

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
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**AGENDA**

This meeting will be recorded and the video archive published on our website

**Corporate Policy and Resources Committee**

Thursday, 15th June, 2017 at 6.30 pm

Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA

**Members:** Councillor Jeff Summers (Chairman)  
Councillor Owen Bierley (Vice-Chairman)  
Councillor Matthew Boles  
Councillor David Cotton  
Councillor Michael Devine  
Councillor Steve England  
Councillor Stuart Kinch  
Councillor John McNeill  
Councillor Tom Regis  
Councillor Mrs Lesley Rollings  
Vacancy

**1. Apologies for Absence**

**2. Public Participation Period**

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

**3. Minutes of Previous Meeting/s**

To confirm as a correct record the Minutes of the previous meeting.

**a) For Approval**

To approve as a correct record the minutes of the Corporate Policy (PAGES 1 - 10) and Resources Committee meetings on 4 and 8 May 2017.

**4. Declarations of Interest**

Members may make declarations of Interest at this point or may make them at any point in the meeting.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

5. **Matters Arising Schedule** (PAGES 11 - 14)  
Setting out current position of previously agreed actions as at 7 June 2017.
6. **Public Reports for Approval:**
- a) Annual Treasury Management 2016-17 (PAGES 15 - 32)
  - b) Committee Work Plan (PAGES 33 - 34)
7. **Exclusion of Public and Press**  
To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph \* of Part 1 of Schedule 12A of the Act.
8. **Exempt Reports:**
- a) Food Enterprise Zone Delivery Programme
  - b) Commercial Project - Revised Costings
  - c) Hillcrest Park Rural Enterprise Development
  - d) Unlocking the Housing Strategy
  - e) Asset Disposal
  - f) Business Plan for Market Street Renewal

M Gill  
Chief Executive  
The Guildhall  
Gainsborough

Wednesday, 7 June 2017

# Public Document Pack Agenda Item 3a

Corporate Policy and Resources Committee- 4 May 2017

Subject to Call-in. Call-in will expire at 4.30pm on Friday 2 June 2017

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 4 May 2017 commencing at 6.30 pm.

**Present:** Councillor Jeff Summers (Chairman)  
Councillor Mrs Anne Welburn (Vice-Chairman)

Councillor Owen Bierley  
Councillor David Cotton  
Councillor Michael Devine  
Councillor Adam Duguid  
Councillor Steve England  
Councillor John McNeill  
Councillor Tom Regis

**In Attendance:**

Manjeet Gill	Chief Executive
Ian Knowles	Director of Resources and S151 Officer
Tracey Bircumshaw	Financial Services Manager
Dinah Lilley	Governance and Civic Officer
Manjeet Gill	Chief Executive
Grant White	Lead Officer Enterprising Communities

**Apologies:** Councillor Matthew Boles  
Councillor Ian Fleetwood

**Membership:** There were no substitutions

### 125 PUBLIC PARTICIPATION PERIOD

There was no public participation.

### 126 MINUTES OF PREVIOUS MEETING/S

**RESOLVED** that the minutes of the Corporate Policy and Resources Committee meeting held on 13 April 2017 be approved as a correct record.

**RESOLVED** that the minutes of the Joint Staff Consultative Committee meeting held on 30 March 2017 be noted.

## **127 DECLARATIONS OF INTEREST**

There were no declarations of interest at this point of the meeting.

## **128 MATTERS ARISING SCHEDULE**

Regarding the Green Item entitled Planning Training, the Governance and Civic Officer gave a verbal update, that a further training session on CIL, to include Town and Parish Councils, would be offered later in the year. This was welcomed, however it was requested that this be in the format of a workshop, as opposed to a presentation.

**RESOLVED** that the Matters Arising Schedule be noted.

## **129 CHANGE TO ORDER OF THE AGENDA**

The Chairman announced that he wished to change the order of the agenda in order to allow the Chief Executive to leave early enough to attend the election results.

The proposal was moved, seconded and voted upon.

**RESOLVED** that the order of the agenda be changed.

## **130 PROGRESS AND DELIVERY REPORT QUARTER 4**

The Chief Executive gave a Powerpoint presentation on Consistent Quality Customer Services, Why it was a Priority, the Present Situation, and What was the Solution?

Quality Customer Service was seen as important due to:

- Growth
  - Open for Business
  - Housing in right places
- Consistent Quality Customer Experiences
- Smarter, Simpler Ways Of Working
- More responsive
- More efficient
  - Culture – what matters, tone, empathy, communication, put in customer shoes.

In the short term – 6-12 months – it was suggested to make the complaints process: the way we learn and improve; of value to the customer; there be a strategic analysis and the right improvement action based on starting from the customers shoes; and managing expectations.

Planning and Enforcement were seen as the most appropriate starting place. This was seen to be a 12-18 month management role.

All councillors, businesses and parishes were to be advised of the compliments and complaints procedure, and all service requests and complaints would receive a customer satisfaction and feedback request.

Each Team Manager would report to the Chief Operating Officer: all requests – customer feedback plus actions; all complaints plus actions; all compliments and thanks plus actions; an overall summary of SMART actions. A report would then be submitted to each Committee with a Chief Executive report. A report on the new procedure would be submitted to the June Corporate Policy and resources Committee, and a workshop would be organised with Parish Councils.

The Progress and Delivery report having been circulated to the Committee was the quarter four performance report and included reports in progress with delivering the Corporate Plan and the Commercial Plan.

The executive summary was structured to highlight those areas that were performing above expectations, those areas where there was a risk to either performance or delivery, and those areas where further work was required for next year's report.

Those areas listed as Performing Well included:

- Economic Development:
- Benefits service
- Land Charges
- Development management
- Contract management

Those services identified as Risk Areas included:-

- Enforcement
- Homelessness
- Corporate Governance

Following an audit of the progress and delivery process the number of service measures that were identified as measures to be reported to the policy committees would be reduced for 2017/18 municipal year. These measures had been the subject of consultation with the members' progress and delivery steering group and would be used from the first quarter of 2017/18.

Measures that would not now be reported would, where appropriate, be used by the Team Managers to assess their services performance and be included in their service plan.

Members discussed the issues set out in the presentation and the report and agreed that it was important to get it right first time and learn from mistakes. It was vital that information was rolled out to staff, particularly the definition of what constituted a complaint. A query was raised regarding the number of missed telephone calls as set out in the report. The Chief Executive resolved to look into this and gain a response.

**RESOLVED** that having reviewed the performance information contained in the Progress and Delivery Report and considered where specific action should be taken, the report be approved.

## 131 BUDGET AND TREASURY MANAGEMENT MONITORING QUARTER 4

The Director of Resources introduced the draft Revenue Budget out-turn for the 2016/17 financial year declaring a surplus position of £1,059k after taking account of approved carry forwards of £524k (detailed at Appendix D of the report), the surplus was comparable to the Period 3 of £798k with significant movements since that period being:

- Increased Planning Fee Income – £84k
- Refund of Legal Shared Service surplus 2016/17 - £71k
- Year-end accounting adjustments of - £131k
- Additional Government Grant income - £106k
- Net of Employee costs - £96k

The overall gross surplus was currently £1,583k.

The Collection Fund was yet to be finalised accounting for Business Rates (NNDR), which would result in a change to the figures provided. Any budget variance at final out turn would be transferred to the Business Rates Volatility Reserve.

It was noted that it was too early to agree the £450k of the surplus to be carried forward to support the development of business cases for Invest to Save, Invest to Earn and Invest to Grow projects, as set out at Recommendation c), it was therefore proposed that an annual review of financial performance and proposals for how the surplus may be used to support current priorities be presented to the Corporate Policy and Resources meeting in July 2017.

All the other recommendations would remain as written as these agreed to support decisions taken in year and acceptance of the position presented for both revenue and capital budgets and Treasury Management.

The proposal was moved, seconded and voted upon and it was **RESOLVED** that an annual review of financial performance as described above be presented to the July meeting.

The Chief Executive requested that Members send though their priorities for investment over the next few weeks.

A Member raised a query on a figure set out within the Executive Summary – of ‘£96k net of employee costs’, there was some confusion around the details given therefore it was suggested that a full explanation be emailed to all Members of the Committee.

The remainder of the Recommendations were moved en bloc and on being seconded and voted upon it was **RESOLVED** that:

- a) the draft out-turn position of a £1,059k surplus as at 31 March 2017, be accepted;
- b) the Revenue budget carry forwards of £524k approved in year (as set out at Appendix D of the report), be noted;
- c) any further surplus variances be transferred to the Business Rates Volatility Reserve, be agreed;
- d) the use of Earmarked Reserves during the quarter approved by the Director of Resources using Delegated powers, be noted;
- e) the Capital budget carry forwards of £6,919k (12.3) and they accept the Capital out turn position of £2,579k, be approved;

- f) the Commercial Income position be accepted;
- g) the amendments to Licensing and Planning fees and charges detailed within Appendix C of the report, be approved;
- h) the Treasury position to 31 March 2017, be accepted; and
- i) an annual review of financial performance and proposals for how the surplus may be used to support current priorities be presented to the Corporate Policy and Resources meeting in July 2017.

### **132 REVISED COMMITTEE TIMETABLES**

The Governance and Civic Officer reminded Members that the Committee Timetables for 2015/16 to 2018/19 had been approved by Policy and Resources Committee on 10 November 2015, according to the requirements set out in the Constitution.

The report in November 2015 stated that “Should it transpire that further changes become necessary the timetables will be brought back to the Corporate Policy and Resources Committee for further amendments”.

In order to facilitate the presentation of Quarter 4 Monitoring reports (Progress and Delivery and Treasury Management) prior to the end of the Municipal year, before Annual Council, it was suggested that further Corporate Policy and Resources meetings be scheduled towards the end of April/beginning of May.

In order, therefore to not have as many Corporate Policy and Resources meetings it was suggested that the October meeting be removed from the timetable.

The Challenge and Improvement Committee had requested that they not have a scheduled meeting during Christmas week, therefore this has been moved into January.

Following the calling of the General Election on 8 June 2017, it will also be necessary to move the date of the Licensing/Regulatory meeting, Monday 19 June 2017 was proposed.

**RESOLVED** that the revised committee timetables for the following two years be agreed.

### **133 RURAL TRANSPORT PROGRAMME**

In 2014-2015 the Council had agreed to allocate £300,000 from reserve funds to go towards making improvements and/or tackling issues with rural transport in West Lindsey. As a large rural district, lack of, or gaps in transport and connectivity was often seen as a barrier to accessing services and ease of mobility. Following the use of funds in 2015-2016 on consultancy work £281,500 remained in the earmarked reserve.

Lincolnshire County Council (LCC) as the upper tier local authority had the responsibility for transport and provided a wide range of transport initiatives that, combined with services provided by the private sector transport companies, gave Lincolnshire a comprehensive

coverage. In effect all parts of West Lindsey were connected by public transport but to different levels.

Following research work and collaboration with external partners including Lincolnshire County Council and transport providers, there was now a selection of projects and actions for delivery. These projects and actions had been developed to respond to need and be achievable to deliver and sustain.

The Rural Transport Programme, including identified projects and initiatives, was approved by the Prosperous Communities Committee on 21 March 2017, a copy of which was attached to the report.

The report set out the various aspects of the Rural Transport project for which approval was sought. These were:

- Transport Publicity Programme
- Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator
- Call Connect – North of Lincoln expansion pilot
- Access to Transport Fund

Approval for the above and the funding therefrom was sought via an amendment to the Capital Programme for 2017-18

Members questioned whether funding should be provided to facilitate shoppers travelling to Lincoln, however it was clarified that Dial a Ride was specifically for disabled passengers and comprised 'club' membership, this service transported passengers to wherever they needed to go.

It was agreed that ideally there should be a good service to all towns in the District. Regular monitoring of service usage would take place, and clarity was sought that there would be flexibility to withdraw from services that were underperforming, however ceasing the provision of a service would cause public backlash. There was a role for Members to promote awareness of the variety of services available in the area. Work was also ongoing to liaise with patient transport and also shop mobility. The work of officers involved was commended.

The recommendations in the report were then moved, seconded and upon being voted upon it was:

**RESOLVED** that:

- a) the recommendations from Prosperous Communities Committee be noted;
- b) the spend on Rural Transport project 1.1 Transport Publicity Programme be approved;
- c) the spend on Rural Transport project 2.2 Lincoln Area Dial-a-Ride Car Scheme – Volunteer Co-ordinator be approved;
- d) the spend on Rural Transport project 3.1 Call Connect – North of Lincoln expansion pilot be approved;
- e) the spend on Rural Transport project 3.2 Access to Transport Fund be approved; and
- f) the amendments to the Capital Programme for 2017-2018 be approved.



### **134 COMMITTEE WORK PLAN**

Members gave consideration to the Committee work plan, and the Chief Executive noted that there much work ongoing and she would be looking at the overall work plans for the policy committees to prioritise issues.

**RESOLVED** that the Committee work plan be noted.

### **135 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED** that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

### **136 DEVELOPMENT LOAN**

The Director of Resources introduced the report stating that the Strategic Lead for Economic Development and Neighbourhoods had been working to support the development of the southern and urban extensions; specifically to secure a robust evidence base to demonstrate deliverability at the examination in public of the Central Lincolnshire Local Plan and to quicken the pace of housing delivery in Gainsborough.

Discussions had focused on securing planning consent for the northern neighbourhood which was considered to have market appeal. A WLDC loan could provide an incentive to bring forward the planning application which would result in positive market sentiment and strengthen the evidence base on deliverability.

Further discussions had taken place with a developer and Heads of Terms had been drawn up – these were set out in the report.

Members sought assurance on the repayment details and the charge on the land. The report was considered detailed and thorough and the proposals were part of a larger strategy for growth.

It was questioned as to whether agreeing the report was implicit consent for any subsequent planning applications, and whether this amounted to a conflict of interest. Legal advice had been taken on this aspect and assurance was given that approval of the loan did not pre-judge any development proposals.

**RESOLVED:**

- a) That a capital budget of £400,000 for the purpose of a loan advance, to be funded from prudential borrowing, be approved;
- b) the release of funds for this purpose be agreed and the Director of Resources be delegated, following consultation with the Chairman of Corporate Policy and Resources Committee, to agree the finalisation of the loan agreement and appropriate charge in line with the agreement set out in the report and its appendix.

The meeting concluded at 8.00 pm.

Chairman

# Public Document Pack

Corporate Policy and Resources Committee - 8 May 2017

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 8 May 2017 commencing at 8.15 pm.

**Present:** Councillor Mrs Angela Lawrence ((Council Chairman) in the Chair))

Councillor Owen Bierley  
Councillor Matthew Boles  
Councillor David Cotton  
Councillor Michael Devine  
Councillor Adam Duguid  
Councillor Steve England  
Councillor Stuart Kinch  
Councillor John McNeill  
Councillor Tom Regis  
Councillor Lesley Rollings  
Councillor Jeff Summers

**In Attendance:**

Alan Robinson  
Dinah Lilley

SL - Democratic and Business Support  
Governance and Civic Officer

### 1 TO ELECT A CHAIRMAN FOR THE CIVIC YEAR

**RESOLVED** that Councillor Jeff Summers be appointed Chairman of the Committee for the 2017/18 civic year.

Councillor Jeff Summers took the Chair for the remainder of the meeting.

### 2 TO ELECT A VICE CHAIRMAN FOR THE CIVIC YEAR

**RESOLVED** that Councillor Owen Bierley be appointed Vice-Chairman of the Committee for the 2017/18 civic year.

### 3 TO DETERMINE THE NORMAL COMMENCEMENT TIMES OF MEETINGS

**RESOLVED** that the meetings of the Committee will normally commence at 6.30 pm.

The meeting concluded at 8.17 pm.

Chairman

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## Corporate Policy & Resources Committee Matters Arising Schedule

### Purpose:

To consider progress on the matters arising from previous Corporate Policy & Resources Committee meetings.

**Recommendation:** That members note progress on the matters arising and request corrective action if necessary.

### Matters arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	<b>Planning Training</b>	Minute Extract 13/04/17 Regarding the dates of the Planning Training sessions scheduled for next year, a Member noted that the first session on CIL had not included invitations to Parish Councils and this was felt to be at odds with the West Lindsey priority of engagement, and would this please be reconsidered.	<b>A further training session on CIL, to include Town and Parish Councils, would be offered later in the year. This was welcomed, however it was requested that this be in the format of a workshop, as opposed to a presentation.</b>	15/05/17	Mark Sturgess
	<b>Gainsborough Transport Study</b>	Minute Extract 13/04/17 The Ward Councillor for Gainsborough noted that the project was exactly what was needed for the area, and questioned if Members would be able to feed into specific issues. The Team Manager Projects and Growth noted that she would ensure that was fed back to the Consultants to ensure that this be part of the brief	<b>The project is performing against the defined timeline with key milestones already met. There were some identified risks to timescales for data collection, as this must be carried out during neutral months, however the data collection and the road side surveys have now been completed and the project is moving on to data analysis and model development. The risk to the next stage of the project relates to data quality, which will be looked at in the coming few weeks, however safeguards put in place around data collection and the equipment used does mitigate this to an extent. A progress meeting is scheduled for 21st June, with a brief overview of findings presented to the project team late July.</b>	04/05/17	Rachael Hughes

		As requested at P&R committee on 13th April consultation information was sent out to Gainsborough Ward Members on 27th April with feedback requested by 17th May. To date there has been no feedback received and so it has been agreed with Mouchel that the deadline for feedback can be extended to 21st June.		
<b>Missed Telephone Calls</b>	Minute Extract 04/05/2017 - Progress and Delivery A query was raised regarding the number of missed telephone calls as set out in the report. The Chief Executive resolved to look into this and gain a response	<p><b>There can be any number of reasons why a call may go unanswered including such as the number is already engaged, call goes to voice mail, number is diverted to another number in the Council; or there are too many calls for the number of staff available; and customers abandon the call before getting through.</b></p> <p><b>Therefore, this is a more complicated measure of performance and the telephony system has limited data as to the business reasons why.</b></p> <p><b>The Council is currently undertaking a project to assess reasons why a customer does not get through first time; and is looking at whether there are alternative ways to manage calls within teams to reach a higher level of calls answered for the future; or for automated ways of dealing with calls which will support very simple transactions.</b></p>	15/06/17	Manjeet Gill
<b>Green</b>				
<b>Employee Costs</b>	Minute extract 04/05/17 A Member raised a query on a figure set out within the Executive Summary – of ‘£96k net of employee costs’, there was some confusion around the details given therefore it was suggested that a full explanation be emailed to all		15/06/17	Ian Knowles

	Members of the Committee.		
<b>Quality Customer Service</b>	Minute extract 04/04/17, following presentation on Quality Customer Service. "A report would then be submitted to each Committee with a Chief Executive report. A report on the new procedure would be submitted to the July Corporate Policy and Resources Committee, and a workshop would be organised with Parish Councils."	27/07/17	Manjeet Gill
<b>Financial Performance Review</b>	Minute extract 04/05/2017 That members request an annual review of financial performance and proposals for how the surplus may be used to support current priorities be presented to the CP&R meeting in July 2017.	27/07/17	Ian Knowles

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**Corporate Policy and  
Resources Committee**

**15 June 2017**

**Subject: Annual Report on the Treasury Management Service and Actual Prudential and Treasury Indicators 2016/17**

Report by:	Financial Services Team Manager (Deputy S151) Tracey Bircumshaw
Contact Officer:	Tracey Bircumshaw Financial Services Team Manager (Deputy S151) 01427 676560 tracey.bircumshaw@west-lindsey.gov.uk
Purpose / Summary:	This annual treasury report is a requirement of the Council's reporting procedures. It covers the treasury activity during 2016/17 and the actual Prudential Indicators for 2016/17.

**RECOMMENDATION(S):**

**That Members accept the Annual Treasury Management Report for 2016/17 and recommend to Council the approval of the actual 2016/17 Prudential and Treasury Indicators contained therein.**

**IMPLICATIONS**

**Legal:** None arising as a result of this report.

**Financial: FIN/20/18:** None arising from this report.

**Staffing:** None arising as a result of this report.

**Equality and Diversity including Human Rights:** None arising as a result of this report.

**Risk Assessment:** This is a monitoring report only.

**Climate Related Risks and Opportunities:** This is a monitoring report only.

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

**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**

## **Background**

The Council is required by regulations issued under the Local Government Act 2003 to produce an Annual Treasury Management review of activities and the actual prudential and treasury indicators for 2016/17. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (The Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2016/17 the minimum reporting requirements were that the full Council should receive the following reports:

- an Annual Treasury Strategy in advance of the year - Council meeting held 3 March 2016
- a Mid-Year (minimum) Treasury Update Report – Council meeting held 10 November 2016
- an Annual Treasury Management Report following the year describing the activity compared to the strategy (this report).

In addition, the Corporate Policy and Resources Committee has received quarterly Treasury Management update reports on 28 July 2016, 10 November 2016, 9 February 2017 and 4 May 2017.

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

The Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Governance and Audit Committee (Annual Investment Strategy) and Policy and Resources Committee (Capital Programme, Mid-Year and Annual Report) before they were reported to the full Council. Member training on treasury management issues was undertaken during the year on 9 January 2017 in order to support Members' scrutiny role.

## Executive Summary

During 2016/17, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

<b>Prudential and treasury indicators</b>	<b>2015/16 Actual £'000</b>	<b>2016/17 Original £'000</b>	<b>2016/17 Revised £'000</b>	<b>2016/17 Actual £'000</b>
Capital expenditure	962	15,109	10,928	2,584
Capital Financing Requirement:				
	1,403	11,476	7,181	1,219
Gross Borrowing	0	0	0	0
Finance Leases	346	221	221	128
Gross Investments				
• Longer than 1 year	2,000	2,000	2,000	2,000
• Under 1 year	18,200	14,882	21,155	16,600
<b>Total</b>	<b>20,200</b>	<b>16,882</b>	<b>23,155</b>	<b>18,600</b>
<b>Net borrowing/ (investments)</b>	<b>(19,854)</b>	<b>(16,661)</b>	<b>(22,934)</b>	<b>(18,472)</b>

Other prudential and treasury indicators are to be found in the main body of this report. The S151 Officer also confirms that no borrowing was undertaken and the statutory borrowing limit (the Authorised Limit) was not breached.

The financial year 2016/17 continued with a challenging investment environment of previous years, namely low investment returns.

## 1. Introduction and Background

1.1 This report summarises the following:

- Capital activity during the year
- Impact of this activity on the Council's underlying indebtedness (the Capital Financing Requirement)
- The actual prudential and treasury indicators
- Overall treasury position identifying if the Council has borrowed in relation to this indebtedness, and the impact on investment balances
- Summary of interest rate movements in the year
- Detailed debt activity; and
- Detailed investment activity

## 2. The Council's Capital Expenditure and Financing 2016/17

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

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

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

<b>General Fund</b>	<b>2015/16 Actual £'000</b>	<b>2016/17 Original £'000</b>	<b>2016/17 Revised Estimate £'000</b>	<b>2016/17 Actual £'000</b>
<b>Capital expenditure</b>	<b>962</b>	<b>15,109</b>	<b>10,928</b>	<b>2,584</b>
Resourced by:				
Capital receipts	560	806	1,104	405
Capital grants / Contributions	356	898	1,045	660
Revenue	46	3,115	2,784	1,484
Leases	0	0	0	0
S106	0	0	0	0
Prudential Borrowing	0	10,290	5,995	35

## 3. The Council's Overall Borrowing Need

3.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital

activity of the Council and resources used to pay for the capital spend. It represents the 2016/17 prudential borrowing (see table 2.2), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

- 3.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies (such as the Government, through the Public Works Loan Board [PWLB] or the money markets), or utilising temporary cash resources within the Council.
- 3.3 **Reducing the CFR** – The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of borrowing need. This differs from the treasury management arrangements, which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.
- 3.4 The total CFR can also be reduced by:
  - the application of additional capital financing resources (such as unapplied capital receipts); or
  - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).
- 3.5 The Council's 2016/17 MRP Policy (as required by CLG Guidance) was approved as part of the Treasury Management Strategy Report for 2016/17 on 3 March 2016.
- 3.6 The Council's CFR for the year is shown below, and represents a key prudential indicator. It is made up of £1.065m resulting from changes in capital financing regulations, this effectively represents unfunded capital expenditure ie from cash under previous capital financing regulations and will remain within the CFR for the foreseeable future. As this is a technical accounting adjustment, there is no requirement to repay this amount through the MRP regulations.
- 3.7 In addition it includes leasing schemes held on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as the borrowing facility is included in the contract.

Capital Financing Requirement	31 March 2016 Actual £'000	31 March 2017 Budget £'000	31 March 2017 Revised £'000	31 March 2017 Actual £'000
<b>Opening balance</b>	<b>1,631</b>	<b>1,407</b>	<b>1,407</b>	<b>1,407</b>
Adj for previous year financing	0	0	0	0
Add adjustment for the inclusion of on-balance sheet leasing arrangements	4	10,290	5,995	35
Less Finance Lease repayments/MRP	(228)	(221)	(221)	(218)
<b>Closing balance</b>	<b>1,407</b>	<b>11,476</b>	<b>7,181</b>	<b>1,224</b>

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

3.8 **Gross borrowing and the CFR** – in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its maximum gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2015/16) plus the estimates of any additional capital financing requirement for the current year (2016/17) and the next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2016/17. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator with the gross borrowing position reflecting outstanding finance leases on vehicles and equipment.

	31 March 2016 Actual £'000	31 March 2017 Original £'000	31 March 2017 Revised £'000	31 March 2017 Actual £'000
<b>Gross borrowing position</b>	<b>346</b>	<b>10,290</b>	<b>5,995</b>	<b>35</b>
<b>CFR</b>	<b>1,407</b>	<b>11,476</b>	<b>7,181</b>	<b>1,224</b>

3.9 **The Authorised Limit** – the authorised limit is the “affordable borrowing limit” required by section 3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during

2016/17 the Council has maintained gross borrowing within its authorised limit.

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

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

	<b>2016/17 £'000</b>
<b>Authorised Limit</b>	<b>22,931</b>
<b>Maximum gross borrowing position</b>	<b>35,684</b>
<b>Operational Boundary</b>	<b>10,411</b>
<b>Average gross borrowing position</b>	<b>0</b>
<b>Financing costs as a proportion of net revenue stream (Leasing)</b>	<b>1.27%</b>

#### 4. Treasury Position as at 31 March 2017

4.1.1 The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through Member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2016/17 the Council's treasury position (excluding finance leases) was as follows:

<b>Actual borrowing position</b>	<b>31 March 2016</b>		<b>31 March 2017</b>	
	<b>Principal £'000</b>	<b>Average Rate</b>	<b>Principal £'000</b>	<b>Average Rate</b>
Fixed Interest Rate Debt	0	0%	0	0%
Variable Interest Rate Debt	0	0%	0	0%
<b>Total Debt</b>	<b>0</b>	<b>0%</b>	<b>0</b>	<b>0%</b>
<b>Capital Financing Requirement £'000</b>	<b>1,403</b>		<b>1,224</b>	
<b>Finance lease liabilities £'000</b>	<b>346</b>		<b>128</b>	
<b>Over/(under) borrowing £'000</b>	<b>(1,065)</b>		<b>(1,096)</b>	



Bank and Money Market deposits	31 March 2016		31 March 2017	
	Principal £'000	Average Rate	Principal £'000	Average Rate
Fixed Interest money market and bank deposits	13,500	0.94%	14,000	0.85%
Variable Interest money market and bank deposits	4,700	2.10%	2,600	0.74%
<b>Total Investments/Cash Equivalents</b>	<b>18,200</b>	<b>3.04%</b>	<b>16,600</b>	<b>1.59%</b>
Property Fund Investment	2,000	5.75%	2,000	5.43%
Less Finance lease Liabilities	(346)		(128)	
<b>Net borrowing/(Investing) position</b>	<b>(19,854)</b>		<b>(18,472)</b>	

The maturity of the investment portfolio was as follows:

	31 March 2016 Actual £'000	2016/17 Forecast £'000	31 March 2017 Actual £'000
Investments/Cash Equivalents			
Longer than 1 year	2,000	2,000	2,000
Under 1 year	18,200	14,882	16,600
<b>Total</b>	<b>20,200</b>	<b>16,882</b>	<b>18,600</b>

Note: Excludes bank current account balance.

## 5. The Strategy for 2016/17

5.1 The expectation for interest rates within the treasury management strategy for 2016/17 anticipated low but rising Bank Rate, (starting in quarter 1 of 2017), and gradual rises in medium and longer term fixed borrowing rates during 2016/17. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

During 2016/17 there was major volatility in PWLB rates with rates falling during quarters 1 and 2 to reach historically very low levels in July and August, before rising significantly during quarter 3, and then partially easing back towards the end of the year.

No borrowing was undertaken during the year.

## 6. Investment Out turn for 2016/17

6.1 **Investment Policy** – the Council’s investment policy is governed by CLG guidance, which has been implemented in the annual investment strategy approved by Council on 3 March 2016. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps and equity prices).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

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

<b>Balance Sheet Resources</b>	<b>31 March 2016 £'000</b>	<b>31 March 2017 £'000</b>
Balances	3,715	4,839
Earmarked reserves	13,847	13,334
Provisions	1,012	928
Usable capital receipts	2,984	2,895
<b>Total</b>	<b>21,558</b>	<b>21,996</b>

6.3 **Investments held by the Council** – the Council maintained an average balance of £23.2m of investments as at 31<sup>st</sup> March 2017. The investment portfolio earned an average rate of return of 1.16%, the improvement reflects the investment in the Local Authority Property Fund.

6.4 From a budget perspective £267k of investment interest was generated against a budget of £196k investment balances earning an average rate of 1.16%, (excluding the Local Authority Property Fund £158k of investment interest was generated earning an average rate of 0.76%).

No external borrowing was undertaken during this quarter. However £35k of internal borrowing was undertaken to finance the Capital Programme.

## 7. Performance Measurement

7.1 One of the key requirements in the Code is the formal introduction of performance measurements relating to investments, debt and capital financing activities. Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average

portfolio rate of interest acting as the main guide. The Council's performance indicators were set out in the Annual Treasury Management Strategy.

7.2 The following performance indicator is measured

- **Investments – Internal returns above the 7 day London Interbank Bid rate (LIBID)**

Whilst interest rates remained low the team generated an overall rate of 1.16% which is comparable to average 0.20% LIBID.

7.3 The actual income generated from investments totalled £267k against a budget of £196k.

7.4 Security and liquidity benchmarks are being developed and were introduced for 2015/16. These are attached at Appendix A:

7.5.1 The economy and the effect on interest rates are contained at Appendix B:

Security Benchmarking (Supplementary Per Capital Watch 4 August 2009)

APPENDIX A

Today's Date 31/03/2017 PUT THIS TO TODAY'S DATE

	Prudential Indicators & Liquidity Limits	Credit Risk Maximum
Liquidity	£2,000,000	
1 year		0.00%
2 years		0.00%
3 years		0.00%
4 years		0.03%
5 years	£2,000,000	0.06%

Start Date (not needed for the analysis)	Counterparty	Principal	Maturity Date	Rate (not needed for the credit analysis)	Country	Sector Limits	Current Long Term Rating (Fitch or equivalent)	Long Term Rating for Table	Remaining Life in Years	Life Per table Equivalent	Historic Risk of default	Weighting L = B*K*I/J
A	B	C	D	E	F	G	H	I	J	K	L = B*K*I/J	
<b>Investment Position</b>												
	Deutsche Bank - Sterling				UK	MMF	AAA	AAA	0.00	1	0.000%	£0
	Lloyds Bank	£1,000,000	18-Aug-17	1.000%	UK	Banks - UK	A+	A	0.38	1	0.089%	£341
	Royal Bank of Scotland(95 day notice)				UK	Banks - UK	BBB+	BBB	0.00	1	0.212%	£0
	Santander - 180 day notice account	£1,000,000	26-Sep-17	1.150%	UK	Banks - UK	A	A	0.49	1	0.089%	£436
	LGIM	£2,600,000	03-Apr-17		UK	MMF	AAA	AAA	0.00	1	0.000%	£0
					UK	Building Societies - Term	A	A	-117.25	1	0.089%	£0
	Lloyds Bank	£500,000	11-Sep-17	1.000%	UK	Banks - UK	A+	A	0.45	1	0.089%	£200
	Lloyds Bank	£500,000	08-May-17	0.450%	UK	Banks - UK	A+	A	0.10	1	0.089%	£46
	Lloyds Bank	£500,000	08-Aug-17	0.600%	UK	Banks - UK	A+	A	0.36	1	0.089%	£158
	Lloyds Bank - Deposit Account				UK	Banks - UK	A+	A	0.00	1	0.089%	£0
	Standard Life (Ignis) - Liquidity Fund				UK	MMF	AAA	AAA	0.00	1	0.000%	£0
	Insight - Liquidity Fund				UK	MMF	AAA	AAA	-117.25	1	0.000%	£0
	CCLA - LAPF	£2,000,000			UK	Property		CCC		1		
	Santander - 365 day notice account	£2,000,000	30-Mar-18	1.300%	UK	Banks - UK	A	A	1.00	1	0.089%	£1,774
	Santander - 120 day notice account	£2,000,000	28-Jul-17	1.050%	UK	Banks - UK	A	A	0.33	1	0.089%	£580
	Goldman & Sachs	£1,000,000	05-Apr-17	0.460%	UK	Banks - UK	A	A	0.01	1	0.089%	£12
	Goldman & Sachs				UK	Banks - UK	A	A	-117.25	1	0.089%	£0
	Goldman & Sachs	£1,500,000	16-Jun-17	0.510%	UK	Banks - UK	A	A	0.21	1	0.089%	£281
	Goldman & Sachs	£1,500,000	18-Apr-17	0.460%	UK	Banks - UK	A	A	0.05	1	0.089%	£66
	Lloyds Bank	£1,000,000	14-Jul-17	1.250%	UK	Banks - UK	A+	A	0.29	1	0.089%	£256
	Lloyds Bank	£500,000	17-Jul-17	0.800%	UK	Banks - UK	A+	A	0.30	1	0.089%	£132
	Insight - Liquidity Plus Fund				UK	MMF	AAA	AAA	-117.25	1	0.000%	£0
	Ignis - Short Duration Fund				UK	MMF	AAA	AAA	0.00	1	0.000%	£0
	Lloyds Bank	£1,000,000	02-Aug-17	1.050%	UK	Banks - UK	A+	A	0.34	1	0.089%	£302
							A	A	-117.25	1	0.089%	£0
	<b>Total</b>	<b>£18,600,000</b>				<b>LIQUIDITY - Weighted Average Life</b>			<b>0.24</b>	<b>RISK Factors</b>	<b>0.025%</b>	<b>£4,585</b>
							Added by RG	WLDC Benchmarks	0.25		0.03%	
											<b>Risk Weighting per year</b>	
											Total weighting per £m	0.025%
											Weighting for investment maturing < 1 year	0.027%
											Weighting for investments maturing 1 to 2 years	0.000%
											Weighting for investments maturing 2 to 3 years	0.000%
											Weighting for investments maturing 3 to 4 years	0.000%
											Weighting for investments maturing 4 to 5 years	0.000%

**The Economy and Interest Rates**

The two major landmark events that had a significant influence on financial markets in the 2016-17 financial year were the UK EU referendum on 23 June and the election of President Trump in the USA on 9 November. The first event had an immediate impact in terms of market expectations of when the first increase in Bank Rate would happen, pushing it back from quarter 3 2018 to quarter 4 2019. At its 4 August meeting, the Monetary Policy Committee (MPC) cut Bank Rate from 0.5% to 0.25% and the Bank of England's Inflation Report produced forecasts warning of a major shock to economic activity in the UK, which would cause economic growth to fall almost to zero in the second half of 2016. The MPC also warned that it would be considering cutting Bank Rate again towards the end of 2016 in order to support growth. In addition, it restarted quantitative easing with purchases of £60bn of gilts and £10bn of corporate bonds, and also introduced the Term Funding Scheme whereby potentially £100bn of cheap financing was made available to banks.

In the second half of 2016, the UK economy confounded the Bank's pessimistic forecasts of August. After a disappointing quarter 1 of only +0.2% GDP growth, the three subsequent quarters of 2016 came in at +0.6%, +0.5% and +0.7% to produce an annual growth for 2016 overall, compared to 2015, of no less than 1.8%, which was very nearly the fastest rate of growth of any of the G7 countries. Needless to say, this meant that the MPC did not cut Bank Rate again after August but, since then, inflation has risen rapidly due to the effects of the sharp devaluation of sterling after the referendum. By the end of March 2017, sterling was 17% down against the dollar but had not fallen as far against the euro. In February 2017, the latest CPI inflation figure had risen to 2.3%, above the MPC's inflation target of 2%. However, the MPC's view was that it would look through near term supply side driven inflation, (i.e. not raise Bank Rate), caused by sterling's devaluation, despite forecasting that inflation would reach nearly 3% during 2017 and 2018. This outlook, however, is dependent on domestically generated inflation, (i.e. wage inflation), continuing to remain subdued despite the fact that unemployment is at historically very low levels and is on a downward trend. Market expectations for the first increase in Bank Rate moved forward to quarter 3 2018 by the end of March 2017 in response to increasing concerns around inflation.

**USA.** Quarterly growth in the US has been very volatile during 2016 but a strong performance since mid-2016, and strongly rising inflation, prompted the Fed into raising rates in December 2016 and March 2017. The US is the first major western country to start on a progressive upswing in rates. Overall growth in 2016 was 1.6%.

**EU.** The EU is furthest away from an upswing in rates; the European Central Bank (ECB) has cut rates into negative territory, provided huge tranches of cheap financing and been doing major quantitative easing purchases of debt during 2016-17 in order to boost growth from consistently weak levels, and to get inflation up from near zero towards its target of 2%. These purchases

have resulted in depressed bond yields in the EU, but, towards the end of 2016, yields rose, probably due at least in part to rising political concerns around the positive prospects for populist parties and impending general elections in 2017 in the Netherlands, France and Germany. The action taken by the ECB has resulted in economic growth improving significantly in the eurozone to an overall figure of 1.7% for 2016, with Germany achieving a rate of 1.9% as the fastest growing G7 country.

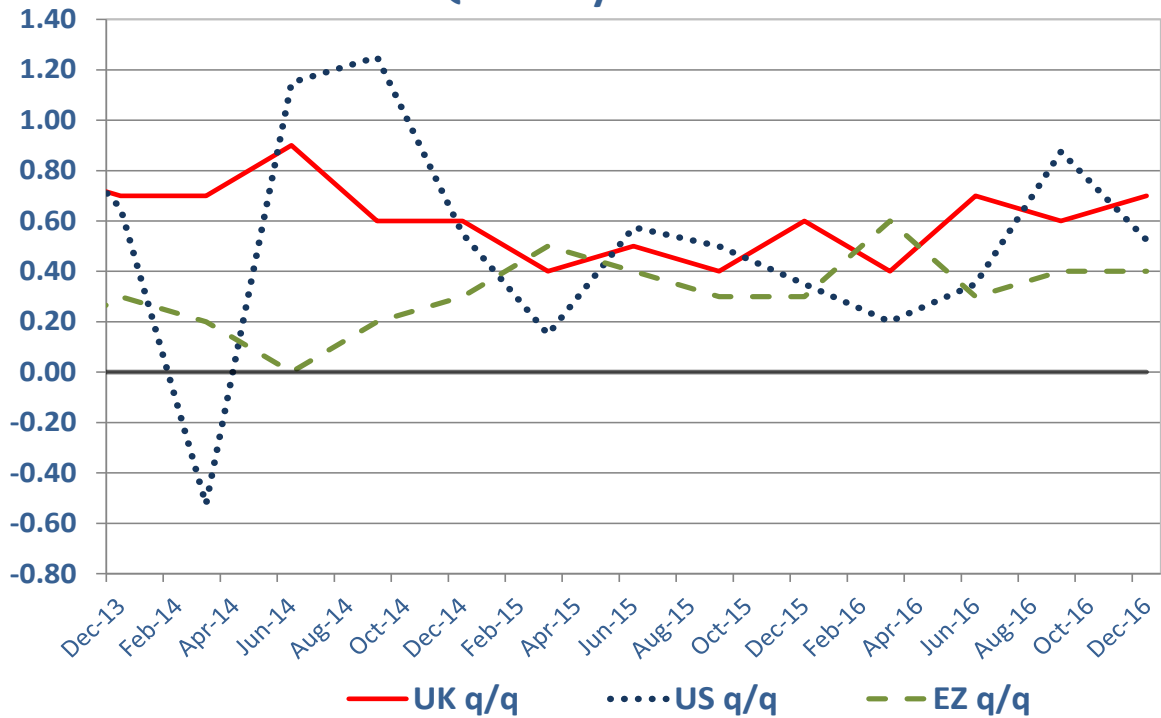
On the other hand, President Trump's election and promise of fiscal stimulus, which are likely to increase growth and inflationary pressures in the US, have resulted in Treasury yields rising sharply since his election. Gilt yields in the UK have been caught between these two influences and the result is that the gap in yield between US treasuries and UK gilts has widened sharply during 2016/17 due to market perceptions that the UK is still likely to be two years behind the US in starting on an upswing in rates despite a track record of four years of strong growth.

**Japan** struggled to stimulate consistent significant growth with GDP averaging only 1.0% in 2016 with current indications pointing to a similar figure for 2017. It is also struggling to get inflation up to its target of 2%, only achieving an average of -0.1% in 2016, despite huge monetary and fiscal stimulus, though this is currently expected to increase to around 1% in 2017. It is also making little progress on fundamental reform of the economy.

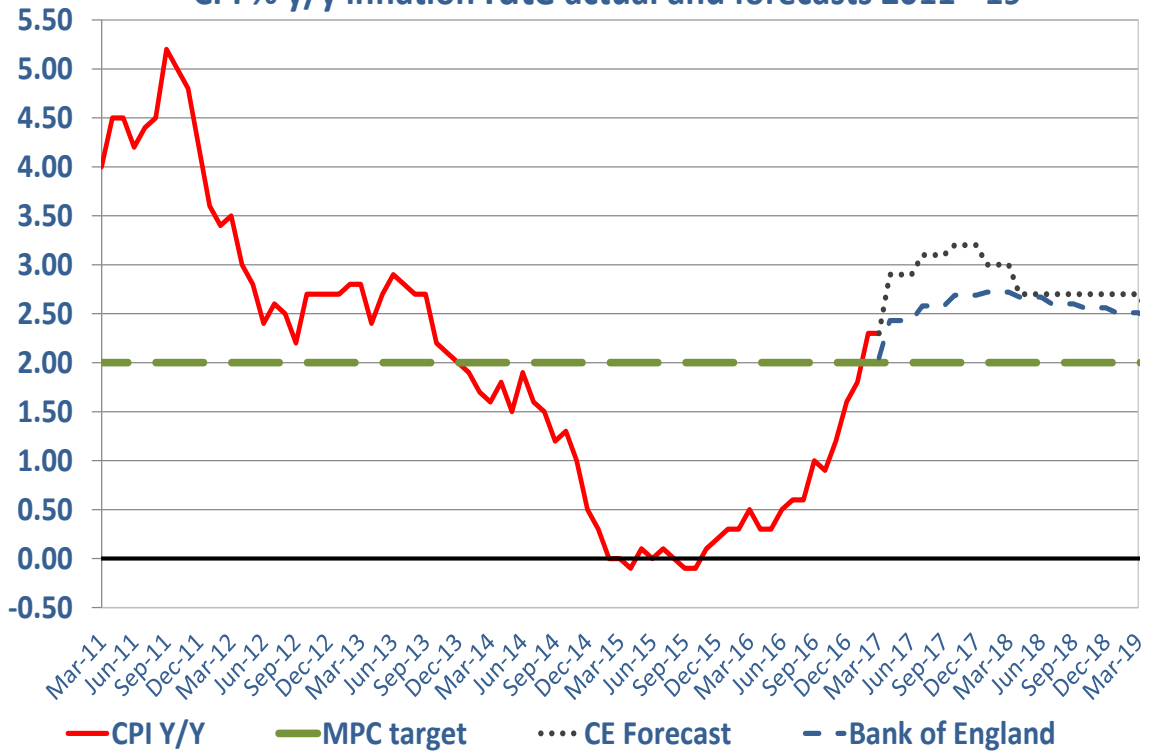
**China and emerging market counties.** At the start of 2016, there were considerable fears that China's economic growth could be heading towards a hard landing, which could then destabilise some emerging market countries particularly exposed to a Chinese economic slowdown and / or to the effects of a major reduction in revenue from low oil prices. These fears have largely subsided and oil prices have partially recovered so, overall, world growth prospects have improved during the year.

**Equity markets.** The result of the referendum, and the consequent devaluation of sterling, boosted the shares of many FTSE 100 companies which had major earnings which were not denominated in sterling. The overall trend since then has been steeply upwards and received further momentum after Donald Trump was elected President as he had promised a major fiscal stimulus to boost the US economy and growth rate.

### Quarterly GDP %



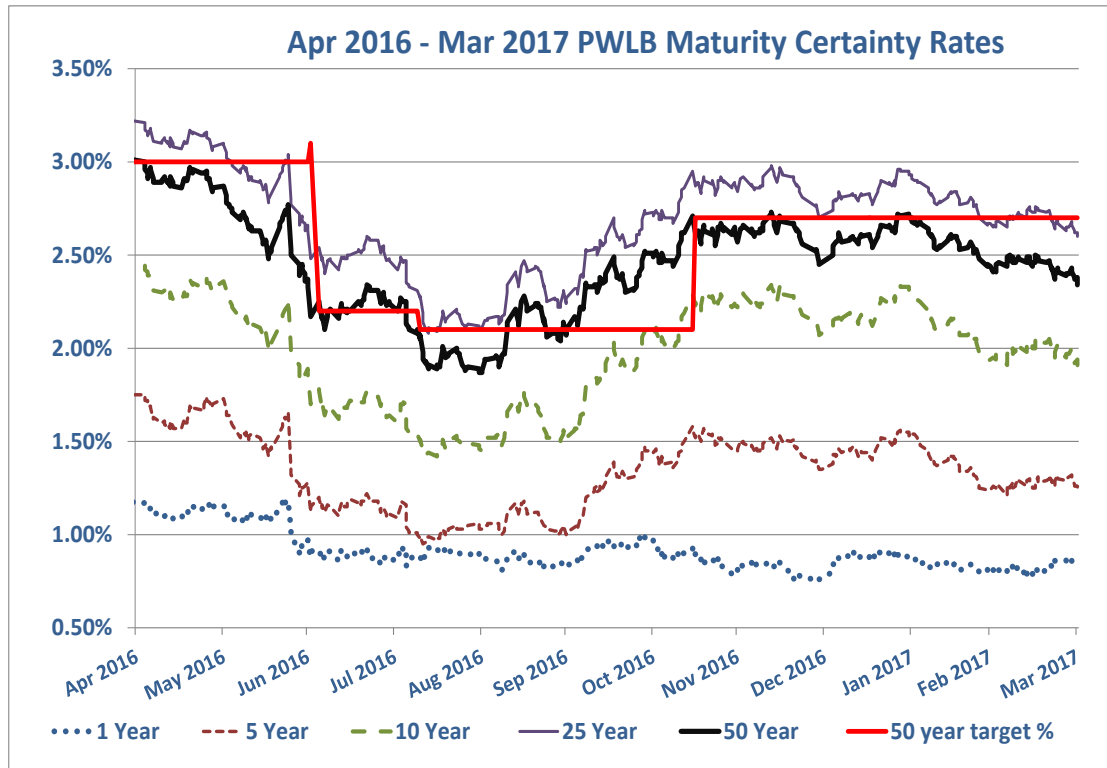
### CPI % y/y inflation rate actual and forecasts 2011 - 19



### Borrowing Rates in 2016/17

**PWLB certainty maturity borrowing rates** – During 2016-17, PWLB rates fell from April to June and then gaining fresh downward impetus after the referendum and Bank Rate cut, before staging a partial recovery through to

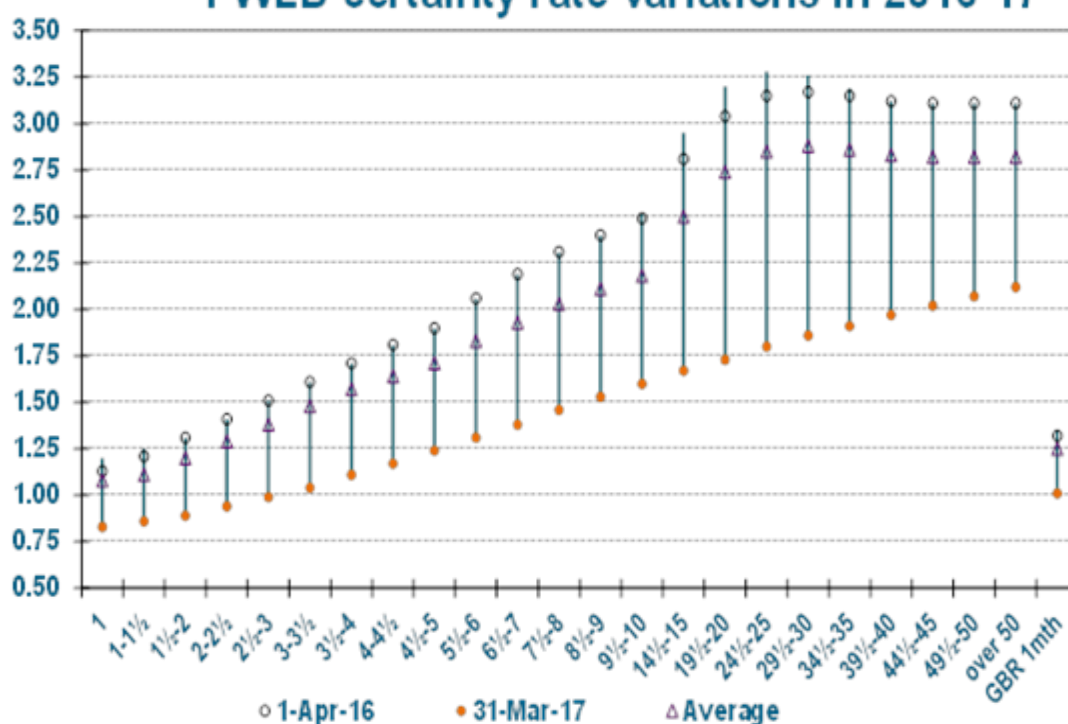
December and then falling slightly through to the end of March. The graphs and table for PWLB rates below show, for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates at the start and the end of the financial year.



	1	1-1.5	2.5-3	3.5-4	4.5-5	9.5-10	24.5-25	49.5-50	1 month variable
1/4/16	1.130%	1.160%	1.330%	1.470%	1.620%	2.310%	3.140%	2.950%	1.310%
31/3/17	0.830%	0.860%	0.990%	1.110%	1.240%	1.600%	1.800%	2.070%	1.010%
High	1.200%	1.250%	1.460%	1.630%	1.800%	2.510%	3.280%	3.080%	1.350%
Low	0.760%	0.800%	0.840%	0.880%	0.950%	1.420%	2.080%	1.870%	1.040%
Average	0.928%	0.961%	1.104%	1.226%	1.361%	2.007%	2.724%	2.494%	1.150%
Spread	0.440%	0.450%	0.620%	0.750%	0.850%	1.090%	1.200%	1.210%	0.310%
High date	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016	20/05/2016
Low date	20/12/2016	15/03/2017	10/08/2016	10/08/2016	10/08/2016	10/08/2016	12/08/2016	30/08/2016	30/11/2016



## PWLB certainty rate variations in 2016-17



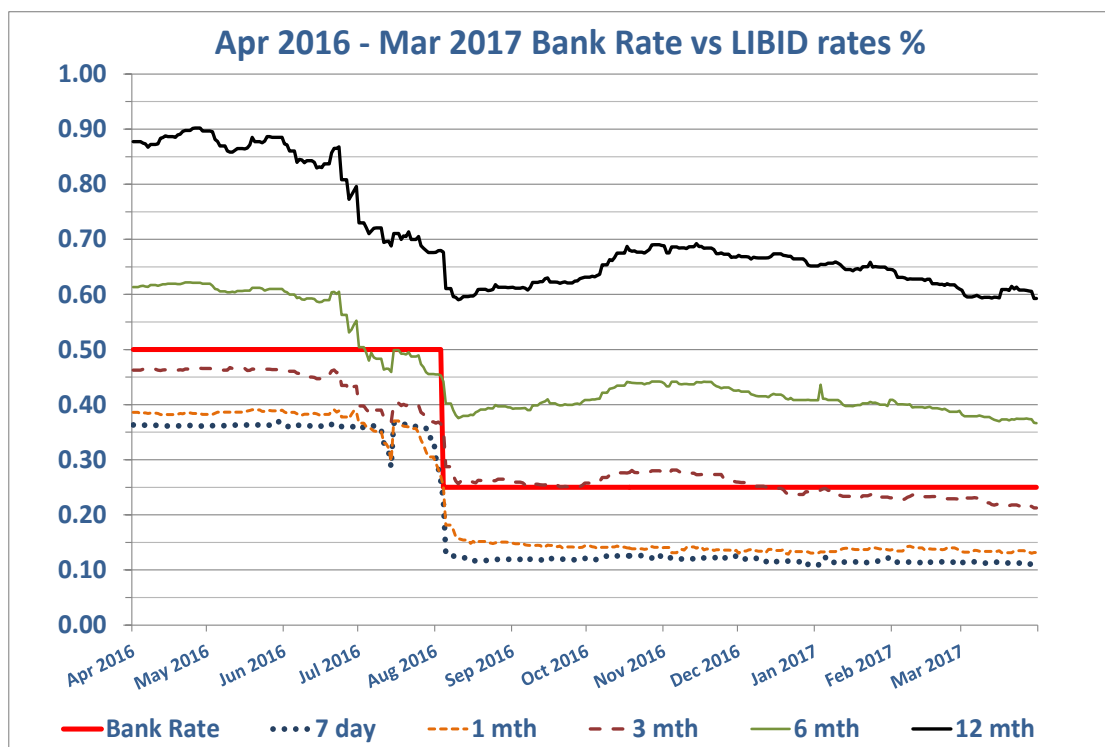
	1 Year	5 Year	10 Year	25 Year	50 Year
1/4/16	1.13%	1.62%	2.31%	3.14%	2.95%
31/3/17	0.83%	1.24%	1.60%	1.80%	2.07%
Low	0.76%	0.95%	1.42%	2.08%	1.87%
Date	20/12/2016	10/08/2016	10/08/2016	12/08/2016	30/08/2016
High	1.20%	1.80%	2.51%	3.28%	3.08%
Date	27/04/2016	27/04/2016	27/04/2016	27/04/2016	27/04/2016
Average	0.93%	1.36%	2.01%	2.72%	2.49%

## Money market investment rates 2016/17

	7 day	1 month	3 month	6 month	1 year
1/4/16	0.363	0.386	0.463	0.614	0.877
31/3/17	0.111	0.132	0.212	0.366	0.593
High	0.369	0.391	0.467	0.622	0.902
Low	0.107	0.129	0.212	0.366	0.590
Average	0.200	0.220	0.315	0.462	0.702
Spread	0.262	0.262	0.255	0.256	0.312
High date	27/5/16	21/6/16	10/5/16	22/4/16	26/4/16
Low date	28/12/16	21/12/16	30/3/17	31/3/17	10/8/16

## Investment Rates in 2016/17

After the EU referendum, Bank Rate was cut from 0.5% to 0.25% on 4 August and remained at that level for the rest of the year. Market expectations as to the timing of the start of monetary tightening started the year at quarter 3 2018, but then moved back to around the end of 2019 in early August before finishing the year back at quarter 3 2018. Deposit rates continued into the start of 2016/17 at previous depressed levels but then fell during the first two quarters and fell even further after the 4 August MPC meeting resulted in a large tranche of cheap financing being made available to the banking sector by the Bank of England. Rates made a weak recovery towards the end of 2016 but then fell to fresh lows in March 2017.



## Corporate Policy & Resources Committee Work Plan

### Purpose:

This report provides a summary of reports that are due on the Forward Plan over the next 12 months for the Corporate Policy & Resources Committee.

### Recommendation:

1. That members note the schedule of reports.

Date	Title	Lead Officer	Purpose of the report
27/07/2017	<b>Annual Health and Safety report</b>	Kim Leith	Summary of Performance of the Health and Safety Service throughout the Authority
	<b>Housing Strategy</b>	Diane Krochmal	to present the new Housing Strategy for approval
	<b>annual fraud report</b>	Carol Bond	to present the annual report focussing on the commercial side of the service, income generated etc
	<b>Review of Flexi-Time Policy</b>	Emma Redwood	To review the council's Flexi-Time policy and update accordingly
	<b>Potential Land Acquisition - Gainsborough</b>	Elaine Poon	Confidential
	<b>Car park update report</b>	Eve Fawcett-Moralee	To update members on the work being done to address the need for public car parking to replace spaces lost to multi storey demolition.
	<b>Review of RIPA policy</b>	Alan Robinson	To review the West Lindsey Policy for RIPA and to agree the 2017 actions
	<b>RIPA policy review</b>	Mark Sturgess	To agree revised RIPA policy
	<b>Quality Customer Service</b>	Rachel Saville	To set out the new procedures
21/09/2017	<b>Market Rasen Car Parking</b>	Eve Fawcett-Moralee	To provide an update on the impact of introducing car parking charges in Market Rasen
	<b>Review the Relocation Policy</b>	Emma Redwood	To review the Council's Relocation Policy
	<b>Planning Fees and Charges</b>	Oliver Fytche-Taylor	To inform members of the 20% increase in statutory planning fees (subject to Government approval after election), the revenue impact
	<b>Progress and Delivery Period 1</b>	Mark Sturgess	to present p and d position as at end of Q 1
11/01/2018	<b>Leisure Contract Procurement</b>	Karen Whitfield	To update Members on the conclusion of the leisure contract procurement exercise and to approve the preferred contractor
09/11/2017	<b>P AND D PERIOD 2</b>	Mark Sturgess	To present p and d progress as at end of quarter 2
14/12/2017	<b>Write Offs</b>	Alison McCulloch	To write off any Council Tax, Business Rates, Housing Benefit Overpayments and Sundry Debtor accounts that are irrecoverable and over £1500
08/02/2018	<b>p and d period 3</b>	Mark Sturgess	to present p and d position as at end of q3
10/05/2018	<b>p and d - period 4</b>	Mark Sturgess	to present the year end position for p and d

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