commercial Portfolio Strategy and are being acquired to support delivery of services in a financially sustainable organisation. Up to £30m has been approved for investment in Commercial Property in support and protection of Council Services.

Appropriate experts are engaged as required.

All assets will be assessed against a set criteria and the Executive Director of Resources and Chair of Corporate Policy and Resources will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval.

An annual review will be undertaken of the Commercial Property Portfolio to ascertain whether its fair value is sufficient to provide security against loss against the capital investment, and therefore adequate to meet the cost of outstanding borrowing.

Under the Minimum Revenue Provision (MRP) Policy, there will be no annual MRP charge for borrowing undertaken to finance Commercial Properties. However voluntary MRP will be considered if appropriate.

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio. This will help mitigate any financial loss of investment upon the sale of an asset should there be any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

A Commercial Contingency revenue base budget is also included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio in year.

These investment assets are not deemed to be liquid over the short term but are likely to be held for the medium term of 5-10 years.

A number of prudential indicators in relation to these investments are contained within the Treasury Management Strategy and will be monitored throughout the year.

8. Risk

All capital projects have a risk register, with all risks affecting the project considered.

A specific risk of capital investment is the impact on the Council's VAT partial exemption (recovery of exempt VAT upto 5% of overall VAT). If exempt VAT exceeds 5% the whole amount is then irrecoverable. Each scheme is therefore assessed for its impact

9. Conclusion

The Capital Investment Strategy is a working document, which enables the Council to make informed rational capital investment decisions to achieve its corporate priorities and objectives. It provides a framework for determining the relative importance of individual projects.

The strategy will be reviewed annually to ensure that it remains relevant and effective.

THE COUNCIL TAX REQUIREMENT 2020/21

1. Introduction

- 1.1 This Council is the billing Authority for the West Lindsey area and is required to set a Council Tax that will cover not only its own requirements, but also those of the County Council, Police Authority and Town/Parish Councils.
- 1.2 The Localism Act 2011 has introduced a new requirement for a local authority to determine whether the basic amount of council tax for a financial year is excessive, in which case a local referendum would be needed. Schedule 5 of the Localism Act 2011 has inserted a new chapter 4ZA into part 1 of the Local Government Finance Act 1992. Section 52ZB sets out the steps needed to determine the level of tax which would be 'excessive'. These steps are in effect to compare the level of increase in council tax with principles set out by the Secretary of State. The Secretary of State has indicated that, for 2020/21, an increase above 2% or £5, whichever is the greater, in a district council's council tax would be excessive.

2

- 2.1 The Council's basic amount of council tax recommended for 2020/21 is £217.74 (2019/20 £213.47) a 2.0% increase.

3 Council Tax levels 2020/21

- 3.1 The level of Council Tax will vary between households throughout the District and will depend upon which band and in which Town/Parish the taxpayer lives. A full schedule of Council Taxes by Parish is attached at Appendix 10.
- 3.2 Taking account of the above council tax requirements the average Council Tax at Band D for 2020/21 will be set as follows:-

	2019/20	2020/21	Variance	
	£	£	£	%
Lincolnshire County Council	1,292.40	1,337.58	45.18	3.5%
Police	241.38	251.37	9.99	4.1%
West Lindsey District Council	213.47	217.74	4.27	2.0%
Direct Parish Precept Charges	68.39	71.17	2.78	4.06%
Total Average Council Tax	1,815.64	1,877.86	62.22	3.43%

- 3.3 Although the increases in Town/Parish Precepts average 4.06% the impact on the individual Town/Parish Councils will vary according to the amount by which each has increased its precept.

4. Recommendations - Council Tax Requirements 2020/21

- 4.1 It be noted that on 30 November 2019 the Council calculated the Council Tax Base 2020/21.
- a) for the whole Council area as 29,986.98 (29,532.83 2019/20) [Item T in the formula in Section 31b of the Local Government Finance Act 1992, as amended (the “Act”)]; and
 - b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix 11.
- 3.2 The council tax requirement for the Council’s own purposes for 2020/21 (excluding Parish precepts) is £6,529,347
- 4.3 The following amounts be calculated for the year 2020/21 in accordance with Sections 31 to 36 of the Act:
- a) £46,729,600 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Local Government Finance Act 1992. **(Gross expenditure including Parish Precepts and contribution to reserves)**
 - b) £38,066,200 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. **(Total income including contribution from reserves)**
 - c) £8,663,400 being the amount by which the aggregate at 3.3(a) above exceeds the aggregate at 3.3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **Council Tax requirement for the year (including Parish precepts)**.
 - d) £288.91 being the amount at 3.3(c) above (item R), all divided by Item T (3.1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
 - e) £2,134,050 being the aggregate amount of all special items **(total parish precepts)** referred to in Section 34(1) of the Act (as per the attached Appendix 10)
 - f) £217.74 being the amount at 3.3(d) above less the result given by dividing the amount at 3.3(e) above by Item T (3.1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. **(WLDC Band D average)**
- 3.4 That the amounts stated in the “Total” column of Appendix 10 to this resolution be calculated by adding to the amount at (f) above the amounts of special item or items relating to dwellings in those parts of the Council’s area mentioned in Appendix 10 divided in each case by the individual tax bases (Appendix 9) set

by the Council in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate. **(Band D Council Taxes for the WLDC and individual parishes)**

- 3.5 That the amounts stated in Appendix 11 to this resolution be calculated by multiplying the aggregate of the amounts at (f) above and 3.4 above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands. **(All valuation band council taxes for WLDC and individual parishes).**
- 3.6 To note that the County Council and the Police Authority have issued precepts to the Council in accordance with Section 40 of the local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.
- 3.7 That the Council, in accordance with Sections 30 to 36 of the local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2020/21 for each part of its area and for each of the categories of dwellings.

Band	West Lindsey DC	Lincolnshire CC	Police & Crime Commissioner Lincolnshire	Aggregate Council Tax
A	145.16	891.72	167.58	1,204.46
B	169.35	1,040.34	195.51	1,405.20
C	193.55	1,188.96	223.44	1,605.95
D	217.74	1,337.58	251.37	1,806.69
E	266.13	1,634.82	307.23	2,208.18
F	314.51	1,932.06	363.09	2,609.66
G	362.90	2,229.30	418.95	3,011.15
H	435.48	2,675.16	502.74	3,613.38

- 3.8 That having calculated the aggregate in each case of the amounts at 3.5 and 3.6 above, the Council in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts in Appendix 12 as the levels of Council Tax for the year 2020/21 for each of the categories of dwellings shown in that Appendix.
- 3.9 To determine that the Council's basic amount of Council Tax for 2020/21 is not excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

4. **Recommendation**

- 4.1 That the Council approves the recommendations set out above and the levels of Council Tax for the year 2020/21 in respect of each of the areas in the District as set out in the appendices to this report.

Appendix 9

Parish Tax Base 2020-2021

Parish	2020/21 Tax Base	Parish	2020/21 Tax Base
Aisthorpe	39.29	Hemswell Cliff	158.16
Bardney - Apley - Stainfield	728.87	Holton Beckering	44.71
Bigby	155.70	Holton le Moor	61.17
Bishop Norton	128.53	Ingham	323.67
Blyborough	32.99	Keelby	689.63
Blyton	377.64	Kettlethorpe	171.34
Brampton	31.89	Kexby	113.80
Brattleby	51.63	Kirmond le Mire	14.05
Broadholme	38.07	Knaith	118.93
Brocklesby	35.19	Langworth - Barlings - Newball	220.45
Brookenby	164.78	Laughton	150.18
Broxholme	30.95	Lea	379.95
Bullington	12.58	Legsby	78.48
Burton	420.19	Linwood	38.42
Buslingthorpe	21.81	Lissington	53.09
Cabourne	27.26	Market Rasen	1,231.96
Caenby	26.62	Marton - Gate Burton	240.83
Caistor	945.31	Middle Rasen	706.70
Cammeringham	48.48	Morton	435.17
Cherry Willingham	1,364.32	Nettleham	1,458.42
Claxby	69.30	Nettleton	227.58
Corringham	162.14	Newton-On-Trent	135.61
Dunholme	698.72	Normanby-By-Spital	142.06
East Ferry	39.31	Normanby le Wold	20.52
East Stockwith	68.42	North Carlton	80.93
Faldingworth	187.17	North Kelsey	347.42
Fenton	140.10	North Willingham	47.62
Fillingham	83.19	Northorpe	48.35
Fiskerton	369.99	Osgodby	205.10
Friesthorpe	10.64	Owersby	88.88
Fulnetby	4.61	Owmbly-By-Spital	108.71
Gainsborough	4,642.54	Pilham	27.29
Glentham	168.39	Rand	18.32
Glentworth	113.33	Reepham	328.79
Goltho	26.65	Riby	46.69
Grange de Lings	10.85	Riseholme	114.85
Grasby	187.95	Rothwell	63.39
Grayingham	60.54	Saxby	16.88
Great Limber	80.33	Saxilby - Ingleby	1,381.29
Greetwell	295.92	Scampton	360.12
Hackthorn - Cold Hanworth	82.30	Scothern	337.55
Hardwick	17.67	Scotter	1,161.29
Harpwell	23.67	Scotton	214.22
Heapham	42.61	Searby cum Owmbly	81.93
Hemswell	119.16	Sixhills	13.89

Parish	2021/21 Tax Base
Snarford	17.16
Snelland	30.96
Snitterby	90.31
Somerby	25.06
South Carlton	34.70
South Kelsey	207.13
Spridlington	92.06
Springthorpe	56.44
Stainton le Vale	36.03
Stow	121.59
Sturton-By-Stow	500.50
Sudbrooke	696.35
Swallow	90.70
Swinhope	50.37
Tealby	265.21
Thonock	8.51
Thoresway	38.09
Thorganby	12.45
Thorpe le Fallows	6.11
Toft Newton	129.54
Torksey	283.28
Upton	163.47
Waddingham	210.72
Walesby	105.99
Walkerith	25.58
Welton	1,526.53
West Firsby	10.57
West Rasen	33.73
Wickenby	81.67
Wildsworth	27.44
Willingham	191.87
Willoughton	108.87
Total	29,986.98

APPENDIX 10

PARISH PRECEPTS (DETERMINATION OF COUNCIL TAX WHERE SPECIAL ITEMS APPLY)

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Bardney - Apley - Stainfield	61,855.00	84.86	217.74	302.60
Bigby	6,400.00	41.10	217.74	258.84
Bishop Norton	6,300.00	49.02	217.74	266.76
Blyton	37,400.00	99.04	217.74	316.78
Brattleby	1,900.00	36.80	217.74	254.54
Broadholme	450.00	11.82	217.74	229.56
Brookenby	20,900.00	126.84	217.74	344.58
Burton	4,900.00	11.66	217.74	229.40
Caistor	93,900.00	99.33	217.74	317.07
Cammeringham	900.00	18.56	217.74	236.30
Cherry Willingham	74,785.00	54.81	217.74	272.55
Claxby	5,307.00	76.58	217.74	294.32
Corringham	10,100.00	62.29	217.74	280.03
Dunholme	43,891.00	62.82	217.74	280.56
East Stockwith	4,900.00	71.62	217.74	289.36
Faldingworth	9,500.00	50.76	217.74	268.50
Fenton	5,700.00	38.23	217.74	255.97
Fillingham	4,302.00	51.71	217.74	269.45
Fiskerton	23,400.00	63.24	217.74	280.98
Gainsborough	511,680.00	110.22	217.74	327.96
Glentham	8,672.00	51.50	217.74	269.24
Glentworth	9,550.00	84.27	217.74	302.01
Grasby	5,400.00	28.73	217.74	246.47
Great Limber	8,900.00	110.79	217.74	328.53
Greetwell	9,573.00	32.35	217.74	250.09
Hackthorn - Cold Hanworth	1,850.00	22.48	217.74	240.22
Heapham	200.00	4.69	217.74	222.43
Hemswell	6,300.00	52.87	217.74	270.61
Hemswell Cliff	12,900.00	81.56	217.74	299.30
Ingham	21,255.00	65.67	217.74	283.41
Keelby	21,116.00	30.62	217.74	248.36
Kettlethorpe	9,150.00	53.40	217.74	271.14
Kexby	1,900.00	16.70	217.74	234.44

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Knaith	3,097.00	26.04	217.74	243.78
Langworth - Barlings - Newball	23,220.00	105.33	217.74	323.07
Laughton	6,205.00	41.32	217.74	259.06
Lea	18,400.00	48.43	217.74	266.17
Legsby	1,900.00	24.21	217.74	241.95
Market Rasen	128,923.00	104.65	217.74	322.39
Marton - Gate Burton	9,400.00	39.03	217.74	256.77
Middle Rasen	17,900.00	25.33	217.74	243.07
Morton	14,863.00	34.15	217.74	251.89
Nettleham	170,660.00	117.02	217.74	334.76
Nettleton	11,900.00	52.29	217.74	270.03
Newton-On-Trent	16,895.00	124.59	217.74	342.33
Normanby-By-Spital	2,700.00	19.01	217.74	236.75
North Kelsey	17,900.00	51.52	217.74	269.26
Northorpe	800.00	16.55	217.74	234.29
Osgodby	7,560.00	36.86	217.74	254.60
Owersby	1,900.00	21.38	217.74	239.12
Owmbly-By-Spital	6,725.00	61.86	217.74	279.60
Reepham	8,400.00	25.55	217.74	243.29
Riby	650.00	13.92	217.74	231.66
Riseholme	1,900.00	16.54	217.74	234.28
Rothwell	3,700.00	58.37	217.74	276.11
Saxby	150.00	8.89	217.74	226.63
Saxilby - Ingleby	195,980.00	141.88	217.74	359.62
Scampton	6,900.00	19.16	217.74	236.90
Scothern	25,327.00	75.03	217.74	292.77
Scotter	54,200.00	46.67	217.74	264.41
Scotton	10,400.00	48.55	217.74	266.29
Snitterby	2,900.00	32.11	217.74	249.85
South Kelsey	6,620.00	31.96	217.74	249.70
Spridlington	3,167.00	34.40	217.74	252.14
Springthorpe	650.00	11.52	217.74	229.26
Stow	4,900.00	40.30	217.74	258.04
Sturton-By-Stow	28,021.00	55.99	217.74	273.73
Sudbrooke	26,800.00	38.49	217.74	256.23
Swallow	6,100.00	67.25	217.74	284.99
Tealby	11,400.00	42.98	217.74	260.72
Toft Newton	7,900.00	60.99	217.74	278.73
Torksey	14,721.00	51.97	217.74	269.71

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Upton	7,400.00	45.27	217.74	263.01
Waddingham	8,900.00	42.24	217.74	259.98
Walesby	2,300.00	21.70	217.74	239.44
Welton	166,077.00	108.79	217.74	326.53
Wickenby	3,903.00	47.79	217.74	265.53
Willingham	10,900.00	56.81	217.74	274.55
Willoughton	7,600.00	69.81	217.74	287.55
TOTAL	2,134,050.00			

APPENDIX 11

Determination of Amounts of Council Tax for each category and dwelling in each part of the area

Parish	Parish Band								
	A £	B £	C £	D £	E £	F £	G £	H £	D £
Aisthorpe	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Apley	201.73	235.35	268.98	302.60	369.85	437.09	504.33	605.20	84.86
Bardney	201.73	235.35	268.98	302.60	369.85	437.09	504.33	605.20	84.86
Barlings	215.38	251.27	287.18	323.07	394.87	466.65	538.45	646.14	105.33
Bigby	172.56	201.32	230.08	258.84	316.36	373.88	431.40	517.68	41.10
Bishop Norton	177.84	207.48	237.12	266.76	326.04	385.32	444.60	533.52	49.02
Blyborough	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Blyton	211.19	246.38	281.59	316.78	387.18	457.57	527.97	633.56	99.04
Brampton	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Brattleby	169.69	197.97	226.26	254.54	311.11	367.67	424.23	509.08	36.80
Broadholme	153.04	178.54	204.06	229.56	280.58	331.58	382.60	459.12	11.82
Brocklesby	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Brookenby	229.72	268.00	306.30	344.58	421.16	497.72	574.30	689.16	126.84
Broxholme	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Bullington	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Burton	152.93	178.42	203.91	229.40	280.38	331.35	382.33	458.80	11.66
Buslingthorpe	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Cabourne	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Caenby	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Caistor	211.38	246.61	281.84	317.07	387.53	457.99	528.45	634.14	99.33
Cammeringham	157.53	183.79	210.05	236.30	288.81	341.32	393.83	472.60	18.56
Cherry Willingham	181.70	211.98	242.27	272.55	333.12	393.68	454.25	545.10	54.81
Claxby	196.21	228.91	261.62	294.32	359.73	425.13	490.53	588.64	76.58
Cold Hanworth	160.15	186.83	213.53	240.22	293.61	346.98	400.37	480.44	22.48

Parish	Parish Band								
	A £	B £	C £	D £	E £	F £	G £	H £	D £
Corringham	186.69	217.80	248.92	280.03	342.26	404.48	466.72	560.06	62.29
Dunholme	187.04	218.21	249.39	280.56	342.91	405.25	467.60	561.12	62.82
East Ferry	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
East Stockwith	192.91	225.05	257.21	289.36	353.67	417.96	482.27	578.72	71.62
Faldingworth	179.00	208.83	238.67	268.50	328.17	387.83	447.50	537.00	50.76
Fenton	170.65	199.08	227.53	255.97	312.86	369.73	426.62	511.94	38.23
Fillingham	179.63	209.57	239.51	269.45	329.33	389.20	449.08	538.90	51.71
Fiskerton	187.32	218.54	249.76	280.98	343.42	405.86	468.30	561.96	63.24
Friesthorpe	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Fulnetby	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Gainsborough	218.64	255.08	291.52	327.96	400.84	473.72	546.60	655.92	110.22
Gate Burton	171.18	199.71	228.24	256.77	313.83	370.89	427.95	513.54	39.03
Glentham	179.49	209.41	239.33	269.24	329.07	388.90	448.73	538.48	51.50
Glentworth	201.34	234.89	268.46	302.01	369.13	436.23	503.35	604.02	84.27
Golto	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Grange de Lings	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Grasby	164.31	191.70	219.09	246.47	301.24	356.01	410.78	492.94	28.73
Grayingham	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Great Limber	219.02	255.52	292.03	328.53	401.54	474.54	547.55	657.06	110.79
Greetwell	166.73	194.51	222.31	250.09	305.67	361.24	416.82	500.18	32.35
Hackthorn	160.15	186.83	213.53	240.22	293.61	346.98	400.37	480.44	22.48
Hardwick	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Harpswell	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Heapham	148.29	173.00	197.72	222.43	271.86	321.28	370.72	444.86	4.69
Hemswell	180.41	210.47	240.55	270.61	330.75	390.88	451.02	541.22	52.87
Hemswell Cliff	199.53	232.79	266.05	299.30	365.81	432.32	498.83	598.60	81.56
Holton Beckering	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Holton Le Moor	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00

Parish	Parish Band								
	A £	B £	C £	D £	E £	F £	G £	H £	D £
Ingham	188.94	220.43	251.92	283.41	346.39	409.37	472.35	566.82	65.67
Keelby	165.57	193.17	220.77	248.36	303.55	358.74	413.93	496.72	30.62
Kettlethorpe	180.76	210.88	241.02	271.14	331.40	391.64	451.90	542.28	53.40
Kexby	156.29	182.34	208.39	234.44	286.54	338.63	390.73	468.88	16.70
Kirmond Le Mire	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Knaith	162.52	189.60	216.70	243.78	297.96	352.12	406.30	487.56	26.04
Langworth	215.38	251.27	287.18	323.07	394.87	466.65	538.45	646.14	105.33
Laughton	172.71	201.49	230.28	259.06	316.63	374.19	431.77	518.12	41.32
Lea	177.45	207.02	236.60	266.17	325.32	384.46	443.62	532.34	48.43
Legsby	161.30	188.18	215.07	241.95	295.72	349.48	403.25	483.90	24.21
Linwood	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Lissington	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Market Rasen	214.93	250.74	286.57	322.39	394.04	465.67	537.32	644.78	104.65
Marton	171.18	199.71	228.24	256.77	313.83	370.89	427.95	513.54	39.03
Middle Rasen	162.05	189.05	216.07	243.07	297.09	351.10	405.12	486.14	25.33
Morton	167.93	195.91	223.91	251.89	307.87	363.84	419.82	503.78	34.15
Nettleham	223.17	260.37	297.57	334.76	409.15	483.54	557.93	669.52	117.02
Nettleton	180.02	210.02	240.03	270.03	330.04	390.04	450.05	540.06	52.29
Newball	215.38	251.27	287.18	323.07	394.87	466.65	538.45	646.14	105.33
Newton on Trent	228.22	266.25	304.30	342.33	418.41	494.47	570.55	684.66	124.59
Normanby by Spital	157.83	184.14	210.45	236.75	289.36	341.97	394.58	473.50	19.01
Normanby Le Wold	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
North Carlton	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
North Kelsey	179.51	209.42	239.35	269.26	329.10	388.93	448.77	538.52	51.52
North Willingham	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Northorpe	156.19	182.22	208.26	234.29	286.36	338.42	390.48	468.58	16.55
Osgodby	169.73	198.02	226.31	254.60	311.18	367.75	424.33	509.20	36.86
Owersby	159.41	185.98	212.55	239.12	292.26	345.39	398.53	478.24	21.38

Parish	Parish Band								
	A £	B £	C £	D £	E £	F £	G £	H £	D £
Owmbly by Spital	186.40	217.46	248.54	279.60	341.74	403.86	466.00	559.20	61.86
Pilham	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Rand	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Reepham	162.19	189.22	216.26	243.29	297.36	351.42	405.48	486.58	25.55
Riby	154.44	180.18	205.92	231.66	283.14	334.62	386.10	463.32	13.92
Riseholme	156.19	182.21	208.25	234.28	286.35	338.40	390.47	468.56	16.54
Rothwell	184.07	214.75	245.43	276.11	337.47	398.82	460.18	552.22	58.37
Saxby	151.09	176.26	201.45	226.63	277.00	327.35	377.72	453.26	8.89
Saxilby	239.75	279.70	319.67	359.62	439.54	519.45	599.37	719.24	141.88
Scampton	157.93	184.25	210.58	236.90	289.55	342.19	394.83	473.80	19.16
Scothern	195.18	227.71	260.24	292.77	357.83	422.89	487.95	585.54	75.03
Scotter	176.27	205.65	235.03	264.41	323.17	381.92	440.68	528.82	46.67
Scotton	177.53	207.11	236.71	266.29	325.47	384.64	443.82	532.58	48.55
Searby Cum Owmbly	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Sixhills	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Snarford	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Snelland	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Snitterby	166.57	194.32	222.09	249.85	305.38	360.89	416.42	499.70	32.11
Somerby	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
South Carlton	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
South Kelsey	166.47	194.21	221.96	249.70	305.19	360.67	416.17	499.40	31.96
Spridlington	168.09	196.11	224.13	252.14	308.17	364.20	420.23	504.28	34.40
Springthorpe	152.84	178.31	203.79	229.26	280.21	331.15	382.10	458.52	11.52
Stainfield	201.73	235.35	268.98	302.60	369.85	437.09	504.33	605.20	84.86
Stainton Le Vale	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Stow	172.03	200.69	229.37	258.04	315.39	372.72	430.07	516.08	40.30
Sturton by Stow	182.49	212.90	243.32	273.73	334.56	395.38	456.22	547.46	55.99
Sudbrooke	170.82	199.29	227.76	256.23	313.17	370.11	427.05	512.46	38.49

Parish	Parish Band								
	A £	B £	C £	D £	E £	F £	G £	H £	D £
Swallow	189.99	221.66	253.33	284.99	348.32	411.65	474.98	569.98	67.25
Swinhope	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Tealby	173.81	202.78	231.75	260.72	318.66	376.59	434.53	521.44	42.98
Thonock	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Thoresway	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Thorganby	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Thorpe Le Fallows	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Toft Newton	185.82	216.79	247.76	278.73	340.67	402.61	464.55	557.46	60.99
Torksey	179.81	209.77	239.75	269.71	329.65	389.58	449.52	539.42	51.97
Upton	175.34	204.56	233.79	263.01	321.46	379.90	438.35	526.02	45.27
Waddingham	173.32	202.20	231.10	259.98	317.76	375.52	433.30	519.96	42.24
Walesby	159.63	186.23	212.84	239.44	292.65	345.85	399.07	478.88	21.70
Walkerith	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Welton	217.69	253.96	290.25	326.53	399.10	471.65	544.22	653.06	108.79
West Firsby	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
West Rasen	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Wickenby	177.02	206.52	236.03	265.53	324.54	383.54	442.55	531.06	47.79
Wildsworth	145.16	169.35	193.55	217.74	266.13	314.51	362.90	435.48	0.00
Willingham	183.03	213.54	244.05	274.55	335.56	396.57	457.58	549.10	56.81
Willoughton	191.70	223.65	255.60	287.55	351.45	415.35	479.25	575.10	69.81

Overall Levels of Council Tax 2020-2021

Parish	A	B	C	D	E	F	G	H	Parish Band D
Aisthorpe	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Apley	1,261.03	1,471.20	1,681.38	1,891.55	2,311.90	2,732.24	3,152.58	3,783.10	84.86
Bardney	1,261.03	1,471.20	1,681.38	1,891.55	2,311.90	2,732.24	3,152.58	3,783.10	84.86
Barlings	1,274.68	1,487.12	1,699.58	1,912.02	2,336.92	2,761.80	3,186.70	3,824.04	105.33
Bigby	1,231.86	1,437.17	1,642.48	1,847.79	2,258.41	2,669.03	3,079.65	3,695.58	41.10
Bishop Norton	1,237.14	1,443.33	1,649.52	1,855.71	2,268.09	2,680.47	3,092.85	3,711.42	49.02
Blyborough	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Blyton	1,270.49	1,482.23	1,693.99	1,905.73	2,329.23	2,752.72	3,176.22	3,811.46	99.04
Brampton	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Brattleby	1,228.99	1,433.82	1,638.66	1,843.49	2,253.16	2,662.82	3,072.48	3,686.98	36.80
Broadholme	1,212.34	1,414.39	1,616.46	1,818.51	2,222.63	2,626.73	3,030.85	3,637.02	11.82
Brocklesby	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Brookenby	1,289.02	1,503.85	1,718.70	1,933.53	2,363.21	2,792.87	3,222.55	3,867.06	126.84
Broxholme	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Bullington	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Burton	1,212.23	1,414.27	1,616.31	1,818.35	2,222.43	2,626.50	3,030.58	3,636.70	11.66
Buslingthorpe	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Cabourne	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Caenby	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Caistor	1,270.68	1,482.46	1,694.24	1,906.02	2,329.58	2,753.14	3,176.70	3,812.04	99.33
Cammeringham	1,216.83	1,419.64	1,622.45	1,825.25	2,230.86	2,636.47	3,042.08	3,650.50	18.56
Cherry Willingham	1,241.00	1,447.83	1,654.67	1,861.50	2,275.17	2,688.83	3,102.50	3,723.00	54.81
Claxby	1,255.51	1,464.76	1,674.02	1,883.27	2,301.78	2,720.28	3,138.78	3,766.54	76.58
Cold Hanworth	1,219.45	1,422.68	1,625.93	1,829.17	2,235.66	2,642.13	3,048.62	3,658.34	22.48

Parish	A	B	C	D	E	F	G	H	Parish Band D
Corringham	1,245.99	1,453.65	1,661.32	1,868.98	2,284.31	2,699.63	3,114.97	3,737.96	62.29
Dunholme	1,246.34	1,454.06	1,661.79	1,869.51	2,284.96	2,700.40	3,115.85	3,739.02	62.82
East Ferry	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
East Stockwith	1,252.21	1,460.90	1,669.61	1,878.31	2,295.72	2,713.11	3,130.52	3,756.62	71.62
Faldingworth	1,238.30	1,444.68	1,651.07	1,857.45	2,270.22	2,682.98	3,095.75	3,714.90	50.76
Fenton	1,229.95	1,434.93	1,639.93	1,844.92	2,254.91	2,664.88	3,074.87	3,689.84	38.23
Fillingham	1,238.93	1,445.42	1,651.91	1,858.40	2,271.38	2,684.35	3,097.33	3,716.80	51.71
Fiskerton	1,246.62	1,454.39	1,662.16	1,869.93	2,285.47	2,701.01	3,116.55	3,739.86	63.24
Friesthorpe	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Fulnetby	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Gainsborough	1,277.94	1,490.93	1,703.92	1,916.91	2,342.89	2,768.87	3,194.85	3,833.82	110.22
Gate Burton	1,230.48	1,435.56	1,640.64	1,845.72	2,255.88	2,666.04	3,076.20	3,691.44	39.03
Glentham	1,238.79	1,445.26	1,651.73	1,858.19	2,271.12	2,684.05	3,096.98	3,716.38	51.50
Glentworth	1,260.64	1,470.74	1,680.86	1,890.96	2,311.18	2,731.38	3,151.60	3,781.92	84.27
Golto	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Grange de Lings	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Grasby	1,223.61	1,427.55	1,631.49	1,835.42	2,243.29	2,651.16	3,059.03	3,670.84	28.73
Grayingham	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Great Limber	1,278.32	1,491.37	1,704.43	1,917.48	2,343.59	2,769.69	3,195.80	3,834.96	110.79
Greetwell	1,226.03	1,430.36	1,634.71	1,839.04	2,247.72	2,656.39	3,065.07	3,678.08	32.35
Hackthorn	1,219.45	1,422.68	1,625.93	1,829.17	2,235.66	2,642.13	3,048.62	3,658.34	22.48
Hardwick	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Harpwell	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Heapham	1,207.59	1,408.85	1,610.12	1,811.38	2,213.91	2,616.43	3,018.97	3,622.76	4.69
Hemswell	1,239.71	1,446.32	1,652.95	1,859.56	2,272.80	2,686.03	3,099.27	3,719.12	52.87
Hemswell Cliff	1,258.83	1,468.64	1,678.45	1,888.25	2,307.86	2,727.47	3,147.08	3,776.50	81.56
Holton Beckering	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Holton Le Moor	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00

Parish	A	B	C	D	E	F	G	H	Parish Band D
Ingham	1,248.24	1,456.28	1,664.32	1,872.36	2,288.44	2,704.52	3,120.60	3,744.72	65.67
Keelby	1,224.87	1,429.02	1,633.17	1,837.31	2,245.60	2,653.89	3,062.18	3,674.62	30.62
Kettlethorpe	1,240.06	1,446.73	1,653.42	1,860.09	2,273.45	2,686.79	3,100.15	3,720.18	53.40
Kexby	1,215.59	1,418.19	1,620.79	1,823.39	2,228.59	2,633.78	3,038.98	3,646.78	16.70
Kirmond Le Mire	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Knaith	1,221.82	1,425.45	1,629.10	1,832.73	2,240.01	2,647.27	3,054.55	3,665.46	26.04
Langworth	1,274.68	1,487.12	1,699.58	1,912.02	2,336.92	2,761.80	3,186.70	3,824.04	105.33
Laughton	1,232.01	1,437.34	1,642.68	1,848.01	2,258.68	2,669.34	3,080.02	3,696.02	41.32
Lea	1,236.75	1,442.87	1,649.00	1,855.12	2,267.37	2,679.61	3,091.87	3,710.24	48.43
Legsby	1,220.60	1,424.03	1,627.47	1,830.90	2,237.77	2,644.63	3,051.50	3,661.80	24.21
Linwood	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Lissington	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Market Rasen	1,274.23	1,486.59	1,698.97	1,911.34	2,336.09	2,760.82	3,185.57	3,822.68	104.65
Marton	1,230.48	1,435.56	1,640.64	1,845.72	2,255.88	2,666.04	3,076.20	3,691.44	39.03
Middle Rasen	1,221.35	1,424.90	1,628.47	1,832.02	2,239.14	2,646.25	3,053.37	3,664.04	25.33
Morton	1,227.23	1,431.76	1,636.31	1,840.84	2,249.92	2,658.99	3,068.07	3,681.68	34.15
Nettleham	1,282.47	1,496.22	1,709.97	1,923.71	2,351.20	2,778.69	3,206.18	3,847.42	117.02
Nettleton	1,239.32	1,445.87	1,652.43	1,858.98	2,272.09	2,685.19	3,098.30	3,717.96	52.29
Newball	1,274.68	1,487.12	1,699.58	1,912.02	2,336.92	2,761.80	3,186.70	3,824.04	105.33
Newton on Trent	1,287.52	1,502.10	1,716.70	1,931.28	2,360.46	2,789.62	3,218.80	3,862.56	124.59
Normanby by Spital	1,217.13	1,419.99	1,622.85	1,825.70	2,231.41	2,637.12	3,042.83	3,651.40	19.01
Normanby Le Wold	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
North Carlton	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
North Kelsey	1,238.81	1,445.27	1,651.75	1,858.21	2,271.15	2,684.08	3,097.02	3,716.42	51.52
North Willingham	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Northorpe	1,215.49	1,418.07	1,620.66	1,823.24	2,228.41	2,633.57	3,038.73	3,646.48	16.55
Osgodby	1,229.03	1,433.87	1,638.71	1,843.55	2,253.23	2,662.90	3,072.58	3,687.10	36.86
Owersby	1,218.71	1,421.83	1,624.95	1,828.07	2,234.31	2,640.54	3,046.78	3,656.14	21.38
Owmbly by Spital	1,245.70	1,453.31	1,660.94	1,868.55	2,283.79	2,699.01	3,114.25	3,737.10	61.86
Pilham	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Rand	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Reepham	1,221.49	1,425.07	1,628.66	1,832.24	2,239.41	2,646.57	3,053.73	3,664.48	25.55

Parish	A	B	C	D	E	F	G	H	Parish Band D
Riby	1,213.74	1,416.03	1,618.32	1,820.61	2,225.19	2,629.77	3,034.35	3,641.22	13.92
Riseholme	1,215.49	1,418.06	1,620.65	1,823.23	2,228.40	2,633.55	3,038.72	3,646.46	16.54
Rothwell	1,243.37	1,450.60	1,657.83	1,865.06	2,279.52	2,693.97	3,108.43	3,730.12	58.37
Saxby	1,210.39	1,412.11	1,613.85	1,815.58	2,219.05	2,622.50	3,025.97	3,631.16	8.89
Saxilby	1,299.05	1,515.55	1,732.07	1,948.57	2,381.59	2,814.60	3,247.62	3,897.14	141.88
Scampton	1,217.23	1,420.10	1,622.98	1,825.85	2,231.60	2,637.34	3,043.08	3,651.70	19.16
Scothern	1,254.48	1,463.56	1,672.64	1,881.72	2,299.88	2,718.04	3,136.20	3,763.44	75.03
Scotter	1,235.57	1,441.50	1,647.43	1,853.36	2,265.22	2,677.07	3,088.93	3,706.72	46.67
Scotton	1,236.83	1,442.96	1,649.11	1,855.24	2,267.52	2,679.79	3,092.07	3,710.48	48.55
Searby Cum Owmbly	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Sixhills	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Snarford	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Snelland	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Snitterby	1,225.87	1,430.17	1,634.49	1,838.80	2,247.43	2,656.04	3,064.67	3,677.60	32.11
Somerby	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
South Carlton	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
South Kelsey	1,225.77	1,430.06	1,634.36	1,838.65	2,247.24	2,655.82	3,064.42	3,677.30	31.96
Spridlington	1,227.39	1,431.96	1,636.53	1,841.09	2,250.22	2,659.35	3,068.48	3,682.18	34.40
Springthorpe	1,212.14	1,414.16	1,616.19	1,818.21	2,222.26	2,626.30	3,030.35	3,636.42	11.52
Stainfield	1,261.03	1,471.20	1,681.38	1,891.55	2,311.90	2,732.24	3,152.58	3,783.10	84.86
Stainton Le Vale	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Stow	1,231.33	1,436.54	1,641.77	1,846.99	2,257.44	2,667.87	3,078.32	3,693.98	40.30
Sturton by Stow	1,241.79	1,448.75	1,655.72	1,862.68	2,276.61	2,690.53	3,104.47	3,725.36	55.99
Sudbrooke	1,230.12	1,435.14	1,640.16	1,845.18	2,255.22	2,665.26	3,075.30	3,690.36	38.49
Swallow	1,249.29	1,457.51	1,665.73	1,873.94	2,290.37	2,706.80	3,123.23	3,747.88	67.25
Swinhope	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Tealby	1,233.11	1,438.63	1,644.15	1,849.67	2,260.71	2,671.74	3,082.78	3,699.34	42.98
Thonock	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00

Parish	A	B	C	D	E	F	G	H	Parish Band D
Thoresway	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Thorganby	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Thorpe Le Fallows	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Toft Newton	1,245.12	1,452.64	1,660.16	1,867.68	2,282.72	2,697.76	3,112.80	3,735.36	60.99
Torksey	1,239.11	1,445.62	1,652.15	1,858.66	2,271.70	2,684.73	3,097.77	3,717.32	51.97
Upton	1,234.64	1,440.41	1,646.19	1,851.96	2,263.51	2,675.05	3,086.60	3,703.92	45.27
Waddingham	1,232.62	1,438.05	1,643.50	1,848.93	2,259.81	2,670.67	3,081.55	3,697.86	42.24
Walesby	1,218.93	1,422.08	1,625.24	1,828.39	2,234.70	2,641.00	3,047.32	3,656.78	21.70
Walkerith	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Welton	1,276.99	1,489.81	1,702.65	1,915.48	2,341.15	2,766.80	3,192.47	3,830.96	108.79
West Firsby	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
West Rasen	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Wickenby	1,236.32	1,442.37	1,648.43	1,854.48	2,266.59	2,678.69	3,090.80	3,708.96	47.79
Wildsworth	1,204.46	1,405.20	1,605.95	1,806.69	2,208.18	2,609.66	3,011.15	3,613.38	0.00
Willingham	1,242.33	1,449.39	1,656.45	1,863.50	2,277.61	2,691.72	3,105.83	3,727.00	56.81
Willoughton	1,251.00	1,459.50	1,668.00	1,876.50	2,293.50	2,710.50	3,127.50	3,753.00	69.81

Pay Policy Statement 2020/21

Date: January 2020

Reviewed annually

Introduction

The Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

It is important that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market.

In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressure conflict. The Council's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial.

Legislation

Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement for 2013/2014 and for each financial year thereafter. This document comprises that Pay Policy Statement being recommended for adoption.

The Act and supporting statutory guidance provides details of matters that must be included in this statutory pay policy but also emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by Full Council by the end of March each year, can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of chief officer employees.

The Council will comply with the National Living Wage legislation.

Context

This pay policy includes a policy on:-

- The level and elements of remuneration for each chief officer
- The remuneration of the lowest paid employees
- The relationship between the remuneration of chief officer and other officers; and
- Other specific aspects of chief officer remuneration and other discretionary payments

Remuneration in this context is defined widely to include not just pay but also charges, fees, allowances, benefits in kind, enhancements of pension entitlements and termination payments.

Senior Officer Pay

In this policy the senior pay group covers posts in the top tier of the organisation and any statutory officers i.e. Section 151 Officer or Monitoring Officer that are not included in the tier.

The council currently have the following number of posts at the chief officer level:-
1 x Chief Executive
1 x Monitoring Officer, at Assistant Director level

The policy for each group is as follows:-

Salaries in this policy are as at 1 March 2020.

Chief Executive

The salary for the above post has been established as a range of £112,000 to £125,000. This is a local grade established following an analysis of the degree of responsibility in the role, benchmarking with other comparators and the ability to recruit and retain exceptional candidates.

There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, bonuses etc., paid to the above senior officer, as they are expected to undertake duties outside their normal hours and working patterns without additional payment.

Monitoring Officer

The salary for this post is paid at a spot salary of £67,892 per annum plus an honorarium of £5,000 per annum to reflect the specific statutory responsibilities.

Chief Officer Pay Awards

Pay awards for Chief Officers are nationally determined in accordance with the Joint Negotiating Committee (JNC) for Chief Officers. The council applies the nationally negotiated pay settlement as agreed by JNC for Local Authority Chief Executives.

Chief Executive Recruitment

Recruitment to the post of Chief Executive is undertaken by a committee of councillors appointed by Council.

The Council's Chief Officer Employment Committee is responsible for, amongst other things, determining the remuneration of the Chief Executive.

Rules governing the recruitment of chief officers are set out in the Council's constitution, Part 5 Rules of Procedure, Officer Employment Procedure Rules.

Returning Officer Fees

Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer for this Council is Alan Robinson who is appointed under representation of the People Act 1983. Whilst appointed by West Lindsey District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of West Lindsey District Council. As Returning Officer a separate allowance is paid for each election for which the officer is responsible.

Lowest Paid Employees

The lowest paid staff within the Council's pay structure are on Band 3. For this reason we have chosen staff employed on Band 3 as our definition of the 'lowest paid' for the purposes of this policy.

Band 3 ranges from £18,065 to £18,426 per annum.

The terms and conditions of employment for Band 3 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as Green Book). These are supplemented by local collective agreements reached with the trade union recognised by the council and by the rules of the council.

All posts except that of the Chief Executive, Assistant Director and Strategic Leads are evaluated using the NJC job evaluation scheme, which is recognised by employers and trade unions nationally. This scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.

Each salary other than that of the Senior Management Team is set within a pay band which is made up of spinal points, staff progress through these spinal points with length of service until they reach the top point in their pay band.

The Council applies the National Joint Conditions of Service for all employees, and any nationally agreed salary increases are applied.

Pay Supplements

From time to time it may be necessary to pay special allowances or supplements to individual employees as part of their employment contract where it can be justified in accordance with council policy. The council may use the following:

Market supplements – in order to attract and retain employees with particular experience, skills and capacity, for example when there are skills shortages locally or nationally.

Special payments – where an employee has taken on additional duties and responsibilities for a defined period of time, for example covering a vacancy or taking on a special project.

Apprentices

The council operates an apprenticeship scheme, apprentices are employed with the council as part of a training and development scheme for a minimum of a 12 month period.

Apprentices provide an additional staffing resource to the council, however they are not a substitute for established posts; the emphasis of the apprenticeship programme is learning and development.

The salary paid to all apprentices is based on the National Minimum Wage requirement and therefore is increased in line with Government recommendations.

Year	Apprentice
April 2019	£3.90

Apprentices are entitled to the apprentice rate if they're either:

- Aged under 19
- Aged 19 or over and in the first year of their apprenticeship

Payments/Charges and Contributions

All officers of the Council are entitled to join the Local Government Pension Scheme (LGPS). The LGPS is a contributory scheme; employees contribute 5.5%-12.5% (average 6.4%) of their own salaries to the scheme. Employers' contributions to the LGPS vary depending upon how much is needed to ensure benefits under the Scheme are properly funded, and are set independently. The rules governing the pension scheme are contained in regulations made by Parliament.

The Council makes employer's contributions into the scheme, which are reviewed each 3 years by the actuary. The current rate is 17.2% of pensionable pay, in addition the Council makes lump sum deficit payments to the local government pension fund which equate to approximately 13% of pensionable pay.

Multipliers

The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner has been recommended in order to support the principles of Fair Pay following the 2011 report on public sector pay and the transparency agenda.

The highest paid officer of the council is the Chief Executive at £112,000

The ratio between the highest and lowest salary pay point is 1:6.2

The median salary of all the Council staff is £24,313

The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

Discretionary Payments

The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply:

'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) regulations 2006.'

The Council calculates redundancy payments by reference to an individual's actual week's pay, rather than the statutory maximum, where it is greater than the statutory maximum. This is payable to employees made redundant with 2 or more years local government service.

Severance payments under section 6

No severance payments: Employees aged 55 and over who are retiring early in the interests of efficiency will receive immediate payment of their pension benefits with no additional years service or compensatory payments. The capital cost of the early payment of pension benefits will be met by the Council but approval is subject to the cost being met by savings over a 3 year period.

Additional memberships for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007. Additional payments under regulation 13 of the same legislation.

No discretionary additional membership or payment provisions are applied.

Any proposals with a severance package with a total value of over £100,000 will be reported to Full Council for decision.

Re-employment

The Council's recruitment and selection policy recognises the importance of making appointments on merit, and ensuring equality of opportunity. Consequently, as a general principal, individual applicants for employment will be considered in accordance with this policy and will not be denied employment purely on the basis of having previously been employed by the council.

However, an individual in receipt of a severance payment and/or early retirement pension will not normally be immediately re-employed or re-engaged by the Council, either under a contract of employment or a contract for services. It is expected that the Council, when agreeing severance arrangements, will do so in the context of anticipated future requirements and plan its resources accordingly.

It is, however, recognised that in some limited, exceptional circumstances re-employment would be in the council's interests, in which case approval may be given by the Chief Executive in consultation with the People & OD Manager.

Where an employee retires on the grounds of ill health and later applies for employment this will be considered carefully in the context of the Equality Act and advice from the occupational health advisor.

Disclosure

Upon approval by Full Council this Pay Policy statement will be published on the Council's website.

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Human Resources Statement 2020/21

Human Resources Statement 2020/21

Cluster	Business Units	Budgeted Full Time Equivalent
Corporate	Investment Properties	0.50
Corporate Total		0.50
Our Council	Business Improvements	3.25
	Civic Responsibilities	1.00
	Closer to the Customer	2.00
	Committee Administration	4.30
	Communications	3.95
	Corporate Governance - Developmental	8.55
	Corporate Governance-Developmental	1.00
	Corporate Services	0.20
	Corporate Support Services	5.25
	Crematorium	3.00
	Customer Relations	15.33
	Debtors	1.10
	Electoral Registration	2.86
	Executive Director of Economic & Commercial Growth	1.00
	Executive Director of Resources (S151 Officer)	1.00
	Executive Director Operations/Head of Paid Service	1.00
	Financial Services - Accountancy	11.57
	Green Waste Service	1.01
	Health & Safety At Work	1.15
	Human Resources	4.08
	IT & Contracts Team	3.34
	Local Land Charges	3.20
	Local Tax Collection	11.39
	Markets	1.03
	Members' Costs	0.50
	Policy & Governance	3.18
	Property Services	6.86
	Supplementary Services (Chargeable)	2.18
Trade Waste	1.53	
WLDC - Apprentices	5.81	
Our Council Total		111.61
Our People	Enterprising Communities	5.59
	Housing Advice & Homelessness	8.00
	Housing Benefit Administration	14.03
	Housing Renewal Activity	4.16
	Housing Standards	4.45
	Leisure Centre - Gainsborough	0.20
	Trinity Arts Centre	4.22

	Wellbeing Delivery	9.00
Our People Total		49.65
Our Place	Building Control - Commercial	0.00
	Building Regulations - Fee Earning	3.30
	Building Regulations - Non-Fee Earning	2.80
	Car Parks	1.09
	CCTV Service	3.00
	Cemeteries	0.35
	Civil Parking Enforcement	0.44
	Commercial Development	1.61
	Community Licences	2.65
	Community Safety	2.20
	Conservation & Listed Buildings	2.05
	Development Control	21.34
	Economic & Tourism	1.00
	Economic Regeneration	4.31
	Food Safety	4.54
	Gainsborough Heritage Regeneration - THI	0.60
	Housing Zone	1.81
	Mayflower 400	0.41
	Neighbourhood Planning	1.00
	Pest And Dog Control	0.03
	Planning Enforcement	2.10
	Pollution Reduction	3.55
	Strategic Manager-Services	0.60
	Street Cleansing	15.87
	Visitor Economy	1.00
	Waste Collection	48.37
	Waste Collection Vehicles	1.00
Our Place Total		127.00
Grand Total		288.77