



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, Marshall's Yard, Gainsborough, DN21 2NA, , on **Monday, 5th March, 2018 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

1. APOLOGIES FOR ABSENCE

2. MINUTES OF THE PREVIOUS MEETING
To confirm as a correct record the Minutes of the previous meeting held on 22 January 2018.
(PAGES 3 - 21)

3. MEMBERS' DECLARATIONS OF INTEREST
Members may make any declarations of interest at this point and may also make them at any point during the meeting.

4. MATTERS ARISING
Setting out current position of previously agreed actions as at 23 February 2018.
(PAGES 22 - 26)

5. ANNOUNCEMENTS
 - i) Chairman of Council
 - ii) Leader of the Council
 - iii) Head of Paid Service

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

Large Clear Print: Braille: Audio: Native Language

6. PUBLIC QUESTION TIME

7. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 9

8. MOTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 10
No Motions have been received for this meeting.

9. REPORTS FOR DETERMINATION

a. To present the Corporate Plan (2016-2020) Action Plan Update
(PAGES 27 - 44)

b. Executive Business Plan, Medium Term Financial Plan 2018/19 - 2022/23
(incl. Financial Strategy, Financial Analysis, Revenue Budget 2018/19,
Capital Programme 2018/19 to 2022/23)
(PAGES 45 - 227)

Mark Sturgess
Head of Paid Service
The Guildhall
Gainsborough

Friday, 23 February 2018

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WEST LINDSEY DISTRICT COUNCIL

Minutes of the Meeting of Council held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 22 January 2018 at 7.00 pm.

Present: Councillor Mrs Angela Lawrence (Chairman)
Councillor Mrs Pat Mewis (Vice-Chairman)

| | |
|-------------------------------|---------------------------------|
| Councillor Bruce Allison | Councillor Mrs Gillian Bardsley |
| Councillor Mrs Sheila Bibb | Councillor Owen Bierley |
| Councillor Matthew Boles | Councillor Mrs Jackie Brockway |
| Councillor Christopher Darcel | Councillor Michael Devine |
| Councillor Steve England | Councillor Ian Fleetwood |
| Councillor Stuart Kinch | Councillor Mrs Jessie Milne |
| Councillor Giles McNeill | Councillor John McNeill |
| Councillor Richard Oaks | Councillor Mrs Maureen Palmer |
| Councillor Roger Patterson | Councillor Mrs Judy Rainsforth |
| Councillor Thomas Smith | Councillor Lewis Strange |
| Councillor Jeff Summers | Councillor Robert Waller |
| Councillor Mrs Anne Welburn | Councillor Mrs Angela White |
| Councillor Trevor Young | |

In Attendance:

| | |
|---------------------|---|
| Mark Sturgess | Executive Director of Operations and Head of Paid Service |
| Eve Fawcett-Moralee | Executive Director of Economic and Commercial Growth |
| Ian Knowles | Executive Director of Resources and S151 Officer |
| Alan Robinson | Strategic Lead Governance and People/Monitoring Officer |
| Katie Coughlan | Senior Democratic & Civic Officer |

Also in Attendance:

Mr David Lomas, Chairman of the Remuneration Panel
2 representatives from Lea Parish Council
2 representatives from Scotter Parish Council
2 members of the public

Apologies for Absence

Councillor David Bond
Councillor David Cotton
Councillor Paul Howitt Cowan
Councillor Hugo Marfleet
Councillor Malcolm Parish
Councillor Tom Regis
Councillor Mrs Diana Rodgers
Councillor Mrs Lesley Rollings
Councillor Reg Shore

- (a) Minutes of Meeting held on 13 November 2017

RESOLVED that the Minutes of the Meeting held on 13 November 2017 be confirmed and signed as a correct record.

57 MEMBERS' DECLARATIONS OF INTEREST

The Chairman of the Council advised that for the avoidance of doubt Members did not need to make a declaration in respect of the Members Allowance Report, as this was an area in which all Councillors were granted an exemption by the relevant legislation.

No further declarations were made.

58 MATTERS ARISING

The Monitoring Officer noted that all items due for completion were showing black, as having been completed.

The one remaining green item, was not yet due for completion and progress was being made. Consultation events had concluded and all parish councils had now been corresponded with. All parishes had been requested to adopt the new West Lindsey Code or NaLC Code by their AGMs in May 18. Adoptions had commenced with several notifications of such already received. The action was expected to be completed on target.

In reference to the black actions entitled, "Question to Council – Rural Transport" and "Motion to Council – EMAS" a Member sought indication as to whether further responses had been received in light of the communications sent in respect of these matters.

In the absence of the information being to hand, Officers undertook to investigate the position and report back to the Members outside of the meeting.

RESOLVED that the Matters Arising be noted.

59 ANNOUNCEMENTS

i) Chairman

The Chairman addressed Council advising it had been a very busy, but enjoyable period, particularly in the run up to Christmas. Over recent weeks she had had the pleasure of attending a number of Events, Award Ceremonies and Civic Carol Services, including her own for which she thanked those Councillors who had attended. Reference was also made to the following: -

- Honour to attend the Fire and Rescue Awards in Lincoln;
- Attended the Gainsborough and Market Rasen Christmas Light Switch Ons;
- Took part in a wonderful lantern parade. Children from many schools had attended

workshops prior to the event to make their lanterns. It had been a very windy evening but enjoyed by all and set the tone for future “illuminate” events, culminating in 2020;

- A very moving “Light up a Life” service organised by St Barnabas;
- Visits to a plethora of Care Homes, taking part in their Christmas festivities;
- Officially opened the new Lidl store;
- Hosted a Christmas reception for the staff and volunteers at the Trinity Arts Centre;
- Visited and hosted receptions for the operatives at the depots, to thank them for their hard work throughout the year;
- On Christmas day attended the Lunch hosted by Gainsborough House and visited the John Coupland Hospital;
- Attended a presentation evening at the Queen Elizabeth’s High School in Gainsborough; and
- Attended a memorial service for Tony Worth held in in the Cathedral.

The Chairman concluded her announcements by making special reference to an event she had hosted here in the Council Chamber on 8 December, this being a Gainsborough Junior Schools’ Council meeting.

Local schools had been asked to give ideas for the future use of the Butter Market building. A total of 11 schools took part and presented their ideas. Their ideas will be considered as part of the Gainsborough Neighbourhood Plan. This had been a most enjoyable and informative event enjoyed by all who took part.

ii) Leader of Council

The Leader addressed Council and advised that the previous Friday, a roundtable meeting of a number of agencies covering the Heath, Housing and Care agenda had been held at the Guildhall. This was an area of work the Council was keen to progress due to a number of social issues across the County and District.

The Leader handed over to Councillor Sheila Bibb, Chairman of the Prosperous Communities Committee, the Committee responsible for progressing the Health agenda, and invited her to sum up the event’s proceedings.

Councillor Mrs Bibb addressed Council, outlining the plethora of agencies which had been in attendance. The meeting had provided an opportunity to bring together a vast range of agencies to present information to them particularly around the Well-Being Service which would be place from April 2018 and which West Lindsey would be a key partner in. The meeting had also provided opportunity for data to be shared and for agencies to outline their current action plans. The aim of the meeting had been to facilitate greater engagement and partnership working across the agencies.

The meeting had been well received and the emphasis of the meeting had been to do less talking about what was required, but rather to agree a set of definitive actions to be undertaken. A number of key actions for implementation had been agreed as a result of the meeting and a full report would be submitted to the next Challenge and Improvement Committee and subsequently the Prosperous Communities Committee as part of the six month review of the Health Commission.

The Leader then addressed Council and advised that he recently attended an Energy, Environment and Transport Forum in Westminster in order to better understand the national view, impetus and direction required for the future handling of both residual waste and recycle. Unfortunately as a collection authority, the Authority would have the financial burden and have to deliver the service with little chance of any income. In an attempt to reduce the need to build additional energy from waste plants a popular solution was to collect food waste separately. This, however, would also come at an additional financial cost to West Lindsey. The Leader suggested a way such costs could be mitigated. A notional example was offered of how this could be achieved but it was stressed that this matter would likely need addressing at some point in the future.

The Chairman thanked the Leader for his updates.

iii) Head of Paid Service

The Head of Paid Service addressed Council, on behalf of the Management Team, advising that since the last meeting the Directors had been progressing both the corporate agenda of the Council and ensuring that the Authority continued to influence the national agenda.

The Director of Resources had been working with the Rural Services Network especially through the establishment of a Social Care and Health Group and a Rural Economy Group. West Lindsey would be fully participating in both.

The Chief Operating Officer had attended the Chief Executives' Group of the District Councils' Network. A group who lobbied on behalf of District Councils nationally. They had established an all-party parliamentary group to lobby for the interests of District Councils and Officers would be briefing the local MP when he attends.

Locally there had been a number of key milestones which had been achieved. The Director of Commercial and Economic Growth, assisted by the Director of Resources had been assessing two bids from potential development partners to regenerate Gainsborough. The evaluation of these bids would be considered by a special joint meeting of the Prosperous Communities Committee and Corporate Policy and Resources Committee on 6 February.

The Council together with its partners, East Lindsey District Council and City of Lincoln Council had been successful in their bid to run the well-being service.

A provisional funding settlement with the Government had been agreed. This included a £90,000 provision for West Lindsey as part of the Rural Services Delivery Grant.

The Community Infrastructure Levy Scheme had gone live across the District today, information was available on the website.

The Head of Paid Service concluded his announcements advising that further information would appear in the Committee agendas over the next cycle and in the new Member Bulletin/ Newsletter which would be launched next month.

60 PUBLIC QUESTION TIME

Mr Ian Bradley attended the meeting to pose the following question to the Leader of the Council:-

“Sir, It is has recently become apparent that Councillor Tom Smith is the elected member champion for the Armed Forces, With this knowledge I have a few queries.

1) Will Cllr Smith be allowed within the remit of his role able to service the needs of All Veterans and members of the armed forces of West Lindsey with support and referrals from other elected members and officers of the council?

2) If he is able, will his role have a full job description and be launched properly in all the local newspapers, websites and other publications?

3) The Armed Forces Covenant places certain responsibilities on all public bodies, councils and other local organisations. As this is the case is it possible to form a scrutiny body under Cllr Smith to see if that the Covenant is being taken into regard in all aspects of this Council’s day to day business?”

The Leader had requested that Councillor Sheila Bibb, Chairman of the Prosperous Communities Committee, which had oversight of the role of Member Champions, respond on his behalf.

Councillor Bibb responded as follows: -

“Thank you for your question Mr. Bradley. The Leader has asked me to respond in my role as chair of Prosperous Communities Committee which has oversight of the role of Member Champions.

Following on from the Prosperous Communities meeting in June 2017 I commissioned a report from officers regarding the role of a member champion and I am expecting to consider this at the Committee in March. This will clarify the interaction between the formal decision-making of the council with the various champions.

At West Lindsey we operate a Committee system which means that individual members of council have no executive decision-making powers. However I would anticipate that the role would include dealing with referrals which member champions would take up with the appropriate officers and/or committees.

As part of the report which is coming to Committee a full job description for the role of a Member Champion will be agreed and will form part of the constitution of the council.

In terms of forming a dedicated scrutiny body I do not believe that this is necessary at this time as West Lindsey is already a signatory to the Armed Forces Covenant and this informs the relevant work carried out by officers and is therefore automatically scrutinized at various levels. However, it is something that the Council may wish to consider in the future should there be concerns that it was not meeting

its obligations under the Armed Forces Covenant.

Mr Bradley thanked Councillor Mrs Bibb for the response and indicated he did not wish to ask a supplementary question having heard the response.

Mr Bradley was advised that he would receive a copy of the response in writing.

No further questions had been submitted.

61 QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 9

Councillor Mick Devine, Leader of the Labour Group, had submitted the following question to the meeting: -

"With all the development taking place around the new hotel and Roseway car park with third party interest, can the Leader confirm that at no time will WLDC lease, sell or in any way pass control of all or any part of the Roseway car park to a third party and that any future development of the car park shall be solely the decision of this Council and its Members. "

The Leader responded as follows: -

"Thank you for your question Councillor Devine.

I can confirm that Council has no intention to dispose of the Roseway car park and is in fact investing in the refurbishment of this car park to help meet the future town centre needs and increase its capital value.

Considering the extensive regeneration plans for the town centre, increase in housing and footfall. The removal of Roseway car park would only hamper our progressive work plan.

The business case for this was agreed as part of the Gainsborough car parking review in 2017.

In the very unlikely event that the Council needed to consider a business case to dispose of part or all of the car park it would require the consent of both Prosperous Communities committee, as a variation to the Gainsborough car park strategy and Corporate Policy and Resources for the disposal and financial implications.

I trust that this reassures you and dispels all fears which may have arisen from speculation."

No further questions had been submitted to the meeting.

62 MOTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 10

Councillor Tom Smith had submitted the following Motion: -

"Madam chairmen fellow members, currently councils do not know definitively and easily how many veterans live within their respective boundaries that is why I am requesting permission from the Council to jointly with the Leader write to the minister pledging the council's support to the Royal British Legion count them in campaign whereby a question would be placed on the census asking people if they are a veteran. The ONS have confirmed their intention to recommend its inclusion. However, support for this campaign needs to continue to ensure it is included in the next census. This would enable the council to know without any doubt how many veterans are within our district so that we can provide them and their families with the support they need and deserve we counted on them now it's time we counted them in.
I so move"

Councillor Jeff Summers, as Leader of the Council, responded as follows: -

"Thank you for raising this Councillor Smith. I agree with your thoughts and I believe it will helpful to us to learn more about our communities. We assume that there are large number of ex service personnel living within the district but we do not currently know how many.

It is therefore a pleasure for me to second this motion."

Having being moved and seconded, with no debate on being put to the vote the Motion was declared **CARRIED**.

Councillors Stuart Kinch, Giles McNeill, Sheila Bibb and Ian Fleetwood had submitted the following Motion. Councillor Kinch stated the motion to the meeting : -

"Council notes:

- The contents of the Smith Institute report into Local Housing Companies and its summary¹.
- <http://www.smith-institute.org.uk/wp-content/uploads/2017/10/The-rise-of-local-housing-companies.pdf>
- <http://www.smith-institute.org.uk/wp-content/uploads/2017/10/LHCs-Summary-Report.pdf>
- That the Corporate Plan first theme (Open for Business) supports housing led economic growth to deliver:
 - West Lindsey as a place of choice to live
 - A sustainable and thriving economy
 - Sustainable neighbourhoodsFurther, that the second theme (People First) supports meeting local housing needs and aspirations to ensure that residents can live, grow and remain in the District.²

¹ Hackett, P., *'The rise of local housing companies'*, (England, 2017)

² West Lindsey District Council, *'West Lindsey Corporate Plan 2016-2020'*, (England, 2016) p. 13

Council believes that:

- Having handed over the Council Housing stock to ACIS the Council is not in a position to develop the amount of housing needed to meet current and future demand in the district and that with limited appetite from the private sector to deliver affordable homes there may be opportunity for the Council to intervene in the market, whilst not detracting from private enterprises efforts.
- The benefits of developing a Local Housing Company are:
 - Socio-Economic
 - Council can control the direction of housing provision and tenure: increasing supply and tenure mix, especially affordable homes, with the Council as master developer
 - Meet specific housing needs: low income residents, elderly, students, homeless, key workers etc.
 - Act as an innovator: trying different development models and tenure mix
 - Greater accountability and scrutiny than other housing providers
 - Exemption from HCA/government regulations and standards
 - Financial
 - Generates income for the Council: directly through on-lending, property investment and rental/sales income and through additional New Homes Bonus, Community Infrastructure Levy and additional Council Tax receipts
 - Savings to the Council: providing lower cost temporary accommodation and providing cheaper housing maintenance and other services
 - Greater borrowing capacity to meet housing needs (escaping HRA debt/borrowing caps)
 - Securing additional private investment in housing and regeneration
 - Securing better value for Council assets than conventional disposal
 - Receptacle for commuted sums from S.106 agreements
 - Public procurement advantages
 - Place-shaping
 - Intervening and influencing local housing markets: to achieve, support and encourage development
 - Bring forward development: unimplemented consents and provided scale for local construction/suppliers
 - Making best use of Council land: alternative to disposal of site to private developers
 - Setting higher standards: the Council as an exemplary private landlord, improving design and eco-homes

Council resolves to:

- Mandate Officers to investigate and prepare for the establishment of a Local Housing Company and bring forward a paper to the Prosperous Communities Committee prior to the 2018 Annual Meeting of Full Council
- Make necessary provision of resources to achieve this aim
- Ensure that as part of the refresh of the Corporate Plan consideration is given to supporting the development of affordable housing within the district directly by the Council, with particular reference to the mechanism of a Local Housing Company
I so move”

Cllr. Stuart Kinch
Cllr. Mrs. Sheila Bibb
Cllr. Ian Fleetwood
Cllr. Giles McNeill

The Leader of the Council responded initially and thanked the Members for the excellent joint Motion which he indicated he fully supported. With such a significant drive by the Government backed by a commitment to invest heavily, the Leader considered it would be remiss of the Council to not take advantage of such a rare opportunity. He considered the motion to be well detailed and as such required a full response from the Director of Commercial and Economic Growth who was currently actively pursuing the need for and nature of a housing company in West Lindsey.

The Director of Commercial and Economic Growth addressed the meeting and advised the investigation of a Housing Company was part of the current draft Housing Strategy. This had been through Due consultation and was due for consideration by the Prosperous Communities Committee at its meeting on 30 January 2018. Action 1.1 of the implementation Plan referred.

Furthermore there were two major projects nearing decision and which would further assist the housing agenda. The first being the Development Partnership, which in part, was a catalyst to housing supply backed by the Council. It was acknowledged that this perhaps would not take the form of a housing company but by enabling housing to happen.

Also there was a proposal to develop 140 homes in the Japan Road area through a development agreement with ACIS. Again this was the Council using its enabling role to deliver housing 40% of which would be affordable whilst the rest would be open market sale. The partnership would make use of ACIS's expertise presenting no construction or sales risks to the Authority.

Councillor McNeill seconded the motion and in light of the information which had been offered, sought indication as to whether an amendment to the timescale would be of assistance to Officers and whether the suggested deadline of May 2018 was too soon.

In responding the Director of Commercial and Economic Growth indicated that legal processes around such matters were often lengthy. An announcement on the development partner was not expected until May 2018 and planning permission would not be sought until late 2018 for the Japan Road development subject to support from Committee. It was suggested allowing for outcomes on both these projects would provide useful market testing analysis information to inform any future paper at a later date. This would also allow for a more bespoke approach to be taken, ensuring the report produced was something that could work for West Lindsey as opposed to the pros and cons of a housing company in general.

The Director also advised that a Monitoring Officer was now in post, monitoring land supply and assessing what that meant for housing need. Additional time would allow for this analysis to also be taken into consideration.

Assurance was offered that work in this area was being undertaken. Ideally a deadline of May 19 would allow for a more meaningful report, or by the end of the calendar year as an alternative option.

In light of the response it was proposed, seconded and on being put to the vote **CARRIED** that the date referred to in the motion be amended to read “bring forward a paper to the Prosperous Communities Committee prior to the 2019 Annual Meeting of Full Council”

Further debate ensued with Councillor Kinch, as one of those Members who had submitted the motion, offering rational and explanation for having done so. Councillor Kinch acknowledged the projects and approaches which were being explored but outlined a scenario experienced by some residents, which he considered demonstrated a gap not being filled by private sector. Rural communities had housing needs which needed addressing also. It was not being suggested that the Council provide all new build homes but for example look at procuring stock. Reference was made to a previous project in the South West Ward where homes had been procured but then sold on, in hindsight he considered these should have possibly been retained. This would offer a mixed tenure and give residents, particularly those previously highlighted, options.

Councillor Bibb also made reference to the proven link between Health and Housing. It was important that all residents had appropriate housing to help them remain healthy and through the work undertaken by the Health Commission, gaps had been identified which needed to be addressed.

Having being moved and seconded, on being put to the vote, the motion, as amended above was declared **CARRIED**

It was therefore **RESOLVED** that: -

- (a) Officers investigate and prepare for the establishment of a Local Housing Company and bring forward a paper to the Prosperous Communities Committee prior to the 2019 Annual Meeting of Full Council;
- (b) necessary provision of resources to achieve this aim be made; and
- (c) it be ensured, as part of the refresh of the Corporate Plan consideration be given to supporting the development of affordable housing within the district directly by the Council, with particular reference to the mechanism of a Local Housing Company.

63 SADBROOKE BY ELECTION - RESULT OF POLL

Members were asked to note the outcome of the District Council By-Election held on 16 November 2017 in the Sudbrooke Ward.

The report set out the number of votes polled and the percentage turnout.

The Chairman, Leader and fellow members took the opportunity to welcome newly elected Councillor Waller to the Chamber.

RESOLVED that the outcome of the By-Election be duly received and noted

64 ADOPTION OF LEA NEIGHBOURHOOD PLAN

Members were asked to give consideration to a report to fully 'make' (adopt) the Lea Neighbourhood Plan following a successful referendum.

Councillor England, Member Champion for Neighbourhood Planning, introduced the report, noting that the two plans on tonight's agenda, would see the number of adopted plans across the District reach a total of 10, with a more significant currently at some stage within the process. He expressed thanks, both to the Group for their hard work, and to the Officers for the support they had offered.

Representatives from Lea Parish Council were in attendance and prior to Members debating the matter the Chairman invited them to make a short address to Council and present their successful Neighbourhood Plan.

Chairman of Lea Parish Council, Fiona Anderson described the process gone through in the preparation of the Neighbourhood Plan and thanked a number of people for their hard work and support in the production of the Plan, and all those residents who had contributed.

Lea Parish Council were delighted with the result of the referendum and the excellent turnout, close to 50%, the highest achieved so far in West Lindsey for a Neighbourhood Plan Referendum. With a significant majority and the high turnout Lea Parish Council considered there to be a very strong endorsement of the Plan by the community. The Steering Group had comprised a number of parishioners and three Councillors and they had had to work quickly with the village being the subject of several large planning applications during 2016 and 2017. Despite only having had their first meeting on 4 January 2017 they had by 30 March delivered a first draft for public consultation. This was a remarkable achievement and Councillor Anderson expressed her sincere thanks to all members of the Steering Group for their commitment and hard work. It was also noted that four of those parishioners involved wished to continue their contribution to the village, and had been co-opted on to the Parish Council.

Gratitude was also expressed to the Neighbourhood Planning Team at West Lindsey for their encouragement, help and guidance throughout the regulatory process. The Parish Council were now looking forward to the Plan being made full use of in all planning application determinations and appeals.

Parish Councillor Anderson then formally presented the Plan to the Chairman.

It was moved, seconded and duly

RESOLVED that the Lea Neighbourhood Plan be adopted and made.

65 ADOPTION OF SCOTTER NEIGHBOURHOOD PLAN

Members were asked to give consideration to a report to fully 'make' (adopt) the Scotter Neighbourhood Plan following a successful referendum.

Councillor England, Member Champion for Neighbourhood Planning, again introduced the

report, expressing thanks, both to the Group for their hard work, and to the Officers for the support they had offered.

Representatives from Scotter Parish Council were in attendance and prior to Members debating the matter the Chairman invited them to make a short address to Council and present their successful Neighbourhood Plan.

The Clerk of Scotter Parish Council, Nicola Altoft described the process gone through in the preparation of the Neighbourhood Plan and thanked a number of people for their hard work and support in the production of the Plan, and all those residents who had contributed.

The Clerk advised that taking the decision to produce a Plan had been an easy one, residents had felt strongly that they wished to influence and control development in the parish as much as they could. Producing the Plan had provided an opportunity to engage fully with the local community to discover what was uniquely important to the parish and its residents.

Residents raised a variety of issues which the Plan needed to address. The Plan had provided an opportunity to do just that ensuring future issues of a similar nature did not arise again.

The Scotter character assessment had proved to be a useful and informing document and a real talking point at consultation events, increasing engagement with communities again.

The Clerk expressed thanks to a number of Groups and individuals for their help in making the production of the Plan possible, including parish councillors, district councillors, neighbourhood planning officers, the consultants and most importantly the residents for their time, views, feedback and engagement.

Ms Altoft then formally presented the Plan to the Chairman.

It was moved, seconded and duly

RESOLVED that the Scotter Neighbourhood Plan be adopted and made.

66 MEMBERS ALLOWANCES SCHEME 2018/2019

Mr David Lomas, Chairman of the Independent Remuneration Panel introduced the report and outlined the process that had been undertaken to produce the recommendations set out in the report. Consultation had taken place with Councillors and thanks were expressed to those that had responded. It was considered that the changes to the Special Responsibility Allowances were reasonable and the Panel had been mindful of the need for caution in increasing allowances, whilst also been aware of the dangers of remuneration failing to adequately compensate for the role. Consideration had also been given to the pay rises for staff in order to avoid any feeling of inequality.

The Panel had been made aware of constitutional changes affecting the Licensing and Regulatory Committees and hence had made specific recommendations regarding these Committees. Changes to the Dependent Carers Allowance and the introduction of an eye

test reimbursement allowance were also being proposed.

Comparison had been made with other authorities and the results were set out in the appendix.

The Panels full set of recommendations were as set out below: -

| | Currently | New Rate |
|---|------------------|-----------------|
| Basic Allowance | £5,400 | £5,480 |
| SRA - Leader of Council | £12,000 | £12,180 |
| SRA – Deputy Leader/s (in the event of two or more being nominated, the payment to be shared) | £4,350 | £4,415 |
| SRA -Chair of Council | £3,840 | £3,900 |
| SRA – Vice-Chair of Council | £1,320 | £1,340 |
| Civic Allowance for the Chairman of Council | £1,550 | £1,575 |
| Civic Allowance for the Vice-Chairman of Council | £420 | £430 |
| SRA – Committee Chairs (excluding Licensing Cttee and Regulatory Cttee) | £3,000 | £3,045 |
| SRA – Regulatory Chair | £1,500 | £1,522.50 |
| SRA – Licensing Chair | £1,500 | £1,522.50 |
| SRA – Committee Vice-Chairs (excluding Licensing Cttee and Regulatory Cttee) | £1,420 | £1,440 |
| SRA – Regulatory Vice Chair | £710 | £720 |
| | £710 | £720 |

SRA – Licensing Vice Chair

| | | |
|---|--------|--------|
| SRA – Leader of the Opposition (in the event of | £4,350 | £4,415 |
|---|--------|--------|

the Council being a ‘hung³’ Council, the Leaders of the two largest groups be paid the same special responsibility allowance as for the Leader of the Opposition)

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|---------------------------------------|------|------|
| SRA – Deputy Leader of the Opposition | £790 | £800 |
|---------------------------------------|------|------|

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| SRA – Minority Group Leaders (per group member, and including the Group Leader) | £90 | £95 |
|---|-----|-----|

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| Co-optees’ Allowance – A payment of £60.00 for the first four hours of attendance at a meeting/event and a second payment for attendance in excess of four hours. The first four hours would commence from the start time of the meeting (To be paid when not chairing a meeting). | £60 | No change |
|--|-----|-----------|

| | | |
|-----------------------------|-------|-----------------|
| Dependent Carer’s Allowance | £6.50 | £10 |
| Eye Test Re-imburement | n/a | £20 per 2 years |

No change to travel allowances. The Panel noted and commented that travel allowances are currently in line with the tax efficient rate authorised by the Inland Revenue

Subsistence – No change (Receipts must be provided for subsistence claimed and attached to the claim form).

- a. Absence of more than four hours but no more than eight hours – only the cost of one meal can be reimbursed up to a maximum of £15.
- b. Absence of more than eight hours but no more than 12 hours – only the cost of

- two meals can be reimbursed up to a maximum of £25.
- c. Absence of more than 12 hours but no more than 16 hours – only the cost of three meals can be reimbursed up to a maximum of £33.
 - d. Absence of more than 16 hours but not including an overnight stay – only the cost of four meals can be reimbursed up to a maximum of £40.
 - e. Overnight – No Change – £83
 - f. Overnight (London or LGA) – No Change – £208

The Leader expressed his thanks to all Members of the Remuneration panel for the work they undertook each year on behalf of the Authority. He considered the assessment to be a fair and reasonable one, based on consultation and evidence and moved the recommendations.

The Chairman of the Governance and Audit Committee, welcomed the report and seconded the recommendations.

RESOLVED that the new rates as shown above, with regard to Members' Allowances for the Civic Year 2018 – 2019 be approved by agreeing:-

- a) an increase of £80 p/a for the Basic Allowance
- b) the proposed changes to SRA's detailed above
- c) the SRA's for Regulatory Committee and the Licensing Committee being split 50:50 for each Chairman and the Vice Chairman SRA being split 50:50 between each Vice Chairman
- d) an increase to the Dependant Carers Allowance of £3.50
- e) the introduction of reimbursement of the cost for an eye test up to a maximum of £20 in a two year period.

67 LOCAL COUNCIL TAX SUPPORT SCHEME 2018/19

The Chairman of the Corporate Policy and Resources Committee presented the report which had been considered by the Committee and referred to Council for approval.

Council Tax Benefit had been a national scheme providing means-tested financial help to households to pay their Council Tax liability, but had been abolished on 31 March 2013. Since that time every Local Authority had been tasked with designing a local scheme of financial support to replace Council Tax Benefit.

The Scheme was reviewed and approved annually.

The implementation of universal credit had resulted in an increase in the number of reported changes of claimants' circumstances. Each change in circumstance amended the council tax support offered and this in turn resulted in an amendment to the council tax instalments being made.

In an effort to ensure budget stability for claimants and to reduce administration costs it was being proposed that a fixed period assessment for universal credit claimants of 4 months be implemented for the 2018/19 financial year. In order not to disadvantage claimants in receipt of Bereavement Support Payment it was also being proposed that this be disregarded when calculating council tax support. The final proposal was that the same annual up-ratings as the Department for Works and Pensions should be applied as this would ensure council tax support and housing benefit remained aligned.

For the reasons outlined above the Corporate Policy and Resources committee on 14 December 2017 had therefore **RECOMMENDED** that option 3 of those set out in the report be the adopted scheme

Option 3 was proposed and seconded and on being voted upon it was:-

RESOLVED that Option 3 be agreed as the preference for the Local Council Tax Support Scheme for West Lindsey District Council for 2018/19 as recommended by Corporate Policy and Resources Committee on 14 December 2017.

68 COLLECTION FUND - COUNCIL TAX SURPLUS AND COUNCIL TAX BASE 2018/19

The Leader of the Council and Chairman of the Corporate Policy and Resources Committee presented the report, which had been considered and **RECOMMENDED** by the Committee at its meeting on 14 December 2017.

The report set out the declaration of the estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 2018 and how it was shared amongst the constituent precepting bodies. It also set out the Council Tax base calculation for 2018/19. The tax base was a key component in calculating both the budget requirement and the Council Tax charge which would be used by West Lindsey District Council, Lincolnshire County Council, Lincolnshire Police and all of the Parish and Town Councils in the district.

The recommendations as set out in the report were moved, seconded and voted upon.

RESOLVED that

- (a) the estimated surplus of £105,010 be accepted and be declared as accruing in the Council's Collection Fund at 31 March 2018 relating to an estimated Council Tax surplus;
- (b) the Council uses its element of the Collection Fund surplus/deficit in calculating the level of Council Tax in 2018/19.
- (c) the calculations of the Council's tax base for 2018/19 as set out in Appendix A be approved, and that in accordance with the Local Authorities' (Calculation of Council Tax Base) Regulations 1993 (as amended), the tax base for each part of the Authority's area shall be as set out in Appendix B.

69 OWMBY PARISH COUNCIL - REQUEST FOR CHANGE OF NAME

The Chairman of Council presented the report which advised of the receipt of a request from Owmbly Parish Council to change the name of the Parish Council to Owmbly by Spital Parish Council.

The request received was attached as an Appendix to the report.

It was noted that a change of parish name could be dealt with under section 75 of the Local Government Act 1972 by the District Council and the actions which would need to be undertaken, if the request were approved, were set out at Section 2 of the report.

The Leader indicated that this was a Parish Council within his Ward and the requested change was a "common sense" one.

On being moved and seconded it was

RESOLVED that the making and publication of an order under section 75 of the Local Government Act 1972 to change the name of Owmbly Parish Council to Owmbly by Spital Parish Council be approved.

70 APPOINTMENT TO VACANCY ON THE PLANNING COMMITTEE

The Chairman of Council introduced the report which set out the wishes expressed by the Administration to make an appointment to the current vacancy on the Planning Committee.

It was noted that arrangements would be made for Councillor Waller to undertake the necessary training on his appointment to the Committee prior to him sitting as a voting member.

Members were asked to agree the appointment and in concluding her presentation the Chairman moved the paper.

Having being seconded and put to the vote it was: -

RESOLVED that In accordance with the provisions of section 16 of the Local Government and Housing Act 1989 and the wishes expressed by political groups, the Members set out below be appointed to serve on the Council's Planning Committee for the remainder of the 2017/18 civic year.

Councillor Ian Fleetwood (Chairman)
Councillor Own Bierley (Vice-Chairman)
Councillor Matthew Boles
Councillor David Cotton
Councillor Michael Devine
Councillor Hugo Marfleet
Councillor Giles McNeill
Councillor Mrs Jessie Milne

Councillor Roger Patterson
Councillor Mrs Judy Rainsforth
Councillor Tom Smith
Councillor Bob Waller

71 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 item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 1 and 2 of Part 1 of Schedule 12A of the Act.

The meeting continued in exempt session and the Chairman advised that owing to the Chief Officer Employment Committee having only met earlier in the day, it had not been possible to provide Members with a copy of the report in advance.

Members were therefore provided with a copy of the report and a short adjournment was taken to allow Members time to consider the information which had been presented to them, prior to the item being formally debated.

The meeting re-convened at 8.15 pm and the Monitoring Officer and Chief Operating Officer left the meeting prior to consideration of the next item of business.

72 RECOMMENDATION FROM THE CHIEF OFFICER EMPLOYMENT COMMITTEE

The Leader of the Council and Chairman of the Chief Officer Employment Committee presented the report which asked Members to consider the recommendation from the Chief Officer Employment Committee regarding the appointments to Statutory Roles and the deletion of the Chief Executive position.

The Committee had met earlier in the day to review the interim senior management arrangements which had been in place since July 2017. In presenting the report the Leader outlined to Members the discussions the Committee had had, the decisions it had made earlier in the day and rationale for the recommendations presented to Members. He shared with Members some of the feedback which had been received from staff, when reviewing the position, and which had informed the decision.

The Leader also indicated that any decision taken at this stage did not prevent the position being reviewed again in the future, outlining circumstances and scenarios when it may be prudent to do so and some of the future options Members could consider.

Debate ensued and a large number of Members expressed their support for the decisions which had been made by the Chief Officer Employment Committee. They considered the team had done an excellent job in the past six months and had the support of the teams they led. The Council was moving into an important delivery phase with some major projects nearing delivery, and the majority of Members were in agreement that continued stable leadership was the right direction to take. Some Members shared their experience of the organisation over the last six months.

However a few Members expressed concern that this decision appeared to be a hasty one, with little Member engagement and the report to be lacking in information.

Members of the Chief Officer Employment Committee reminded Council members that the structure and remuneration of Chief Officers was a function delegated to the Chief Officer Employment Committee. The Committee had thoroughly considered all of the options available to the Authority, taken into account the current context and performance, and had sought independent advice in doing so.

However statute required Full Council to appoint to statutory positions and this was the purpose of the report presented.

It was again re-iterated that the structure could and would be looked at again in the future by the Chief Officer Employment Committee as and when the need arose.

On that basis it was **RESOLVED** that recommendations from the Chief Officer Employment Committee be approved and

- (a) Mark Sturgess be appointed as the Council's Head of Paid Service;
- (b) Alan Robinson be appointed as the Council's Returning Officer; and
- (c) the post of Chief Executive be deleted from the establishment and the necessary amendments be made to the Constitution to reflect such.

The meeting concluded at 8.50 pm.

Chairman

Council Matters Arising Schedule

Purpose:

To consider progress on the matters arising from previous Council meetings.

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

Matters arising Schedule

| Active/Closed Meeting | Active Full Council | | | | |
|-----------------------|---------------------------------------|--|--|----------|--------------|
| Status | Title | Action Required | Comments | Due Date | Allocated To |
| Black | Q to Council - Rural Transport | <p>Extract from mins of mtg 13/11/17: -</p> <p>Following a q to Council by Cllr G M Neill - extract of Leaders response</p> <p>This is a very serious issue for an area of sparsity and I therefore we propose we contact Councillor Martin Tet of the LGA to garner his support for a review of the proposals.”</p> <p>It was also suggested therefore that the Leader be requested to write to the Minister concerned setting out the Council’s concerns and the potential impact on rural communities. Together with approaches to relevant MPs</p> <p>In responding the Leader indicated he was happy to make representations as considered appropriate including those suggested.</p> <p>Extract from mins of mtg 22/1/18</p> <p>In reference to the black actions entitled, “Question to Council – Rural Transport” and “Motion to Council</p> | <p>Following the question to Council and the response given by the Leader, please can you work with the Leader to approach those referenced .</p> <p>We have written to LCC as the Transport Authority, expressing our concerns and offered support to both them, and organisations, including Lincoln-dial-a- Ride, effected in any lobbying efforts made.”</p> <p>As at 23/02/18</p> <p>We are currently awaiting further announcements and/or decisions from the Department for Transport on proposed changes to Section 19 and 22 permits. As part of our rural transport work we will monitor the situation and liaise with our colleagues at Lincolnshire County Council and Lincoln Area Dial-a-Ride to understand and respond appropriately to any changes made. As a District Council we have expressed our</p> | 14/02/18 | Grant White |

| | | | | | |
|--|--|--|---|--|--|
| | | <p>– EMAS” a Member sought indication as to whether further responses had been received in light of the communications sent in respect of these matters.</p> <p>In the absence of the information being to hand, Officers undertook to investigate the position and report back to the Members outside of the meeting.</p> | <p>support to Lincoln Area Dial-a-Ride for the services they provide to residents in our district area.</p> <p>There is also a link below where Councillors can access information in relation to the Community Transport inquiry</p> <p>https://www.parliament.uk/business/committees/committees-a-z/commons-select/transport-committee/inquiries/parliament-2017/community-transport-17-19/</p> | | |
|--|--|--|---|--|--|

| | | | | | |
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| | <p>motion to council - EMAS</p> | <p>Extract from minutes of mtg 13/11/17: -</p> <p>(a) a response to EMAS be developed setting out this Councils concerns about changes to ambulance provision in the area and requesting assurance that patient safety and experience will not be adversely affected by the proposed changes.</p> <p>(b) The Council’s Health Commission be requested to submit this formal response to EMAS on behalf of the Council.</p> <p>Extract from mins of mtg 23/1/18 In reference to the black actions entitled, “Question to Council – Rural Transport” and “Motion to Council – EMAS” a Member sought indication as to whether further responses had been received in light of the communications sent in respect of these matters.</p> <p>In the absence of the information being to hand, Officers undertook to investigate the position and report back to the Members outside of the meeting.</p> | <p>please action as resolved at council. the full details are set out in the motion in the minutes of the meeting held on 13/11/17. please advise when correspondence have been sent/received</p> <p>Progress as at 12/1/18</p> <p>A) EMAS briefed by officers in respect of the motion and members concerns. This was completed immediately after the last meeting. As part of this, EMAS undertook to send an updated position statement that they had prepared for health scrutiny committee for circulation (completed) and committed to attending a meeting.</p> <p>B) This, and subsequent work to prepare for EMAS attendance has been led by the health commission.</p> <p>Following the session on 15/1, with a fuller understanding of the position and impact, the health commission will formally write to EMAS and any remaining concerns not resolved on Monday will be contained within the response</p> <p>As at 23/2 Officers continue to work and liaise with EMAS on a regular basis. The Health Commission is satisfied that concerns previously raised have been responded too. A number of Members have also taken up the opportunity to visit the control centre.</p> | 14/02/18 | Michelle Howard |
|--|--|---|---|----------|-----------------|

| | | | | | |
|--|--|--|---|----------|----------------|
| | change of name owmby by spital parish council | extract from mins of mtg 22/1/18 RESOLVED that the making and publication of an order under section 75 of the Local Government Act 1972 to change the name of Owmby Parish Council to Owmby by Spital Parish Council be approved. | To implement the above the act requires: - 2.1 Section 75 of the Local Government Act 1972 states:- (1) At the request of the parish council or where there is no parish council, at the request of the parish meeting, the council of the district in which the parish is situated may change the name of the parish (2) Notice of any change of name made under this section (a) Shall be sent by the District Council concerned to the Secretary of State, to the Director General of the Ordinance Survey and to the Register General and (b) Shall be published by the District Council in the parish and elsewhere in such a manner as they consider appropriate please make and publish required notices - completed - change will become effective from 1/3/18 | 31/01/18 | Alan Robinson |
| | appointment of cllr waller to plg cttee | council at its mtg on 22 jan appointed cllr Waller to plg cttee. please ensure all relevant web pages and mod gov system is updated to reflect this appointment | completed 23/1/18 | 23/01/18 | Ele Durrant |
| | public question time | extract from mins of mtg 22/1/18 Mr Bradley was advised that he would receive a copy of the response in writing. | copy of response sent by e-mail | 23/01/18 | Katie Coughlan |

| | | | | | |
|--------------------|---|--|---|----------|---------------------|
| | Motion to Council - Count them in Campaign Support | Extract from mins of meeting 22/1/18: - Councillor Tom Smith sought"permission from the Council to jointly with the Leader write to the minister pledging the council's support to the Royal British Legion count them in campaign whereby a question would be placed on the census asking people if they are a veteran" The motion was supported | Feedback on all PSPO's will follow in January/February time, so the next available update for Licensing/Regulatory will be in March. | 31/01/18 | Alan Robinson |
| Green | | | | | |
| | Code of Conduct | Minute extract 08/05 b) within a period of 28 days of the Code being adopted, all Members agree to sign an undertaking to abide by the new Code of Conduct; and c) the Monitoring Officer, during 2017/18, undertake consultation with all Parish Councils, in relation to the new Code of Conduct, with a view to those Parishes also adopting its content by Autumn 2017 | b) Now completed. c) Ongoing - 3 consultations events will be held throughout November across the District. Consultation events have concluded and all parish councils have now been corresponded with. All parishes have been requested to adopt the new West Lindsey Code or Nalc Code by AGM May 18. Adoptions have commenced with 1 notification already received. | 31/05/18 | Alan Robinson |
| | motion to council re housing company | please can you ensure the required report is programmed in to the forward plan for the pc cttee for consideration before annual council 19. please note this will be an election year so will likely need to be considered no later than Feb 19 to avoid potential purdah issues | Feedback on all PSPO's will follow in January/February time, so the next available update for Licensing/Regulatory will be in March. | 28/02/18 | Eve Fawcett-Moralee |
| Grand Total | | | | | |



Full Council

5 March 2018

Subject: To present the Corporate Plan (2016-2020) Action Plan Update

Report by:

Director of Resources

Contact Officer:

Ian Knowles
Director of Resources
01427 676682
Ian.Knowles@west-lindsey.gov.uk

Purpose / Summary:

1. To present to Members detail of key strategic activity completed during 2017/18 in support of delivery of the objectives of the Corporate Plan (2016-2010).
2. For Members to note the key activities to be completed during the remainder of the Plan's lifespan.

**RECOMMENDATION(S): 1. That Members note the completion of key activity detailed within the report which facilitates the delivery of the objectives of the Corporate Plan.
2. That Members note and support the planned activity to be completed during the remainder of the Corporate Plan's lifespan.**

IMPLICATIONS

Legal: None

Financial: FIN/149/18/SL.

Staffing: None

Equality and Diversity including Human Rights: None

Risk Assessment: None

Climate Related Risks and Opportunities: None

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

[Corporate Plan 2016-2020 Council Report](#)

[Council March 2016 Corporate Plan \(2016-2020\) Action Plan Update](#)

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 Introduction

1.1 The Council approved its Corporate Plan 2016-2020, at the Full Council meeting of 3rd March 2016.

1.2 The Corporate Plan presents the vision for West Lindsey;

“West Lindsey to be seen as a place where people want to live, work, invest and visit.”

and identifies future priorities and outcomes which are based on evidence of assessments, surveys and key statistics such as deprivation and health related matters.

1.3 The Corporate Plan also details our values which guide our working:

- Delivering a surplus to re-invest
- Investing in communities
- Delivering customer focused priorities
- Generating growth

and sets out our approach based on the Entrepreneurial Model of:

- Investing in communities to help themselves and others
- A more commercial Council
- A modern, innovative and collaborative Council

1.4 The Corporate Plan contains six themes:

1. Open for Business
2. People First
3. Asset Management
4. Central Lincolnshire Local Plan
5. Partnerships
6. Excellent Value for Money Services

with a number of priorities and desired outcomes associated with each theme.

1.5 To ensure that the Corporate Plan remains a working document, a commitment was made to provide an annual update in relation to progress of key activity undertaken in support of the achievement of the Plan's objectives.

1.6 At Full Council in March 2017, an update report was presented detailing activities, both strategic and operational, set in progress to achieve the Corporate Plan's objectives. This report was well-received by Members.

- 1.7 Appendix One, attached to this report, provides Members with a further update. It provides an overview of the key strategic work activity completed since the launch of the Corporate Plan and work still planned for delivery during the remainder of the Plan's lifespan. The information is grouped under each of the Corporate Plan's themes.
- 1.8 The content of the document at Appendix One has been formulated following officer and Member input, obtained via workshops and structured discussions.
- 1.9 The recently re-constituted Programme Board provides oversight and governance of the key programmes of work underway in support of Corporate Plan priorities.

2. Highlights

- 2.1 A brief overview of activity completed under each of the Corporate Plan's themes is set out below.
- 2.2 Members will note the strong emphasis that has been placed on the '**Open for Business**' theme with a significant amount of regeneration and business growth related activity. This is in support of the Council's long-term objectives of attracting inward investment, enabling the growth of business in the District and facilitating housing-led economic growth.
- 2.3 Also worthy of mention is the range of activity completed to support our emphasis on '**Asset Management**' in the form of the Crematorium project taking significant strides forward; commercial property investments and the creation of additional car parking spaces in Gainsborough.
- 2.4 Under the '**People First**' theme, the Council has successfully launched its Selective Licensing scheme, supported the roll-out of defibrillators across the District, produced its Housing Strategy and held events in support of the Mayflower 400 commemorations.
- 2.5 In relation to the '**Partnerships**' theme, effective partnerships have been formed with a number of strategic partners to support delivery; commercial and regeneration focused joint ventures have been created and digital champions have been recruited across the District to enable access to digital and on-line services for those unable to, or lacking confidence in, using such technology. Additionally, the Council played an active role to shape the devolution agenda while this was under discussion across Lincolnshire.
- 2.6 The **Central Lincolnshire Local Plan** has been adopted and the Council has ensured that effective arrangements are in place to oversee delivery and that the District's interests are attended to. Neighbourhood Plans are fully supported and facilitated by the Council in the form of dedicated resource. Since the launch of the Corporate

Plan, 10 Neighbourhood Plans have been completed with more than 30 in progress.

- 2.7 A focus on service delivery and the adoption of alternative delivery models is evident within the '**Excellent Value for Money**' theme. Over the recent past the Council has established a trading company and purchased a staffing agency. Significant performance improvements have been witnessed in Development Management and Local Land Charges. Additionally, investment has been made in staff through customer service and financial awareness training.

3. Recommendations

- 3.1 Members note the completion of key activity detailed within the report, which facilitates the delivery of the objectives of the Corporate Plan (2016-2020).
- 3.2. Members note and support the planned activity to be completed during the remainder of the Corporate Plan's lifespan.



Gainsborough Riverside



Life saving defibrillator scheme



Lincolnshire Wolds Festival

West Lindsey District Council Corporate Plan Review

In 2016, West Lindsey District Council launched its Corporate Plan for the period 2016 to 2020. The plan set out the Council's themes and priorities for this four year period, which were identified so as to develop the district into a place where people want to live, work, visit and invest. The Council stated that the fulfilment of its aims would be achieved through the adoption of an entrepreneurial approach.

The Council identified the following as its key themes and associated priorities:

| Theme One: OPEN FOR BUSINESS | | | | | |
|-------------------------------------|--|-----------------------------|---|---|---|
| Priorities | | | | | |
| To attract inward investment | To retain, support and facilitate the growth of business in the District | Housing led economic growth | Understand and address the skills gap in the District | Promote and expand the agri-food sector | Understand and promote the value of the visitor economy |

| Theme Two: PEOPLE FIRST | | | |
|---|--|--|---|
| Priorities | | | |
| Improve the ease and convenience of access to a range of public services offered by the Council and partner organisations | Enhance and maintain a safe, natural and built environment | Meet local housing needs and aspirations | Increase opportunities for arts, culture, night-time economy, sport and leisure for residents |

| Theme Three: ASSET MANAGEMENT | | |
|--|---|---|
| Priorities | | |
| To develop and maximise the return on and value of our land and property | Maximise the benefits of our assets for our communities | Utilise our land and property to facilitate inward investment |

| Theme Four: PARTNERSHIPS | | |
|--|---|---|
| Priorities | | |
| To work in partnership and explore opportunities to deliver improvements across a range of areas | Work with national and regional organisations to deliver services locally | Build successful commercial partnerships and joint ventures |

Theme Five: CENTRAL LINCOLNSHIRE LOCAL PLAN

| Priorities | | | |
|----------------------------------|---|--|---|
| Ensure the Local Plan is adopted | Establish an appropriate number of Neighbourhood Plans across the District; ensuring they are supported | Identify key growth and regeneration priorities for Gainsborough and align with Local Plan | Develop an infrastructure that meets housing and growth priorities for West Lindsey |

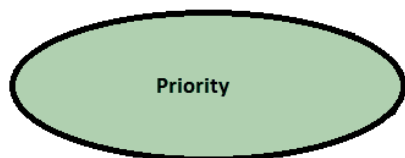
Theme Six: EXCELLENT VALUE FOR MONEY SERVICES

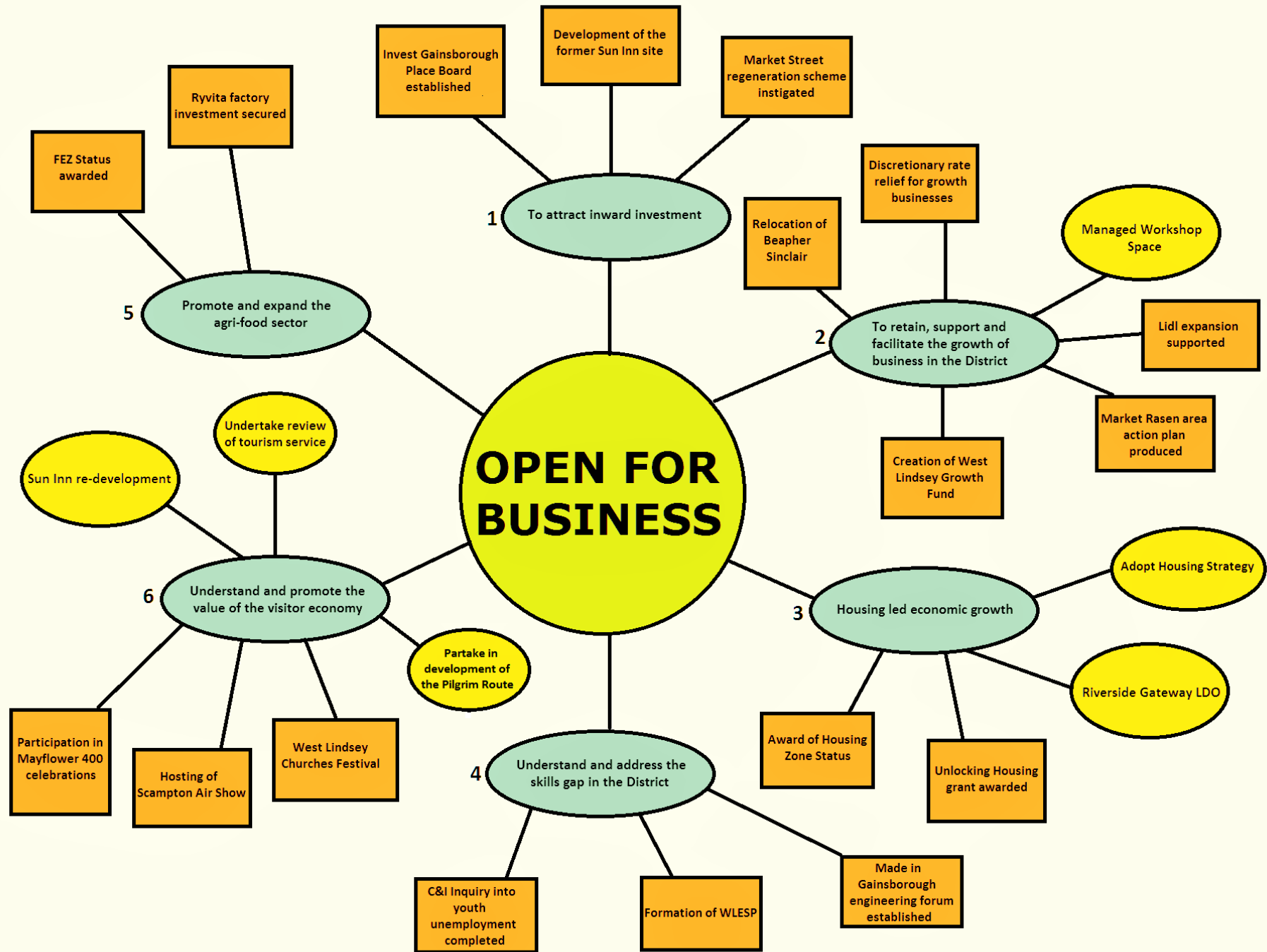
| Priorities | | | |
|--|-------------------------|--|---|
| Explore alternative delivery models to ensure effective use of resources | Put our customers first | Develop highly skilled, motivated staff who deliver in an entrepreneurial manner | To be a high performing council at a cost affordable to residents of the District |

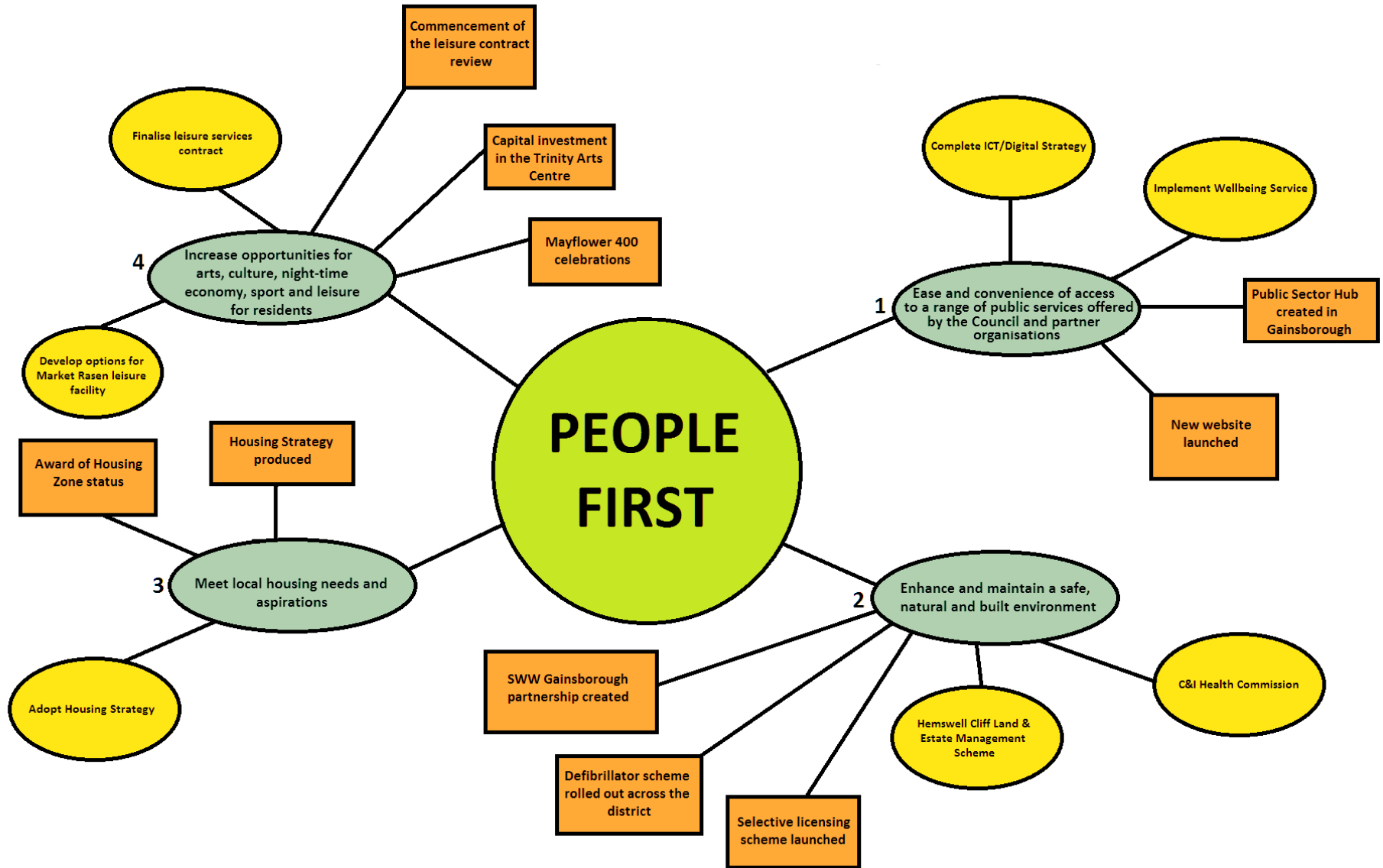
A commitment was made to provide interested stakeholders with an annual update report on progress made, work still to do and any emerging issues that require significant attention. Since the Corporate Plan was launched, much activity has taken place and success has been achieved in support of delivery against the Council’s priorities. This now provides the Council with the opportunity to reflect and consider, for the remainder of the Plan’s lifespan, what is still left to do, what remains relevant and any new matters now requiring attention.

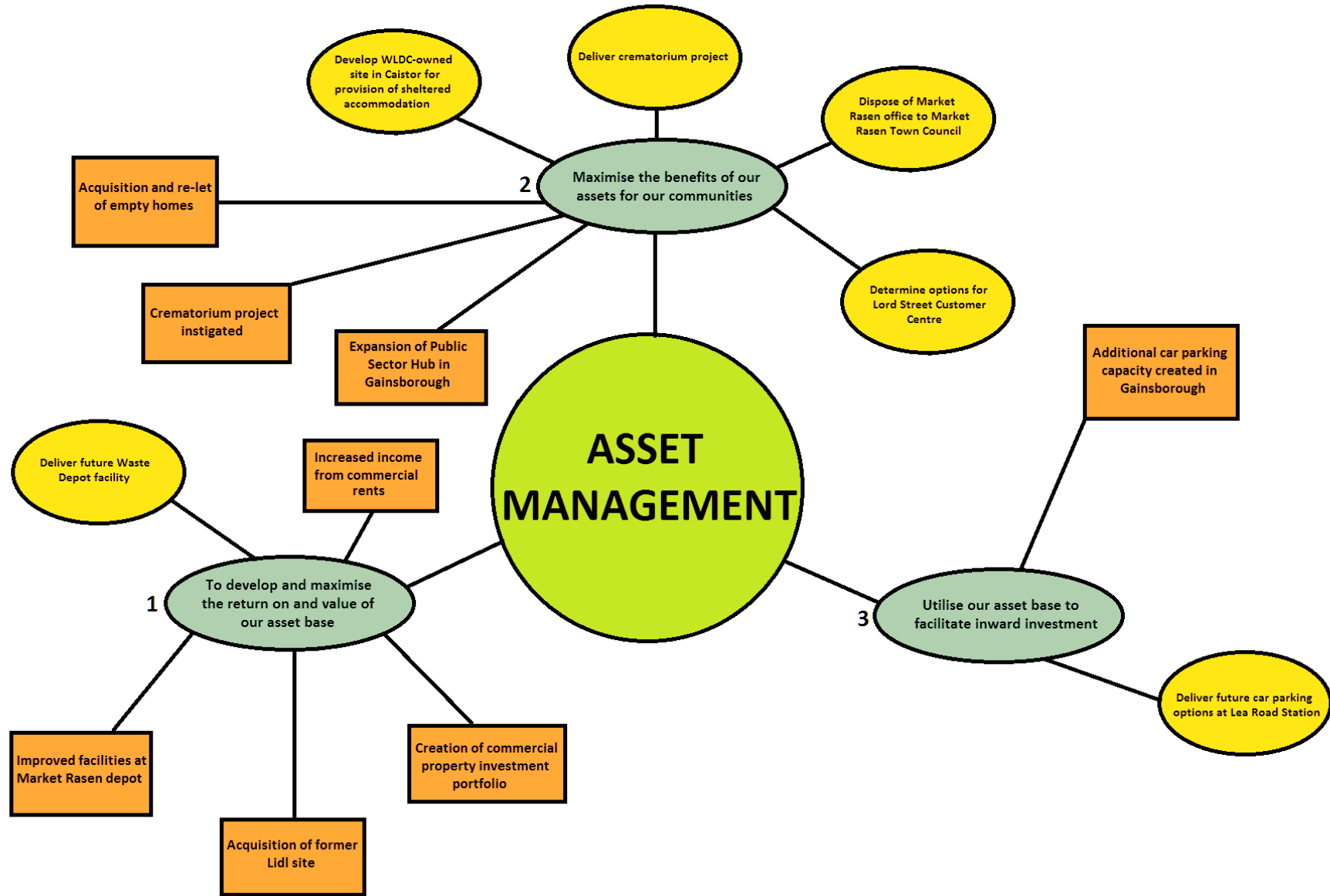
On the following pages, we have illustrated under each theme the key achievements to date, work currently in progress and proposed future work to be undertaken during the remainder of the Corporate Plan’s lifespan. Many of the achievements and future intentions contribute to the fulfilment of one or more of the Council’s priorities. This highlights the cross-cutting nature of the work undertaken and the determination to eradicate ‘silo-based-working’ within the Council. Proposed future activity will form the basis of the Council’s key programmes and projects and will also inform the make-up of the Council’s Medium Term Financial Plan.

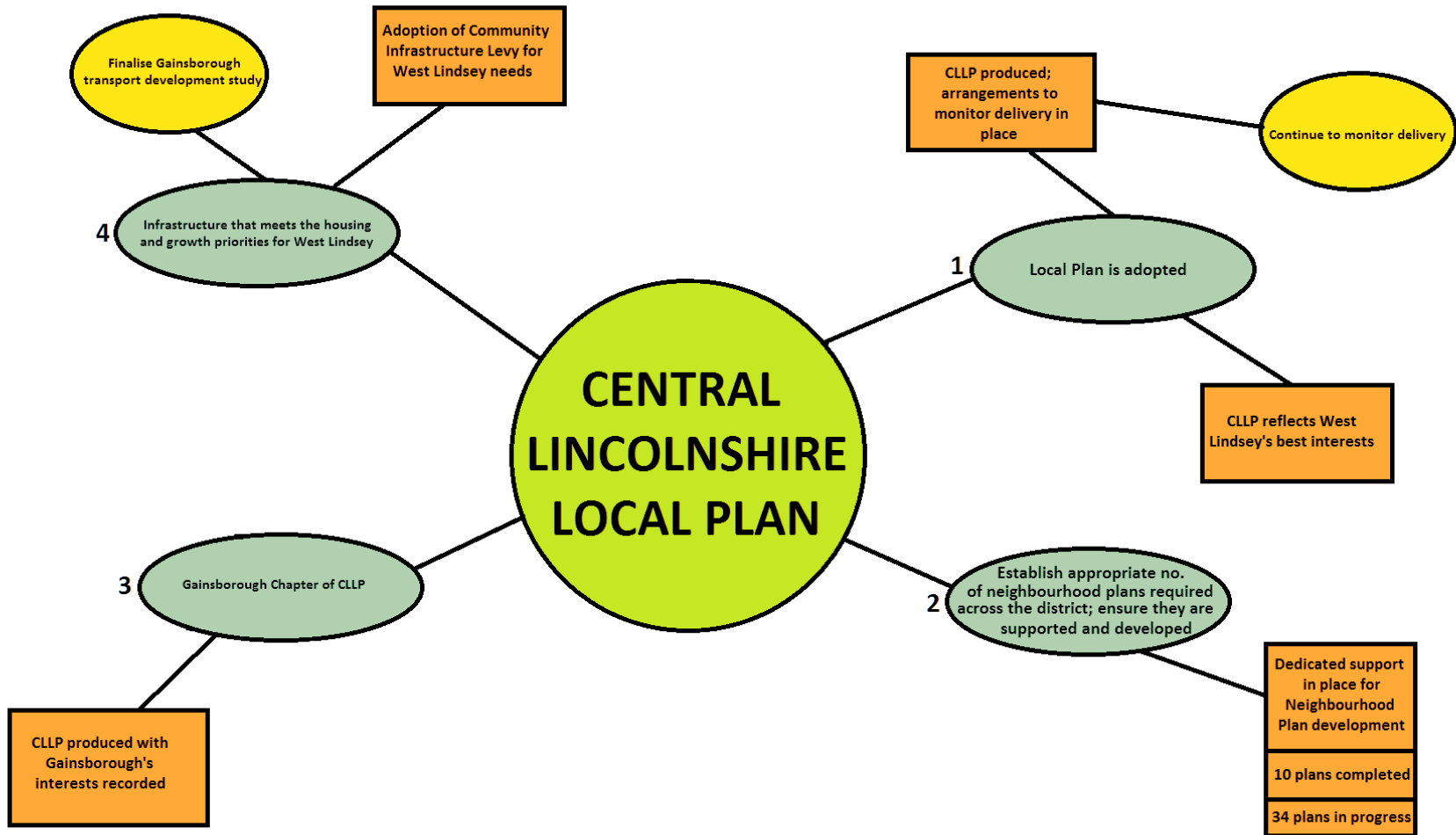
Key to diagrams:

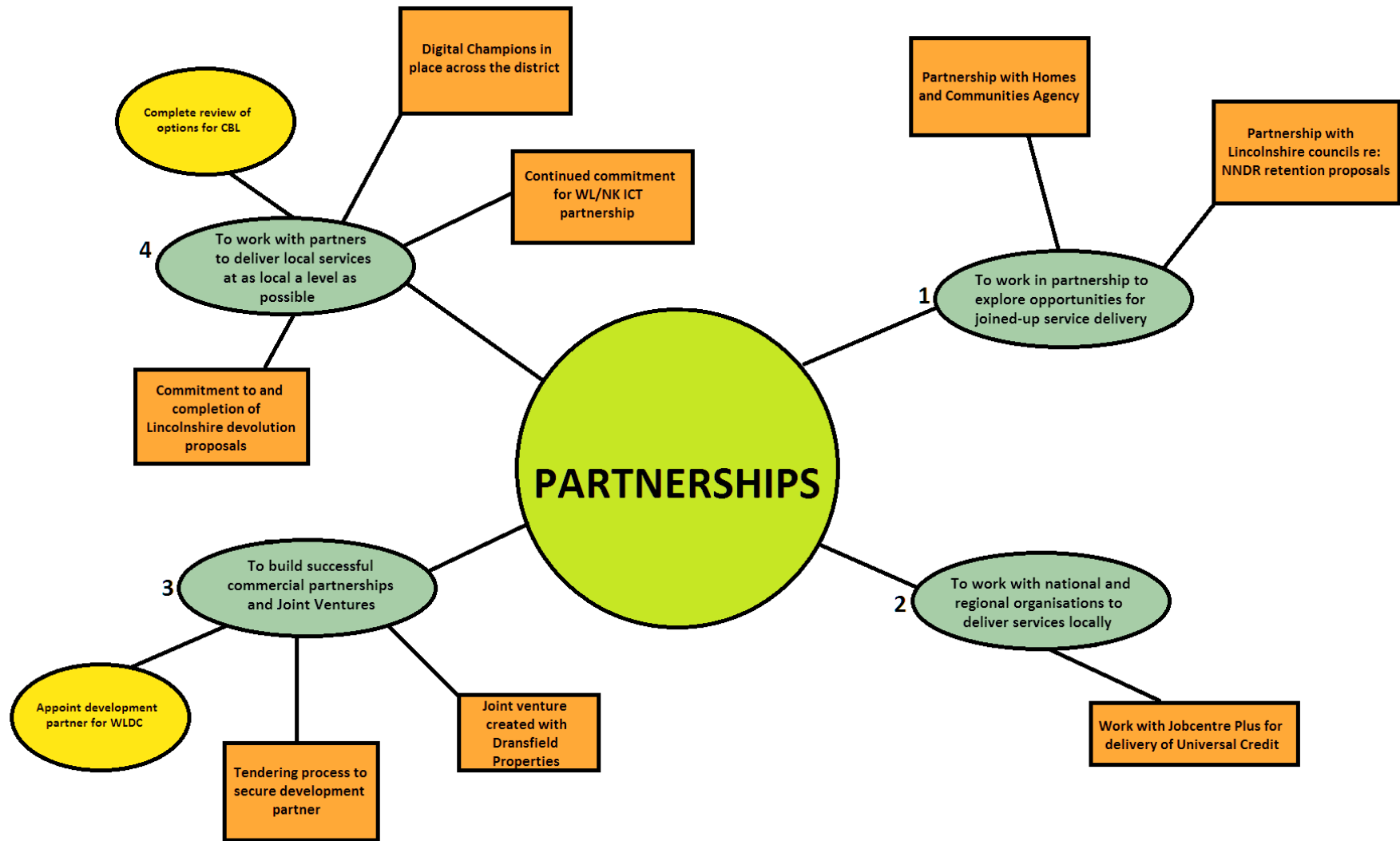


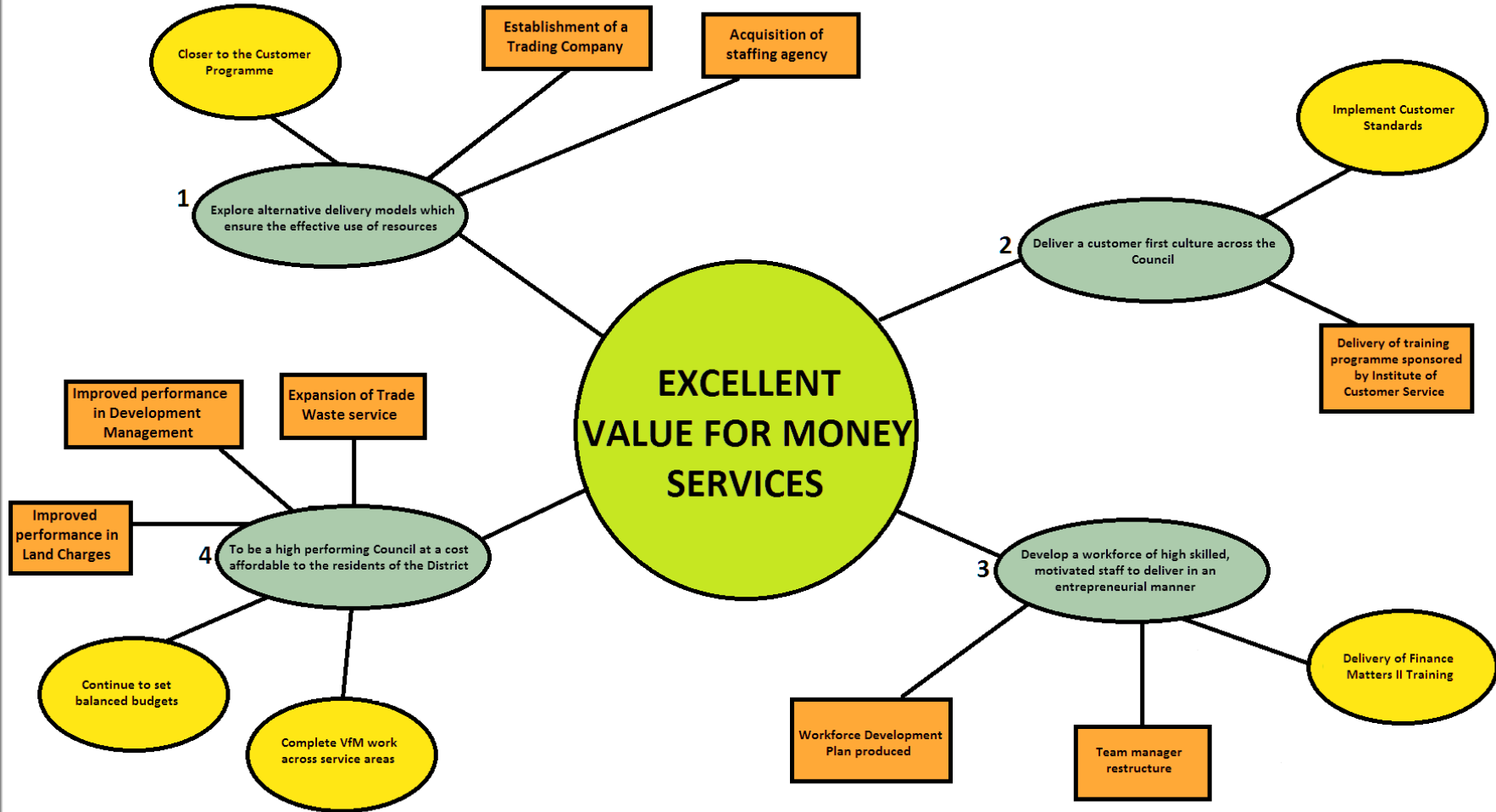












Closer to the Customer Programme

Establishment of a Trading Company

Acquisition of staffing agency

1 Explore alternative delivery models which ensure the effective use of resources

Implement Customer Standards

2 Deliver a customer first culture across the Council

Delivery of training programme sponsored by Institute of Customer Service

EXCELLENT VALUE FOR MONEY SERVICES

Improved performance in Development Management

Expansion of Trade Waste service

Improved performance in Land Charges

4 To be a high performing Council at a cost affordable to the residents of the District

3 Develop a workforce of high skilled, motivated staff to deliver in an entrepreneurial manner

Delivery of Finance Matters II Training

Continue to set balanced budgets

Complete VfM work across service areas

Workforce Development Plan produced

Team manager restructure

Work to Complete - A summary of the work which remains in progress or is to be instigated over the remaining lifespan of the current Corporate Plan is provided below:

| Theme One: OPEN FOR BUSINESS | |
|--|---|
| Priority | Task |
| To retain, support and facilitate the growth of business in the District | Complete managed workspace projects |
| Housing led economic growth | Adopt Housing Strategy |
| | Implement Riverside Gateway LDO |
| Understand and promote the value of the visitor economy | Undertake review of the tourism service |
| | Partake in the development of The Pilgrim Route |
| | Complete Sun Inn site re-development (Travelodge) |

| Theme Two: PEOPLE FIRST | |
|---|--|
| Priority | Task |
| Improve the ease and convenience of access to a range of public services offered by the Council and partner organisations | Complete ICT/Digital Strategy |
| | Implement Wellbeing Service |
| Enhance and maintain a safe, natural and built environment | Complete C&I Health Commission |
| | Implement Hemswell Cliff Land & Estate Management scheme |
| Meet local housing needs and aspirations | Adopt Housing Strategy |
| Increase opportunities for arts, culture, night-time economy, sport and leisure for residents | Develop options for Market Rasen leisure facility |
| | Finalise leisure services contract |

| Theme Three: ASSET MANAGEMENT | |
|--|---|
| Priority | Task |
| To develop and maximise the return on and value of our land and property | Deliver future waste depot facility |
| Maximise the benefits of our assets for our communities | Develop WLDC owned site in Caistor for provision of supported accommodation |
| | Deliver crematorium |
| | Dispose of Market Rasen office to Market Rasen Town Council |
| | Determine options for Lord Street Customer Centre |
| Utilise our asset base to facilitate inward investment | Create additional car parking facilities at Lea Road station |

| Theme Four: PARTNERSHIPS | |
|---|--|
| Priority | Task |
| To build successful commercial partnerships and Joint Ventures | Appoint development partner for WLDC |
| To work with partners to deliver local services at as local a level as possible | Complete review of options for Choice Based Lettings |

| Theme Five: CENTRAL LINCOLNSHIRE LOCAL PLAN | |
|---|---|
| Priority | Task |
| Local Plan is adopted | Monitor delivery of CLLP |
| Develop an infrastructure that meets housing and growth priorities for West Lindsey | Finalise Gainsborough transport development study |

| Theme Six: EXCELLENT VALUE FOR MONEY SERVICES | |
|---|--|
| Priority | Task |
| Explore alternative delivery models which ensure the effective use of resources | Implement Closer to the Customer programme |
| Deliver a customer first culture across the Council | Implement Customer Standards |
| Develop highly skilled, motivated staff who deliver in an entrepreneurial manner | Complete Finance Matters II training |
| To be a high performing council at a cost affordable to residents of the District | Continue to set balanced budgets |
| | Complete VfM work across service areas |

The information provided above demonstrates the wide range of activity the Council has been and remains involved in since the Corporate Plan was launched. The detail provided also highlights the role the Council plays to secure delivery. This can be either in a sole capacity, in partnership, or as a facilitator of change.

Great emphasis has been placed on initiating regeneration across the District. Many positive steps have been taken and key strategic partnerships have been formed to realise these ambitions and promote West Lindsey as a place that is regarded as an attractive place for business and inward investment. However the Council recognises that more work needs to be done to secure options for and deliver additional and improved housing, attract inward investment and ensure the continuing existence and growth of business in the District, as well as improving facilities for leisure and tourism. These remain longer-term goals.

The desire to remain a commercially focused Council remains a vital objective. Additional sources of sustainable income and external grant funding streams have been secured to assist the Council in meeting its financial challenges. Since the outset of austerity measures the Council has reduced its costs by £4m while maintaining a full-range of services and retaining staff. The on-going identification of new income streams is a key priority to enable the Council to continue to deliver excellent services for residents. Additionally, the way in which we embrace advances in digital technology is a key driver going forward. This is necessary to ensure efficient access to and delivery of our services and to be able to communicate more effectively with customers and residents.

The remaining time-frame of the Corporate Plan will see the Council maintain its focus on these objectives. On the next anniversary of the Corporate Plan, another update will be provided to report on further progress.

If you would like a copy of this in large, clear print, audio, Braille or in another language, please telephone 01427 676676

West Lindsey District Council

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Council

5 March 2018

**Executive Business Plan,
Medium Term Financial Plan 2018/19 – 2022/23
(incl. Financial Strategy, Financial Analysis, Revenue Budget 2018/19
Capital Programme 2018/19 to 2022/23)**

Report by:

Ian Knowles
Director of Resources (S151)

Contact Officer:

Tracey Bircumshaw,
Finance and Business Support Manager
Telephone: 01427 656560

Purpose / Summary:

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 purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next five years in supporting the 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, in 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 the previous estimates and details the Revenue Budget 2018/19 and estimates up to 2022/23.

The report also covers the setting of Council Tax for 2018/19, Fees and Charges for 2018/19 the Capital Programme 2018/19 to 2022/23 and the Treasury Management Strategy.

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 2018/19 to 2022/23 (Appendix 2) and are aware of the associated Risks included at Appendix B
- 4) That Members receive a Mid-Year Review of the Medium Term Financial Plan during 2018/19.
- 5) That Members set the Revenue Budget 2018/19 (Appendix A)
- 6) That Members approve the Fees and Charges Policy and set the Fees and Charges 2018/19 (as amended) (Appendix C&D)
- 7) That Members adopt the Capital Investment Strategy (Appendix E)
- 8) That Members approve the Capital Programme 2018/19 to 2022/23 and Financing (Appendix F).
- 9) That Members approve the Treasury Management Strategy 2018/19 and adopt the Treasury Investment Strategy, the detailed Counter Party criteria, the Treasury and Borrowing Prudential Indicators (Appendix G)
- 10) That Members approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy (Appendix G)
- 11) That Members approve a 3% increase in the Council Tax (Appendix H-L)
- 12) That Members approve the 2018/19 Pay Policy Statement and establishment numbers (Appendix M)

Note: The Benchmarking Report is attached at Appendix N for information

IMPLICATIONS

Legal:

The Council has a responsibility to determine a legitimate 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 approve an Annual Treasury Management Strategy

Financial : FIN/131/17

The report presents a balanced budget 2018/19 and addresses the financial implications arising from the recommended revisions to the MTFP and the requirement to determine the Council Tax for 2018/19.

The report proposes the following contributions to Earmarked Reserves as part of the 2018/19 revenue budget;

- £1.2m NNDR Gain to be earmarked to the Investment for Growth Earmarked Reserve to fund regeneration and growth schemes in accordance with the Pilot bid.
- £0.400m to the Business Rates volatility reserve
- £1.024m of New Homes Bonus to Investment for Growth Reserve
- £0.624m of contributions to other Earmarked reserves

The use of Earmarked Reserves within the 2018/19 Revenue Budget totals £0.189m previously agreed to support fixed term resourcing and project delivery.

£6.024m is forecast to be utilised for funding Capital Schemes in 2018/19 (see Appendix F)

The use of the General Fund Balance

- The Corporate Policy and Resources Committee has approved £500k of General Fund balances be utilised to create a 3 year Community Grants Scheme 2018/19 to 2020/21. Balances will be held in an appropriate Earmarked Reserves to be released annually.

In relation to the proposed 3% increase in Council Tax, this will generate an additional £0.031m in 2018/19 increasing to £0.215m by 2022/23 compared to the previous assumption of a £4.95 increase.

Staffing: None arising from this report.

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.

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 within the report.

Climate Related Risks and Opportunities :

None arising from this report

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

The Chartered Institute of Public Finance and Accountancy – The Prudential Code for Capital Finance in Local Authorities (2017 Edition)

The Chartered Institute of Public Finance and Accountancy – Treasury Management in the Public Services, Code of Practice and Cross-Sectoral Guidance Notes (2017 Edition)

The Chartered Institute of Public Finance and Accountancy – Treasury Management in the Public Services, Guidance Notes for Local Authorities including Police Authorities and Fire Authorities (2017 Edition).

The Corporate Plan

The Capital Investment Strategy

The Fees and Charges Policy

The 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

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. Introduction

Presented below is the Executive Business Plan and Medium Term Financial Plan 2018/19 – 2022/23 (which includes the Financial Strategy and Medium Term Financial Analysis). An Executive Summary is contained therein.

These documents are central to our financial planning and play a key role in the budget setting process to ensure that resources are aligned with the Revenue Budget, Capital Programme and their impact and risks 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 (Appendix 2) – 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 the;

- **Financial Strategy** which 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 principals on which financial decisions will be made within available resources.
- **The Medium Term Financial Analysis** details, in monetary term, 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.

2. The General Fund Revenue Budget

The General Fund Revenue budget and future estimates are included at Appendix A of the Medium Term Financial Analysis (which covers a period of five financial years).

Members should be aware;

- that the final settlement announcement was issued in February 2017, this provided an additional £0.094m Rural Services Delivery Grant and a further £0.006m
- That the Council will benefit from the Greater Lincolnshire Pilot for 100% Business Rates retention for 2018/19 only, the benefit being by an estimated £1.6m increase in Business Rates Income for the Authority. Rolled in grants of Revenue Support Grant and Rural Services Delivery Grant are shown separately within the Budget.
- The Council will consider the level of Council Tax 2018/19 at its meeting on 5 March 2018. The current strategy is to maximise Council Tax within the referendum limit. The limit was increased from 2% to 3% or £5 (whichever is the greater) as part of the Budget Statement. The 2018/19 Revenue Budget proposes a 3% increase and the Medium Term Financial Analysis assumes a 3% increase annually.

The Revenue Budget 2018/19

The Revenue Budget is detailed below and is analysed by our Service Clusters;

- People – Front facing customer services - Benefits, Council Tax, Operational Services, Homelessness and Housing, Licensing, Customer Services, Food Safety
- Places – Area based services, ie Development Management, Economic Development, Car Parking, Asset Management, Leisure
- Policy and Resources – Corporate services, ie Finance, Human Resources, Committee Administration, ICT, Business Improvement, Elections, Corporate Fraud

| Cluster | 2018/19 Budget £ |
|--|---------------------|
| People | 4,849,100 |
| Places | 493,300 |
| Policy and Resources | 5,081,300 |
| Grand Total | 10,423,700 |
| Capital Accounting Adjustment | (816,600) |
| Committee Total | 9,607,100 |
| Drainage Board Levies | 351,500 |
| Parish Precepts | 1,909,249 |
| Interest and Investment Income | (263,300) |
| Interest Payable | 371,800 |
| Statutory MRP | 32,400 |
| Capital Expenditure Charged Against General Fund | 6,024,300 |
| Net Operating Expenditure | 18,033,049 |
| Capital Grants Applied | 555,200 |
| Transfer to / (from) General Fund | (555,700) |
| Transfer to / (from) Earmarked Reserves | (2,605,307) |
| Amount to be met from Government Grant or Council Tax | 15,427,242 |
| Funding | |
| Revenue Support Grant | 370,700 |
| Business Rate Retention Scheme | 5,159,100 |
| Collection Fund Surplus - Council Tax | 105,010 |
| Parish Councils Tax Requirement | 1,909,249 |
| New Homes Bonus | 1,278,400 |
| Other Government Grants | 547,500 |
| Council Tax Requirement | 6,057,283 |
| TOTAL FUNDING | 15,427,242 |
| Balanced Budget/Funding Gap | 0 |

3. The Capital Investment Programme

The draft Capital Programme 2018/19 to 2022/23 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.

The overall Capital Investment Programme totals £54.937m however, £27.695m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £27.242m being pipeline projects. The 4 levels of the Programme are detailed below;

- Pre-Stage 1 – Business Case in preparation - £8.450m
- Stage 1 – Budget approved – requires full business case - £6.374m
- Stage 2 – Business case approved in principal or awaiting funding - £12.448m
- Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured - £27.665m

There 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 detailed Capital Investment programme is attached at Appendix F for consideration and recommendation to Council.

4. Robustness of Estimates and Adequacy of Reserves

In accordance with Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer (Director of Resources) 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.

In 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, further detail is included within the Medium Term Financial Analysis (paragraph 4)

5. Fees and Charges

The Fees and Charges Policy is attached at Appendix C and Fees and Charges, as recommended by the Corporate Policy and Resources Committee and Prosperous Communities Committee at Appendix D.

6. Capital Investment Strategy (Appendix E)

The Strategy has been updated to include commercial investment pr

7. The Capital Programme (Appendix F)

The Capital Programme and financing is attached at Appendix F and has been recommended for approval by the Corporate Policy and Resources Committee

8. Treasury Management Strategy (Appendix G)

The Treasury Management Strategy has been scrutinised by the Governance and Audit Committee with the main changes from the previous Strategy being;

- Investment Strategy including New Section on the Non -Treasury Investments (4.7), including the Strategy for these investments, the proportionality of the investment and risk mitigation.
- Borrowing Strategy – inclusion that any external borrowing will be taken as a Maturity Loan, with principal repayment being due at the end of the term.
- MRP Policy

9. Council Tax (Appendix H-L)

The detailed amounts for the Tax Base, Parish Precepts and Council Tax increase are

10. 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 2018/19 to 2022/23 and are aware of the associated Risks (Appendix B)
4. That Members receive a Mid-Year Review of the Medium Term Financial Plan during 2018/19.
5. That Members set the Revenue Budget 2018/19 (Appendix A)
6. That Members approve the Fees and Charges Policy and set the Fees and Charges 2018/19 (as amended) (Appendix C&D)
7. That Members adopt the Capital Investment Strategy (Appendix E)
8. That Members approve the Capital Programme 2018/19 to 2022/23 and Financing (Appendix F).
9. That Members approve the Treasury Management Strategy 2018/19 and adopt the Treasury Investment Strategy, the detailed Counter Party criteria, the Treasury and Borrowing Prudential Indicators (Appendix G)
10. That Members approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy (Appendix G)
11. That Members approve a 3% increase in the Council Tax (Appendix H-L)
12. That Members approve the 2018/19 Pay Policy Statement and establishment numbers (Appendix M)

EXECUTIVE BUSINESS PLAN

1. Introduction

This is our first Executive Business Plan. The purpose of which is to outline the national, regional and local operating environment and to set out our response and proposed activity for the next three years. The supporting financial strategy will be set out in the Appendix 2 document headed Medium Term Financial Plan (MTFP) and this will not only look at the medium term but also attempt to consider those actions that will have an impact beyond that time horizon.

This document will therefore reflect our short, medium and long term goals with diminishing accuracy but will act as a guide for the executive team, our managers and our employees to current and future decisions and behaviour.

2. National Context

The current government is developing its approach to a UK that is no longer in the European Union. At this time there is significant uncertainty over what this will mean both economically and politically.

Local Government is being consulted through its range of networks; Local Government Association (LGA), Rural Services Network (RSN), District Council Network (DCN) and County Council Network (CCN) in addition to work being undertaken at a regional level in creating the 'Midlands Engine'.

Industrial Strategy

The national Industrial Strategy is being rolled out at a regional level and the Midlands Engine is developing the approach for East and West Midlands.

The Industrial Strategy – Building a Britain Fit for the Future – was published on the 27th November 2017. It sets out a vision for the future of creating

- a - The world's most innovative economy
- b - Good jobs and greater earning power for all
- c - A major upgrade to the UK's infrastructure
- d - The best place to start and grow a business
- e - Prosperous communities across the UK

In addition, the white paper identified four grand challenges that would 'put the United Kingdom at the forefront of the industries of the future';

- 1 - Put the UK at the forefront of the artificial intelligence and data revolution;
- 2 - Maximise the advantages for UK industry from the global shift to clean growth;
- 3 - Become a world leader in shaping the future of mobility; and
- 4 - Harness the power of innovation to help meet the needs of an ageing society.

Business Rates Retention

Alongside the Industrial Strategy the Ministry of Housing, Communities and Local Government (MHCLG) (previously Department of Communities and Local Government (DCLG)) are currently progressing with using 'pilots' of 100% Business Rates retention, to continue testing the premise that Local Government can be self-financing through Council Tax and Business Rates. Whilst Treasury will still have overall control of upper funding levels through the determination of a local authority's settlement funding assessment, and the top up and tariff system, Local Government will not receive the grants. The Settlement Funding Assessment (SFA) determines the amount of funding a local authority should receive and how much of tax, locally generated, should be redistributed. There is a debate ongoing at the moment whether this calculation should take into account commercially generated income (we are currently lobbying against this approach).

Provisional Settlement 2018/19

In the Provisional Settlement published on 19th December 2017, it was announced that Government would be seeking to implement a NNDR 75% retention policy in 2020/21 as this will not need primary legislation. In addition there were ten new 100% pilots announced as part of the Provisional Settlement and Greater Lincolnshire was included.

The MHCLG, in making its announcement, have maintained the four year agreement, previously agreed by 97% of Local Authorities (there has been no obvious detriment to those who did not agree) and in fact has improved the position for some Authorities through increasing the referendum threshold to 3% (or £5 for Shire Districts – whichever is the greater), increasing the level of Rural Services Delivery Grant and leaving the New Homes Bonus arrangements unaltered.

As discussed in previous years the four year settlement embedded an inequality between predominantly urban and predominantly rural areas placing the rural areas with a greater reliance on Council Tax.

In addition to the provisional settlement MHCLG also announced that Planning Fees will be increased by 20% from 18th January 2018 and new capital financing and investment guidance has recently been issued. The latter is predominantly aimed at securing that Local Authorities undertake appropriate considerations and advice when making investment decisions.

3. Regional and Local Context

The Midlands Engine is the primary driver for regional policy and development and it will focus on five key objectives (Midlands Engine Strategy – March 2017):

- i. **Improving connectivity** in order to raise productivity.
- ii. **Strengthening skills** in order to make the Midlands a more attractive location for businesses.
- iii. **Supporting enterprise and innovation** in order to foster a more dynamic regional economy.
- iv. **Promoting the Midlands** nationally and internationally in order to maximise trade and investment in the region.
- v. **Enhancing quality of life** in order to attract and retain skilled workers, as well as to foster the local tourist economy.

The strategy is designed to tackle three identified weaknesses within the region:

I – A shortage of skilled workers

li – a regional economy that is fragmented in to small poorly connected areas

lii – a lack of entrepreneurship and economic dynamism.

4. WLDC Corporate Plan

Council agreed a four year Corporate Plan in 2016 which had a four year horizon 2016-2020. The vision of the Council is;

“West Lindsey to be seen as a place where people want to live, work, invest and visit”.

The corporate objectives are based around six themes:

Open for Business

People First

Asset Management

The Local Plan

Devolution/Partnerships

Excellent Value for Money Services

The Corporate Plan sets out a number of priorities against each theme and this Business Plan will set out the activities that will deliver those priorities.

4.1 Review of Corporate Plan

The priorities above were agreed before the Industrial Strategy was announced and work has begun on a review and new corporate plan for 2019-2023 which will ensure we align ourselves with the national strategy. That said, our Economic Development Team are already working with this in mind and our development activity is being aligned to the Industrial Strategy so that WLDC is well placed to benefit from any resources made available.

The majority of programmes and projects currently supporting the delivery of the existing Corporate Plan priorities will continue as these were designed to create long term growth and regeneration, for the District of West Lindsey, to achieve excellent customer service and to provide future financial sustainability for the Council.

Further, the Corporate Plan sets out a number of values which guide our working. (These are detailed at 9. In the MTFP executive summary)

5. Recent Achievements

Before setting out the activities for the next three years it is important to reflect on what has already been achieved in the first two years of the Corporate Plan. A full review of the Corporate Plan is also being provided so only a few highlights will be included here:

Open for Business – Travelodge Hotel, Land Assembly by the Riverside, Two Blue Chip regeneration specialists bidding to be our partner in Invest Gainsborough, New Leisure contract delivering improved facilities and new facilities for Market Rasen, New Crematorium to be built in West Lindsey.

People First – Creation of a Service Hub, Introduction of Selective Licencing Scheme, Community defibrillator scheme, Investment in Trinity Arts Centre

Asset Management – First new commercial property acquired, Increased income from existing commercial property, improvement in Market Rasen Depot

Local Plan – The Central Local Plan has been adopted.

Partnerships – Successful partnership to Pilot NNDR 100% retention, new joint venture for developing Market Street, Successful bid for the Wellbeing Service (contract awarded by LCC), Mayflower 400 national project

Excellent Value For Money Services – Waste Collection Services nominated for an award by APSE for the 7th year running, improved performance in Land Charges and Development Management.

6. Business Deliverables 2018-2021

Over the next 3 years the Executive will focus on delivering the following activities.

Economic Development

A Growth Programme which is aligned to the Industrial Strategy and which will include; delivery to support Employment and Skills, Helmswell Food Enterprise Zone, Business Units for SME's,

Appoint a Development Partner – Phase 1 former Guildhall site to deliver western anchor for Gainsborough Town Centre

Develop the Green Corridor (Riverside walkway, Gainsborough)

Develop and Deliver a Three Year Business Plan for Market Rasen

Deliver the Housing Strategy – implementation of Housing Zone and drawdown of £4m unlocking funding in addition to a Joint Venture Company to deliver 140 new homes

Further support to the Caistor Town Council to implement the Neighbourhood Plan

Place based regeneration schemes at Helmswell and Gainsborough to normalise and stabilise areas with high indices of deprivation.

Growth Fund to be widened to the whole district ready to dovetail with funding from the Midland Engine

Development of a Visitor Economy Strategy

Significant capital projects ie Crematorium and new leisure facilities to realise a net contribution to the MTFP.

Customer First

Introduce a Digital Strategy for all Services

Develop an approach that puts the Customer at the centre of all service delivery

Re-focus Services to be Customer centric

Establish quality standards for Customer Service

Service Specific

Introduce Green Waste Charging

Grow the income from Trade Waste Services

Review the Regulatory services of Food Hygiene and Anti-social Behaviour

Establish the new Well Being Service

Introduce the new Choice Base lettings System and meet the new Homelessness Act requirements

Introduce a new IT system for Land Based Services (Development Management, Building Control and Land Charges)

Introduce a new Finance System

Develop an ICT Strategy

Build and develop a Crematorium

Maximise the return from the Leisure Contract

More detail is available at a Service Team level in Appendix 1.

7. Summary Financial and Commercial Strategy

The overall financial and commercial strategy for the Council has the following objectives:

- 1 – Maximise the income from all services and be opportunistic (but not at the cost to our own service delivery).
- 2 – Minimise the cost of services where ever possible, whilst maintaining the quality of services and improving performance levels.
- 3 – Secure value for money through a range of applied techniques as set out in the table contained at 2.5 of the Medium Term Financial Plan.

Commercial Integration

This year there will not be a separate commercial strategy and our commercial activity will be delivered and managed within our Executive Business Plan. Our commercial activity will be integrated in the following ways:

- 1 – Traded Services will run alongside our statutory services taking opportunities as they arise. Income will be monitored as part of the contribution made by those services. Specific services include Trade Waste, Building Control and CCTV.
- 2 – We will continue to develop our commercial property portfolio and take into account the changes to the CIPFA Prudential Code, recently announced, and the recent MHCLG capital financing and investment guidance.
- 3 – Capital Projects will be designed to deliver commercial returns where possible and that will include economic impact assessment and increases in tax receipts.
- 4 – Delivery of the commercial returns will be monitored through the performance, finance and project management routines.

8. Medium Term Financial Plan (Appendix 2) – Executive Summary

The Medium Term Financial Plan (MTFP) is the primary strategic financial document for this Authority. This document will support the national and local context as set out in the Executive Business Plan, the commitments of the Council to future service and capital development and establish the principles on which financial decisions will be made within available resources.

This document will also meet a number of regulatory requirements:

A - The requirement for the local Authority to agree a balanced budget for each financial year prior to the start of that year.

B – The requirement for the local Authority to establish the level of Council Tax for the coming year on the basis of that budget.

C - Meet best practice (supported by CIPFA) by setting out the coming year's budget within a Medium Term Financial Plan (MTFP).

Over the last four years West Lindsey has achieved reductions in the base budget of £3.3m through the Financial Strategy and initiatives to reduce expenditure, increase income and generate new income streams. Council Tax has been frozen in three out of the last six years whilst still providing award winning services to our residents.

Our MTFP provides a five year time horizon for West Lindsey District Council and sets out a high level financial strategy and those proposals being considered to deliver a sustainable budget position. In addition, and new for this year, 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.

9. Financial Strategy

The Financial Strategy is designed to complement the values set out in the Corporate Plan and deliver the Entrepreneurial Model by supporting the following values and approach

The Corporate Plan details the values which guide our working:

- Delivering a surplus to re-invest
- Investing in communities
- Delivering Customer Focused priorities
- Generating Growth
- Investing in communities to help themselves and others
- A more commercial Council
- A modern, innovative and collaborative Council

Our financial strategy supports these values and the Business Plan objectives with the following principles:

- 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 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.

10. Financial Analysis

10.1 Local Government Financial Settlement 2018/19

The Government announced its final Local Government Financial Settlement on 8 February 2018.

Revenue Support Grant - As part of the 4 year Financial Settlement in 2017/18 West Lindsey District Council had seen a further reduction in Revenue Support Grant (RSG) of 45.1 % on 2016/17 amount. The 2018/19 RSG is £0.371m and will reduce to a negative RSG of -£0.065 by 2019/20.

Whilst our plans to date have been based on the reduction of RSG to zero by 2019/20 as part of the four year settlement, which the Government has maintained for this Settlement, WLDC will actually be in a negative RSG position. The Government has committed to consult on how negative RSG will be dealt with over the summer of 2018.

Rural Services Delivery Grant – The reducing RSG is remediated to some degree by the separation of the Rural Services Delivery Grant (RSDG). As part of this agreement the RSDG was expected to reduce in 2018/19 to £0.293m however, the provisional settlement 2018/19 maintained the grant at the 2017/18 level of £0.381m. Further additional funding for this grant has been announced as part of the final settlement with a further increase of £0.094m for WLDC. This outcome has been due to the successful lobbying of Government by the RSN, WLDC and others for fairer funding for rural communities. We have assumed within the MTFP that this grant will revert back to £0.381m for 2019/20 although it is likely that it will now remain at the 2018/19 level of £0.475m

These two grants have been rolled up into the Business Rates Tariff for 2018/19 as part of the Business Rates Pilot arrangements, but have been identified separately in our Medium Term Analysis for transparency. We have assumed that the RSDG will revert back to £0.381m ongoing, however it may be likely that the 2018/19 level is maintained.

New Homes Bonus - Despite lobbying from Local Authorities the MHCLG have maintained their position with regards to NHB, although the threatened increase to the expected growth level before payment is made has not been increased and remains at 0.4%

Council Tax - The settlement has made changes to the Council Tax increase that would trigger a referendum. This has been amended to 3% or £5 whichever is the higher for Shire Districts. (Previously the figure was 2% or £5).

Business Rates - The Council will benefit from additional Business Rates income of £1.6m. This is due to a number of factors, including a 3% increase in the multiplier equating to £0.6m, increases in rateable value growth, S31 grants and renewable energy (£0.5m), in addition the

Council will benefit from an additional one off amount of £0.5m from being part of the successful Greater Lincolnshire (excluding NE Lincolnshire) Pilot bid for 100% Business Rate Retention in 2018/19 only. Our commitment in the Pilot scheme was to use this additional funding towards development in the District and this plan is provided on that assumption. The budget is based on estimates and based on information as at 30 November 2017, therefore exact level of the gain will not be known until the financial year end.

The increase in SFA 2018/19 is due to the NNDR – Baseline Funding being adjusted for the 100% business rates retention scheme. The assumption is that this will be for 1 year only.

The profile of grant reductions is shown in the table below;

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|---------------------------|--------------|--------------|---------------|---------------|---------------|--------------|---------------|--------------|--------------|
| RSG | 3.969 | 3.125 | 2.198 | 1.387 | 0.761 | 0.371 | -0.065 | -0.124 | -0.185 |
| NNDR - Baseline funding | 2.641 | 3.111 | 3.226 | 2.766 | 2.823 | 3.407 | 2.972 | 3.032 | 3.092 |
| Rural Services Grant | 0 | 0 | 0 | 0.471 | 0.381 | 0.475 | 0.381 | 0.381 | 0.381 |
| TOTAL SFA | 6.610 | 6.236 | 5.424 | 4.624 | 3.965 | 4.253 | 3.288 | 3.289 | 3.288 |
| % Annual Change | | -5.66 | -13.02 | -14.74 | -14.26 | 7.26 | -22.70 | 0.03 | -0.02 |
| NHB | 1.083 | 1.549 | 1.986 | 2.487 | 1.896 | 1.278 | 1.014 | 0.693 | 0.658 |
| TOTAL SFA incl NHB | 7.693 | 7.785 | 7.410 | 7.111 | 5.861 | 5.531 | 4.302 | 3.982 | 3.946 |
| % Annual Change | | 1.20 | -4.81 | -4.03 | -17.58 | -5.63 | -22.22 | -7.44 | -0.89 |

10.2 Budget Assumptions

The budget presented in this paper assumes the following income assumptions:

- Employee Pay Award 2% per annum
- Council Tax increase at 3% annum and growth 0.5%
- Commercial Property Investment of £20m (from 2017/18-2019/20) to generate £0.6m savings by 2020/2021
- No growth in NNDR for future years - whilst we have growth this is currently being negated by the impact of appeals
- £1.6m gain from 100% Business Rates of which £0.5m from being in a Pilot scheme
- Contractual inflation only applied to service expenditure budgets
- New Homes bonus is based on Government estimates and payable over 4 years.
- Electricity 4%
- Gas 4% from 2018/19

Based on the above assumptions the proposed budget for the Council in 2018/19 will be £15.427m.

Business Activity Over the Next Three Years

The Council’s annual business planning activity is designed to identify improvements to service delivery, key projects to support the objectives of the Corporate Plan and additional sustainable revenue streams. All service areas partake and the options generated are fully-appraised; financial implications assessed with decisions made by the Management Team. Feedback is provided and delivery of approved initiatives is monitored through the Councils project management methodology.

Key initiatives considered for 2018/19 onwards focused on the completion of key projects i.e. the build and delivery of the Crematorium facility and completion of the review of Leisure Contract. Across economic development support for the regeneration and development of the District will continue in the form of securing a strategic Development Partner to support the realisation of the Council’s growth ambitions. In addition, support for businesses in the form of creating managed workspace facilities is a key driver.

Work on the Council’s Customer First agenda is well-supported. A Digital and ICT Strategy is to be completed. This will provide a focus for the Council in ensuring that access to services and communication with residents are improved and take advantage of technological advances. Ensuring our staff are more customer-focused is also a key component of the overarching programme.

Wellbeing and support for communities is of high importance. The Council has been successful in being awarded a contract to deliver such services and the impact of this is reflected in the business planning work. Additionally, on-going support for home choices and homelessness are also key concerns.

The identification of sustainable income streams is also reflected in the business plans. The Council will continue to pursue its Commercial Property Investment Strategy. Additional income streams have also been identified in the form of introducing a charge for green waste collection, expanding the Council’s trade waste service and securing additional income from street cleansing and associated activities.

Further initiatives are evident across a range of Council activity. More comprehensive details are available for review below;

| Area | Activity |
|-------------------------------|---|
| Key Projects | Build and develop a Crematorium |
| | Maximise the return from the Leisure Contract |
| Economic Development & Growth | Appoint a Development Partner |
| | Deliver Investment in Gainsborough Town Centre |
| | Develop the Green Corridor |
| | Develop and Deliver a Three Year Business Plan for Market Rasen |
| | Deliver the Housing Strategy |
| | Develop managed workspace facilities |
| | Create additional car parking capacity |
| | Undertake review of tourism service |
| | Customer First |
| | Develop an approach that puts the Customer at |

| | |
|--------------------------------------|---|
| | the centre of all service delivery |
| | Re-focus services to be customer centric |
| | Establish quality standards for customer service |
| Waste Services & Regulatory Services | Introduce Green Waste Charging |
| | Grow the income from Trade Waste Services |
| | Pursuit of additional and growth of current income streams associated with street cleansing |
| | Develop options for future waste depot facility |
| | Review the Food Hygiene and ASB services |
| Housing & Wellbeing | Establish the new Well-Being Service |
| | Introduce the new Choice Based Lettings System |
| | Meet the new Homelessness Act requirements |
| | Identify means of and provide appropriate support for particularly vulnerable communities |
| ICT | Develop an ICT Strategy |
| | Develop an Omni-channel approach that puts the Customer at the centre of all service delivery |
| | Undertake refresh of desktop ICT devices |
| Development Management | Introduce a new IT system for Land Based Services [Development Management, Building Control and Land Charges] |
| | Implement statutory increase in planning fees |
| Miscellaneous | Understand and assess implications of roll-out of Universal Credit (Oct 2018) |
| | Appraise usefulness of a project/programme management system |

THE MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2022/23

1.1 Introduction

The Medium Term Financial Plan (MTFP) is the primary strategic financial document for this Authority. This document will support the national and local context as set out in the Executive Business Plan, the commitments of the Council to future service and capital development and establish the principles on which financial decisions will be made within available resources.

This document will also meet a number of regulatory requirements:

A - The requirement for the local Authority to agree a balanced budget for each financial year prior to the start of that year.

B – The requirement for the local Authority to establish the level of Council Tax for the coming year on the basis of that budget.

C - Meet best practice (supported by CIPFA) by setting out the coming year's budget within a Medium Term Financial Plan (MTFP).

Over the last four years West Lindsey has achieved reductions in the base budget of £3.3m through the Financial Strategy and initiatives to reduce expenditure, increase income and generating new income streams. Council Tax has been frozen in three out of the last six years whilst still providing award winning services to our residents.

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, and new for this year, 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 Entrepreneurial Model by supporting the following values and approach

The Corporate Plan details the values which guide our working:

- Delivering a surplus to re-invest
- Investing in communities
- Delivering Customer Focused priorities
- Generating Growth
- Investing in communities to help themselves and others
- A more commercial Council
- A modern, innovative and collaborative Council

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

- 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 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.

2. FINANCIAL STRATEGY

The Financial Strategy is designed to complement the values set out in the Corporate Plan and deliver the Entrepreneurial Model by supporting the following values;

The Corporate Plan details the values which guide our working:

- Delivering a surplus to re-invest
- Investing in communities
- Delivering Customer Focused priorities
- Generating Growth
- Investing in communities to help themselves and others
- A more commercial Council
- A modern, innovative and collaborative Council

Our financial strategy supports these values and the Business Plan objectives with the following principles:

- 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 business cases that clearly match our ambitions

The Strategy needs to achieve these objectives by continuing to support growth and service delivery, whilst understanding our funding position, this will be achieved by;

- Maximising the income from all services and be opportunistic but not at the cost to our own service delivery.
- Minimise the cost of services where ever possible whilst maintaining the quality of services and improving performance levels
- Securing value for money
- ensuring sound and appropriate mechanism to support robust decision making
- Costs of borrowing can be met from either commercial returns and/or cost savings

The Financial Strategy needs to consider the National Context and future Government Policy which may affect the Councils financial position in the medium term.

2.1 National Context

On 19th December 2017 the Secretary of State for the Department of Communities and Local Government, The Rt Hon Sajid Javid MP, made a statement to Parliament on the Provisional Local Government Finance Settlement 2018/19. The final settlement being announcement in February 2018, the impact of which is covered in brackets in each bullet point below;

The main points were;

- Increase of the Council Tax referendum limit increased by 1% to 3%
- For 2018/19, there are no changes to how the award of New Homes Bonus will be made and as announced at last year's settlement, New Homes Bonus grant in 2018/19 will be paid on the basis of 4 years award with growth above 0.4% rewarded;
- Rural Service Delivery Grant in 2018/19 will remain at a national level of £65m rather than being reduced by £15m in 2018/19 as had been planned, this was subsequently increased to £81m in the final settlement;
- There will be a consultation in the spring of 2018 on negative RSG planned for 2019/20;
- Proposals for new Business Rates Pilots in 2018/19 have been approved for 10 areas in addition to London;
- There will be a reset of business rates baselines in 2020/21;
- There will be a move to 75% business rates retention for 2020/21 which will see RSG and Public Health grant replaced by business rates income.

2.2 Core Spending Power within Local Government

Based on the Government's announcement the Core Spending Power will see only a small impact of 2.1% nationally, however in allocating Core Spending Power to individual authorities which is based on the services they provide, WLDC is likely to see a 13.2% reduction over the 4 year period. The tables below detail the impact of individual Government funding streams.

CORE SPENDING POWER¹

England

Illustrative Core Spending Power of Local Government;

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|
| | £ millions | £ millions | £ millions | £ millions | £ millions |
| Settlement Funding Assessment ² | 21,249.9 | 18,601.5 | 16,632.4 | 15,574.0 | 14,397.9 |
| Compensation for under-indexing the business rates multiplier | 165.1 | 165.1 | 175.0 | 275.0 | 374.8 |
| Council Tax of which; | 22,035.9 | 23,247.3 | 24,665.8 | 26,600.2 | 28,047.4 |
| <i>Council Tax Requirement excluding parish precepts (including base and levels growth)</i> | 22,035.9 | 22,858.5 | 23,701.6 | 24,902.6 | 26,166.0 |
| <i>additional revenue from referendum principle for social care</i> | 0.0 | 381.8 | 948.2 | 1,661.2 | 1,824.4 |
| <i>Potential additional Council Tax from £5 referendum principle for all Districts</i> | 0.0 | 7.0 | 16.0 | 36.4 | 57.0 |
| Improved Better Care Fund | 0.0 | 0.0 | 1,115.0 | 1,499.0 | 1,837.0 |
| New Homes Bonus ³ | 1,167.6 | 1,461.9 | 1,227.4 | 947.5 | 900.0 |
| New Homes Bonus returned funding | 32.4 | 23.1 | 24.5 | 0.0 | 0.0 |
| Rural Services Delivery Grant | 15.5 | 80.5 | 65.0 | 81.0 | 65.0 |
| Transition Grant | 0.0 | 150.0 | 150.0 | 0.0 | 0.0 |
| The Adult Social Care Support Grant | 0.0 | 0.0 | 241.1 | 150.0 | 0.0 |
| Core Spending Power | 44,666.5 | 43,729.3 | 44,296.3 | 45,126.7 | 45,622.1 |
| Change over the Spending Review period (£ millions) | | | | | 955.6 |
| Change over the Spending Review period (% change) | | | | | 2.1% |

Please see the Core Spending Power Explanatory note for details of the assumptions underpinning the elements of Core Spending Power.

¹ The figures presented in Core Spending Power do not reflect the changes to Settlement Funding Assessment made for pilot authorities. For information about pilots please refer to the Pilots Explanatory Note. For the Settlement Finance Assessment figures after adjustments for pilots please see Key Information for Local Authorities.

² 2019-20 Settlement Funding Assessment has been modified to include a provisional tariff or top-up adjustment.

³ New Homes Bonus allocations for 2019-20 are for illustration purposes only. Actual payments will depend on housing delivery and are subject to change.

2.3 Local Settlement Funding

The Provisional Financial Settlement was issued by Government in December 2017, in relation to West Lindsey we will see further reductions from the 2017/18 Core Spending Power to 2019/20 as illustrated in the table below. The final settlement is to be announced in February 2018.

CORE SPENDING POWER¹

Please select authority

West Lindsey

Illustrative Core Spending Power of Local Government;

| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 |
|---|-------------|-------------|-------------|-------------|-------------|
| | £ millions | £ millions | £ millions | £ millions | £ millions |
| Settlement Funding Assessment ² | 4.9 | 4.2 | 3.6 | 3.3 | 2.9 |
| Compensation for under-indexing the business rates multiplier | 0.0 | 0.0 | 0.0 | 0.1 | 0.1 |
| Council Tax of which; | 5.4 | 5.7 | 5.8 | 6.1 | 6.3 |
| <i>Council Tax Requirement excluding parish precepts (including base and levels growth)</i> | 5.4 | 5.6 | 5.8 | 6.0 | 6.3 |
| <i>additional revenue from referendum principle for social care</i> | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| <i>Potential additional Council Tax from £5 referendum principle for all Districts</i> | 0.0 | 0.0 | 0.1 | 0.1 | 0.1 |
| Improved Better Care Fund | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| New Homes Bonus ³ | 2.0 | 2.5 | 1.9 | 1.3 | 1.1 |
| New Homes Bonus returned funding | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Rural Services Delivery Grant | 0.1 | 0.5 | 0.4 | 0.5 | 0.4 |
| Transition Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| The Adult Social Care Support Grant | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Core Spending Power | 12.4 | 12.8 | 11.7 | 11.2 | 10.8 |
| Change over the Spending Review period (£ millions) | | | | | -1.6 |
| Change over the Spending Review period (% change) | | | | | -13.2% |

Please see the Core Spending Power Explanatory note for details of the assumptions underpinning the elements of Core Spending Power.

¹ The figures presented in Core Spending Power do not reflect the changes to Settlement Funding Assessment made for pilot authorities. For information about pilots please refer to the Pilots Explanatory Note. For the Settlement Finance Assessment figures after adjustments for pilots please see Key Information for Local Authorities.

² 2019-20 Settlement Funding Assessment has been modified to include a provisional tariff or top-up adjustment.

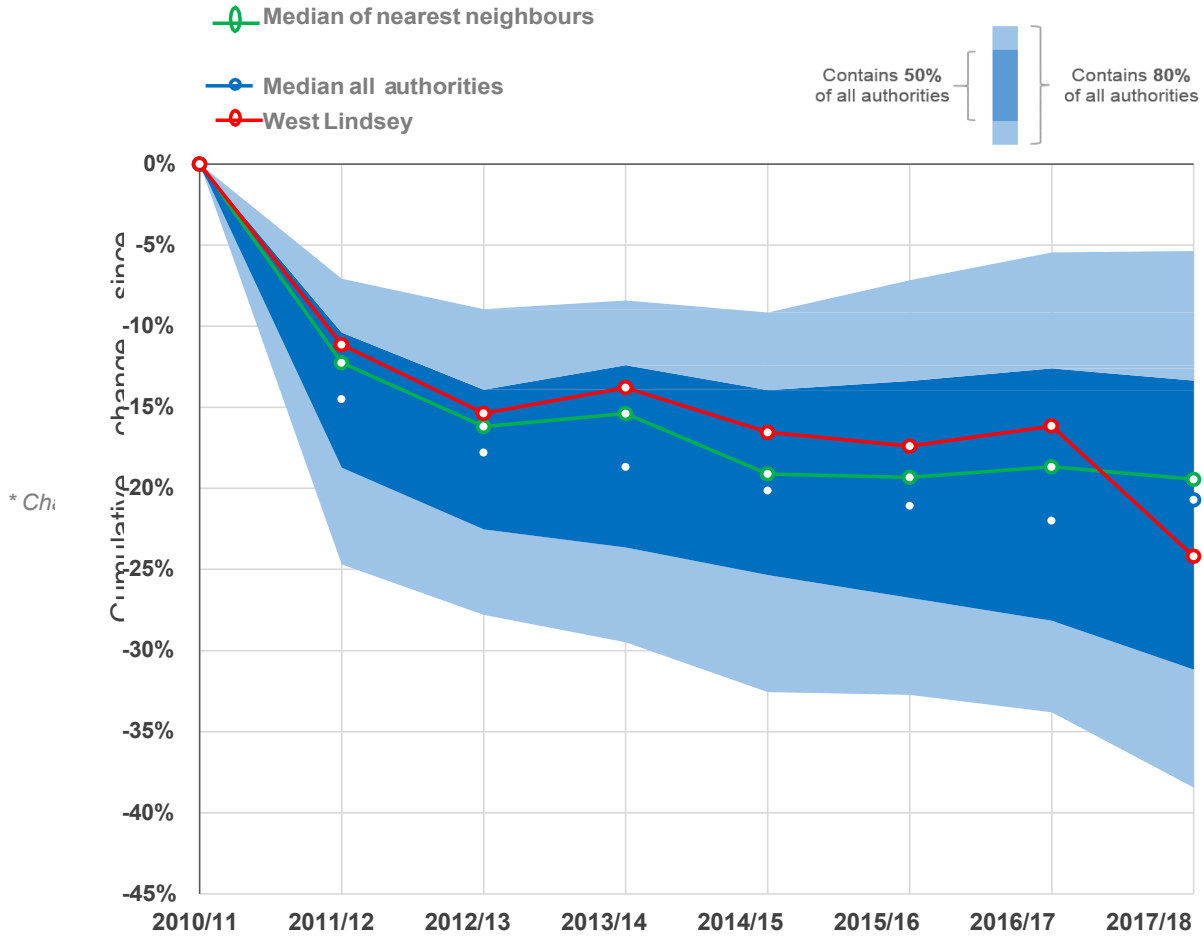
³ New Homes Bonus allocations for 2019-20 are for illustration purposes only. Actual payments will depend on housing delivery and are subject to change.

Benchmarking of the change in core budgeted expenditure since 2010/11 (the point at which the government's austerity measures were introduced) against our nearest neighbours and all District Council's is illustrated in the graph below.

The analysis focuses on 'core expenditure', which excludes schools, emergency services and public health spending. Other than excluding public health - a responsibility that was partially assumed by local councils in 2013/14 - the analysis does not attempt to adjust for other changes in functions and responsibilities

Between 2010/11 and 2017/18, West Lindsey's budgeted expenditure decreased by 24.2%. This is mainly due to the reduction in Settlement Funding of £0.6m and reduction in New Homes Bonus of £0.6m net of the ability to raise Council Tax £0.2m and an increase of £0.1m in Rural Services Delivery Grant. This compares to the median for all authorities in England, with a decrease of 20.7%. This graph below illustrates this position.

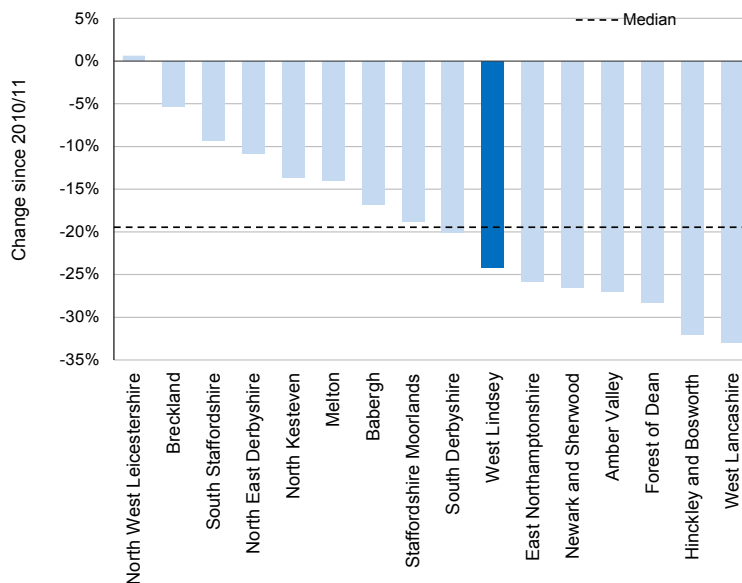
Chart 1 - Change in core spending power since 2010/11 (England)* to 2017/18



The Council continues to respond to Government consultations and lobbies for fairer funding for rural District Councils through the Rural Services Network, the Association of District Treasurers and the Local Government Association.

West Lindsey's overall change of -24.2% was also below the nearest neighbour median of -19.4%, and was ranked 10th highest in the group. This is illustrated in Chart 2.

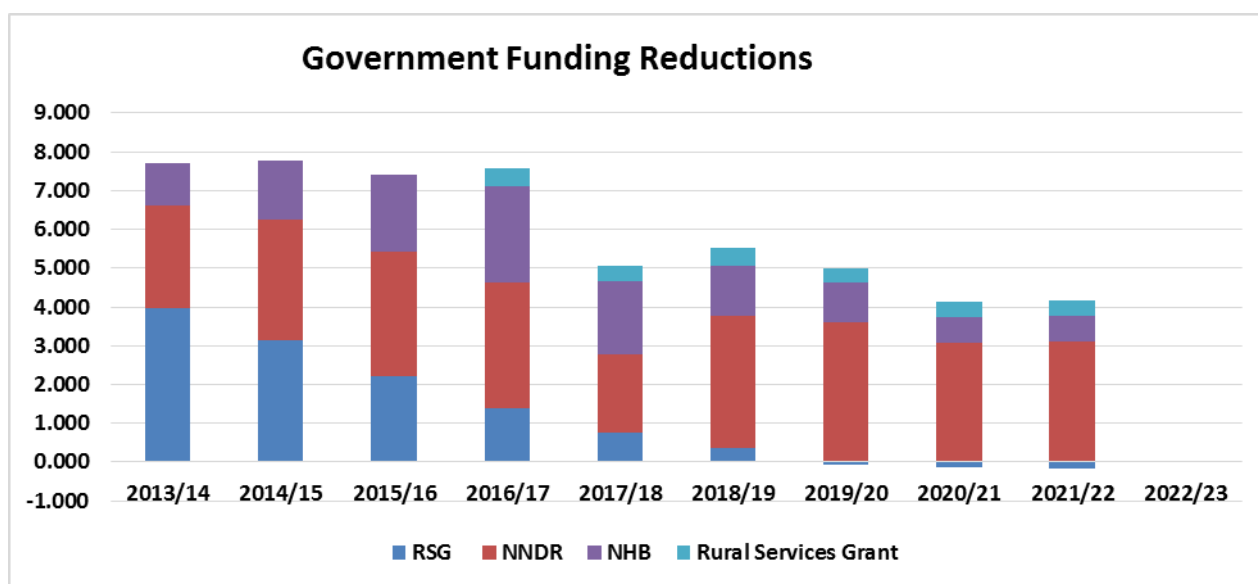
Chart 2 - Change in Core Expenditure Since 2010/11 (NN Group)



This Council had prudently prepared for funding reductions having signed up for the 4 year settlement offer in 2016/17 which saw a reduction in RSG from £1.387m to -£0.065 in 2019/20.

The graph below illustrates the change in the main sources of Government Funding for West Lindsey District Council since 2013/14 including Revenue Support Grant (RSG) and Business Rates (NNDR) baseline (elements of the Settlement Funding), New Homes Bonus (NHB) and the Rural Services Grant.

Information beyond 2021/22 has not been projected as Government Policy implications is as yet unknown.



The Councils settlement funding resources for 2018/19 totals £4.252m. This includes the one off gain from being part of the Greater Lincolnshire Pilot for 100% business rates retention of an estimated £0.5m.

2.4 Financial Performance Benchmarking – How we compare (Appendix M)

The Council participates in a strategic financial benchmarking exercise developed by the Local Government Association (LGA). This looks at our current and future funding outlook compared to other District Councils (and all Local Authorities) providing an analysis of each authority’s position. This provides a relative financial position of each Local Authority based on present information and also our relative future position based on past trends and future expectations. This is useful in terms of being able to benchmark our strategic financial health with other Local Authorities. The analysis does not provide an exact position but it is arguably the most extensive analysis undertaken of the sector as a whole and does provide useful comparative data.

The Spider graphs below illustrate the Councils ranking (● represents WLDC position) and the nearer the outer edge a low ranking compared to others. This enables us to gain a more informed view of our benchmarked position. It also identifies relative strengths and weaknesses, risks and opportunities which can be taken into account when we consider our financial strategy.

To understand the spider diagram, if we were ranked best performing (1) in all indicators this would be a small area close to the centre, if we were ranked worst performing in all areas this would be a large area closer to the edge of the diagram representing a weaker relative position.

The full report and diagrams are attached at Appendix M of the Medium Term Financial Plan, with our Strategic (Present and Future) and Risk chart illustrated below;

Indicators of note are:

Strategic Indicators

- Unringfenced Reserves as a proportion of net revenue expenditure. As an authority we compare favourably with regards to most financial measures due to our high level of reserves, however with a significant Capital Programme, these are forecast to reduce over the life of the MTFP.

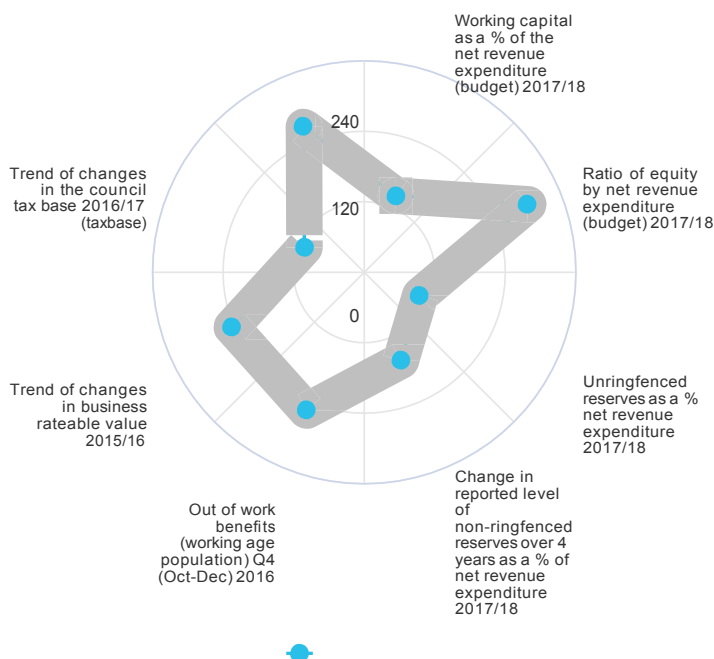
Risk Indicators

- Pension Fund Liability as a % of net revenue expenditure With a ranking of 26 out of 201 we again rank highly compared with other Districts, this, in part, is as a consequence of making additional payments to reduce this liability.

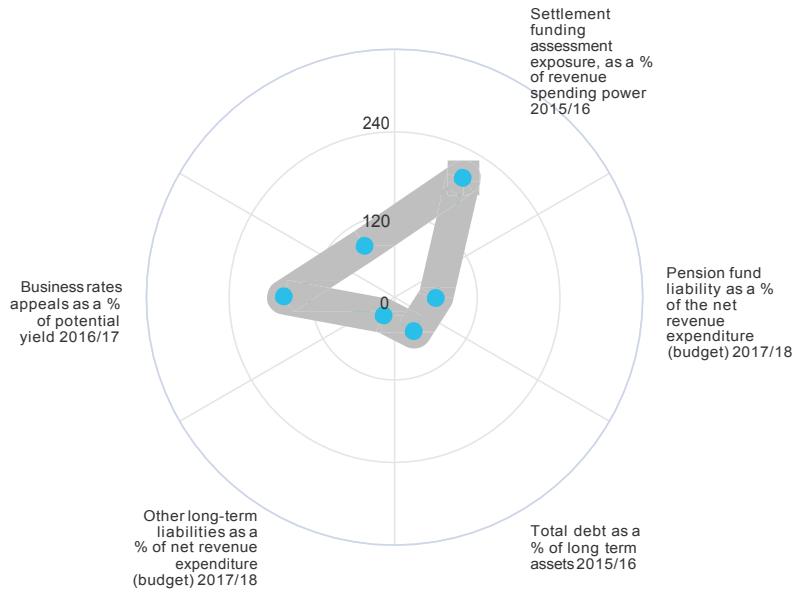
Opportunity Indicators

- Council Tax Collection rates remain some of the highest in the country.
- The opportunity to generate revenue income from Capital Investments is part of our commercial aspirations.

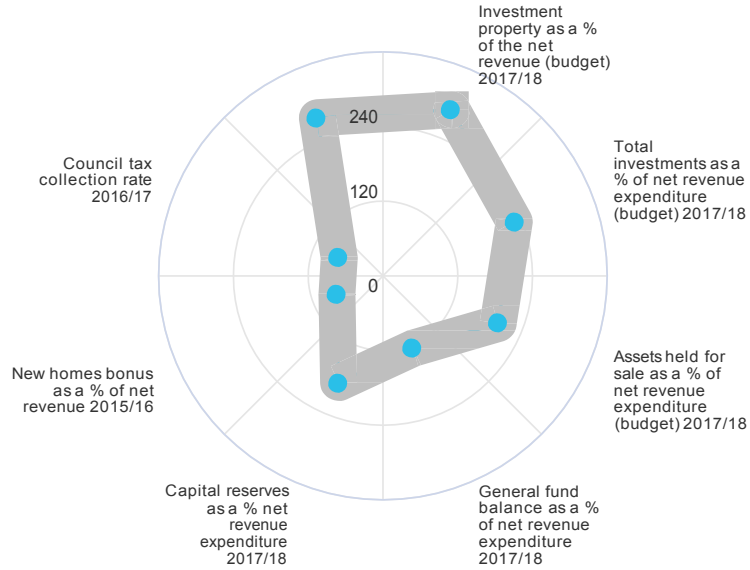
Strategic: All English authorities Rank (353)



Risk: All English authorities Rank (353)



Opportunity: All English authorities Rank (353)



2.5 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 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 Entrepreneurial Council 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.

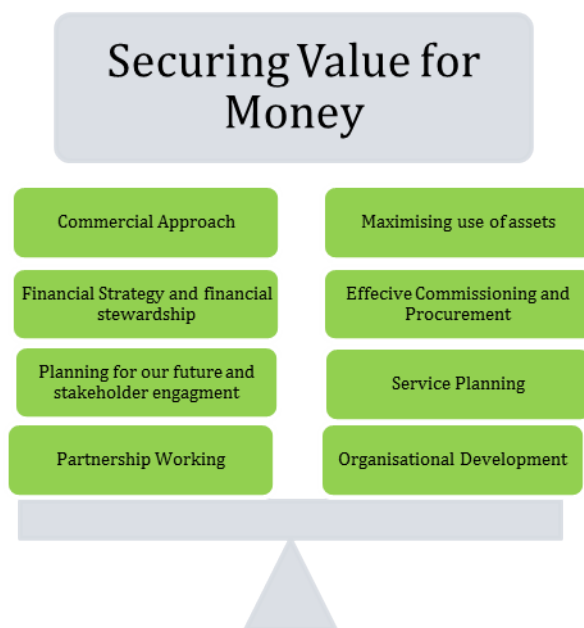
In addition the Council procured CFO Infosights for assistance in benchmarking. It is a tool developed by Grant Thornton in conjunction with CIPFA which uses national data sets such as the RA/RO financial returns. Although in it's infancy at West Lindsey have been developing the use of the tool as a 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



2.6 Commercial Approach

West Lindsey takes a commercial approach to the delivery of all services, with officers and members undertaking training and commercial workshops.

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 5 case Business Model ensuring Financial, Legal, Operational, Strategic and Commercial implications are considered and all risks assessed to enable informed choices.

2.7 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.

An example of this is the Public Sector Customer Hub which is located at the Council's Guildhall offices. This facility provides face to face contact for customers with West Lindsey DC, Lincolnshire County Council, Job Centre Plus, Lincolnshire Credit Union, The Volunteer Service and the Citizens Advice Bureaux.

2.8 Capital and Asset Review

West Lindsey's Asset Management Strategy will demonstrate that we have in place an effective management framework, which actively maximises the value of existing assets and provides a strategic context for future investments and to achieve the best possible outcomes.

2.9 Organisational Development

In order to deliver an ambitious Corporate Plan against a reduction in funding 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 annual People Strategy in addition to a Member Development plan is in place to support elected members.

2.10 Planning for our Future and Service 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.

2.11 Commissioning & 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.

2.12 Financial Sustainability

The sustainability of these plans is 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 the 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 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 by selling our services ie Trade and Garden Waste Collection

2.13 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. This borrowing will only be undertaken if it is considered prudent, affordable and sustainable and has no impact on the council taxpayer. 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 will be undertaken to Maturity.

2.14 Reserves

The level of the General Fund Working Balance will be set, as a minimum at 5% of Net Operating Expenditure. 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. Such risks may also include changes in Government policy, further funding reductions and 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 announcements by the Government regarding expected

further funding reductions. However, reserves will continue to be maintained at a prudent level.

Earmarked reserves will be reviewed annually to ensure their investment in both revenue and capital initiatives align to Corporate Plan priorities.

Reserves held are invested in accordance with the Treasury Management Strategy and the interest received from their investment supports the Councils revenue budget.

2.15 Capital Investment Strategy (Appendix E)

The Capital Investment Strategy sets out the strategic direction for WLDC's capital management and investment plans, and is an integral part of our medium to long term financial and service planning and budget setting process. It sets the principals of our capital investment under the prudential system.

The Capital Investment Strategy will enable the Council to meet its corporate priorities, as it can be targeted in creative and innovative ways, by aligning resources to specific investment projects which will deliver corporate outcomes. We recognise the importance of investing in commercial opportunities to deliver our entrepreneurial aspirations and to generate sustainable ongoing income streams, in addition to investing in schemes that will deliver economic regeneration and support housing growth which will provide new housing, independent living, job opportunities, an improved skills base and a revitalised town centre.

The level of borrowing to fund capital investment is only agreed if the borrowing is affordable and sustainable as our capital decisions can have significant revenue implications. For every £10m of prudential borrowing there are revenue costs approximately £0.5m per annum (over 40 yrs) to effectively repay the debt, in addition to either the cost of interest if actual borrowing is undertaken or loss of investment interest if internal funds are utilised for any period. This is in addition to the ongoing maintenance and running costs associated with the investment.

The Executive and Service Business Plans inform the budget setting process to ensure continued attainment of the objectives of the Corporate Plan and align staffing resources at an adequate level to achieve this, supported by appropriate technological systems to ensure efficiency in processes.

2.16 Working Capital

Based on the Council's current cash flow estimates, the programming of capital investments and borrowings, a working capital balance of circa £8m is required for funding business as usual.

2.17 Community Engagement

The Council hold annual Budget Engagement Events to get the views of residents, business, Parish Councils and the public.

With the challenges the Council faces the Council has a variety of options on how to meet our funding gap, these can include changes to; Fees and Charges, Council Tax charge, Commercial initiatives and the way services are delivered ie through technology or partnerships. It is therefore essential that our citizens are able to have a voice in the budget process. The full Consultation Report 2017 is available on our website <https://www.west-lindsey.gov.uk/my-council/have-your-say/consultations/previous-consultation-results/>

2.18 Treasury Management Strategy (Appendix G)

The Council 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 investment 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 now provides options on what would be considered prudent provision for the repayment of debt.

2.19 Risk Considerations (Appendix B)

The full risk assessment is included at Appendix B. The key risk attached to this strategy include:

Successful delivery of our commercial and growth commitments – This strategy has plans to use a significant amount of our reserves in addition to borrowing both develop the District and to invest in a range of commercial opportunities to increase our self-generated income substantially over the next four years. It is unlikely that all initiatives will be successful however we are confident that sufficient success will be achieved to deliver an appropriate level of return on our investment. You will see within our commitments we continue to focus on customer service improvement, governance and performance which is designed to manage our risk exposure and provide opportunities for assessing the likelihood for success.

2.20 Risk Management

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.

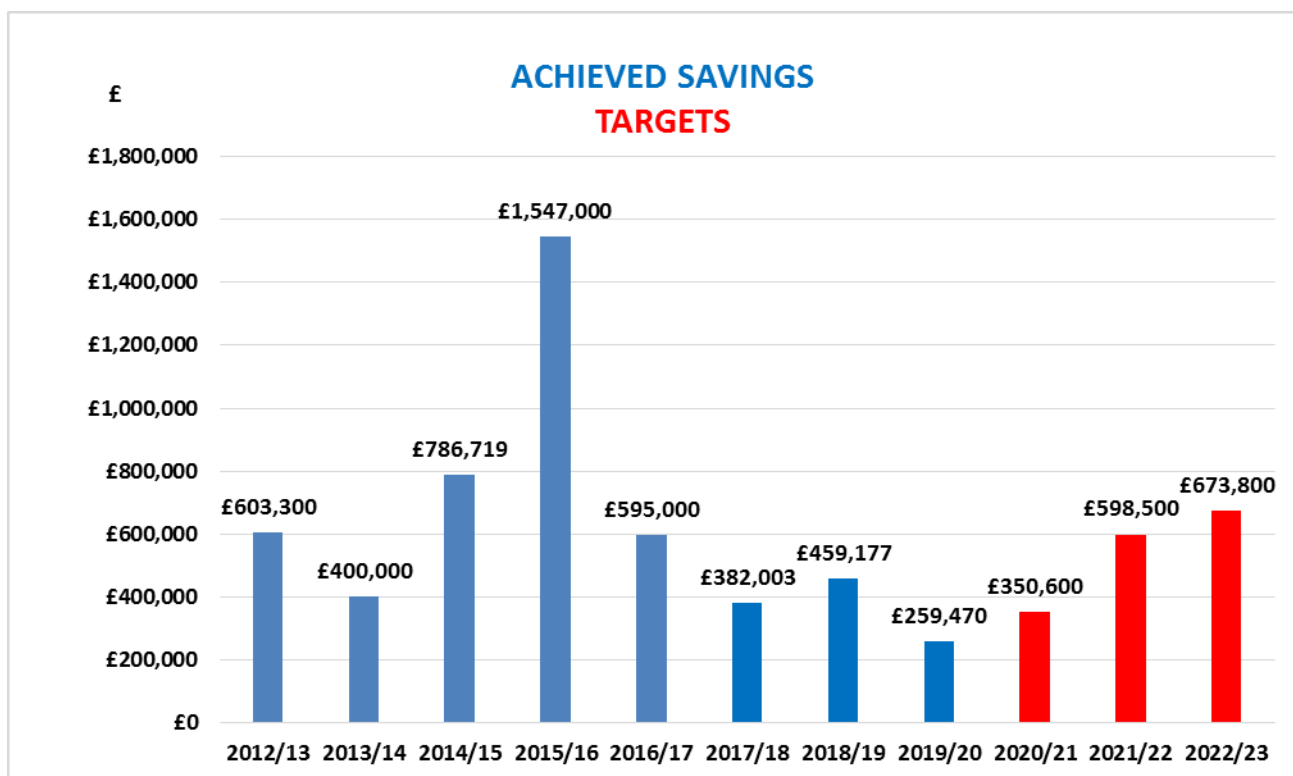
In terms of Budget risks these include;

- Inflation is underestimated in the original estimates
- Interest rates are underestimated
- Changes to grant funding regimes
- Some budgets are only indicative at the time the budget is agreed
- Volatility in some budget headings between years
- Efficiency gains expected in the agreed budget are not achieved
- Unforeseen insurance costs or legal claims
- Emergencies which cannot be foreseen which occur on an ad hoc basis
- Changes to budgets where targets are not met
- Financial guarantees/loans given by the Council
- Unforeseen Events

3 Medium Term Financial Analysis

The medium term analysis remains difficult to predict due to external factors which include the move towards 100% business rates retention, UK's general election and Brexit. Funding beyond 2020 due to changes in the Local Government finance system will place greater risk locally. These unknown impacts and the level of financial risk contained within the MTFP will require closely monitoring, with at least an annual mid-year update to monitor forecasts as the consequences of these unknowns become clearer. (A Commercial Contingency budget and Business Rates Volatility Reserve have been created to mitigate financial risk within the Budget).

The Council has managed the reduction in government funding effectively in addition to meeting increased costs. The savings achieved since 2012/13 and those still required to be found over the MTFP are illustrated below;



3.1 The Medium Term Financial Analysis below details the current MTFP Funding gap and details the movements from the 2017/18 – 2022/23 position, further analysis is detailed at Appendix A;

| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---------------------------------|-------------|--------------|------------|------------|------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| MTFP - FUNDING GAP B/fwd | (77) | 126 | 440 | 434 | 434 |
| Total Pressures | 517 | 494 | 736 | 1,087 | 1,437 |
| Total Savings | (199) | (199) | (199) | (199) | (199) |
| Total Additional Income | (1,181) | (890) | (981) | (1,078) | (1,353) |
| Total Capital Financing Costs | 0 | 29 | 54 | 54 | 54 |
| Total New Budgets | 940 | 300 | 300 | 300 | 300 |
| MTFP - FUNDING GAP | 0 | (140) | 350 | 598 | 673 |

The movement on the medium term forecasts are detailed below;

- **Pressures** – the costs of new service pressures, mainly related to the increase from 1% to 2% in the national payaward offer, and the increased cost of pension contributions.
- **Savings** – savings on expenditure budgets as a result of the annual base budget review and contract savings achieved through procurements.
- **Additional Income** – The introduction of Garden Waste charging, the benefit of new Leisure Contract, the 20% increase in Statutory Planning Fees and projections on Trade Waste growth all contribute to this movement. An

additional 1% Council Tax and a £0.5m gain from being part of the Lincolnshire Business Rates Pilot (2018/19 only)

- **Capital Financing Costs** – The net costs of capital investment which is met from additional income or cost savings through project delivery
- **New Budgets** –
 - Commercial Contingency Budget £0.2m (ongoing) to mitigate commercial risk.
 - Business Case Development Budget £0.1m (ongoing) to support feasibility, legal and resourcing costs of investment projects.
 - Creation of a £0.5m Community grant Scheme to be delivered over 3 years (2018/19 only) funded from General Fund Balances.
 - Contribution to Business Rates Volatility Reserve £0.1m (2108/19 only)

The Financial Analysis reflects a balanced budget for 2018/19 in accordance with Statutory Requirements.

However, there remains a £0.673m funding gap which, is expected to be balanced by the development of further commercial opportunities through Gainsborough Growth Programme, and the potential efficiencies gained from the Customer First Programme intended to deliver a customer and commercial centric delivery environment. Plans in these two areas continue to be developed but are insufficiently advanced to be included at this stage.

Members will be informed on progress via the quarterly budget monitoring reports

We have consulted with, residents and businesses on our proposals and there has been overall general support for the Financial Strategy and the assumptions set out in the Financial Analysis.

In relation to Capital Investment the MTFP assumes that over its lifetime we will deliver a capital programme of £54.9m which will be designed to support the Council's Corporate objectives and Executive Business Plan activity. This will use a mix of self-financing and borrowing to fund that programme. It should be noted that we have a high level of earmarked revenues reserves set aside for the purpose of investment and once committed to the capital programme will no longer be available to support revenue expenditure. It is therefore paramount that as we work towards future sustainability, we identify ongoing contributions to earmarked reserves to support future investment needs.

3.2 Longer Term Financial Outlook

The importance of understanding what the likely longer term financial position of the Council might be. The table below provides the significant assumptions on pay awards and Council Tax increases in addition to the future impacts of current business plans and capital investment projects which are forecast to generate additional returns beyond the 5 year MTFP. This provides an indication that a further £0.948m of funding gap will need to be met 10 years hence. Of course this an indication and amounts could vary significantly over time.

However we will continue to provide forecasts over the longer term to enable future strategies to be developed.

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 |
|---|------------|------------|------------|------------|------------|
| FUNDING GAP b fwd | 673 | 673 | 673 | 673 | 673 |
| Annual pay award @ 2% | 190 | 376 | 562 | 750 | 940 |
| Council Tax @ 3% | -62 | -132 | -208 | -293 | -385 |
| Business Case and Capital Projects | -73 | -113 | -177 | -225 | -280 |
| Development Partner | tbc | tbc | tbc | tbc | tbc |
| Net Future Funding Gap exl pressures | 728 | 804 | 850 | 905 | 948 |

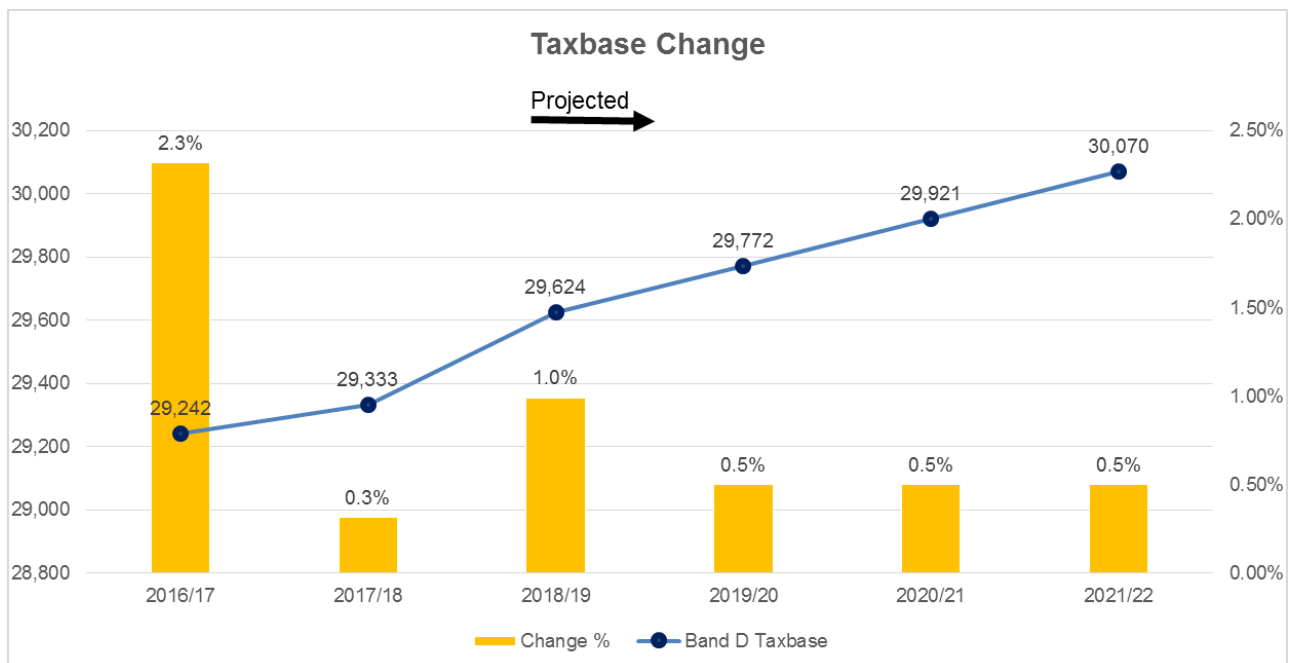
Specific elements of the Medium Term Financial Analysis include;

3.3 Council Tax Setting

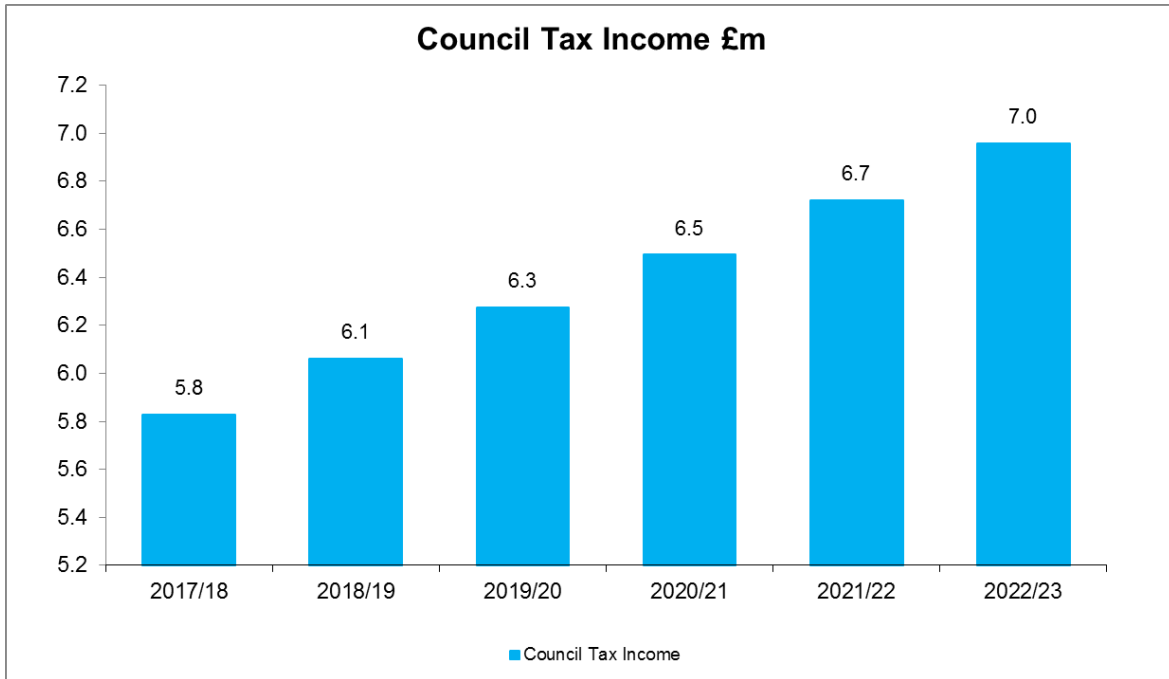
Council Tax projections are based on 2 factors;

- Estimated growth in the Taxbase
- Increase in the Council Tax charge.

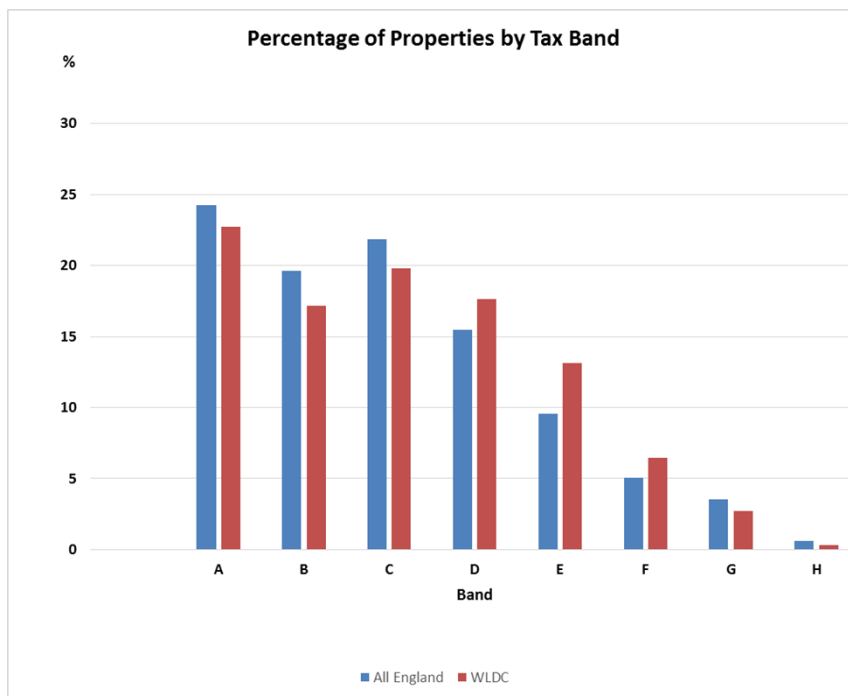
Assumptions for Tax base growth is illustrated below



The Financial Strategy aims to raise Council Tax by the maximum amount permitted without the need for a referendum, this amount has been increased from 2% to 3% as part of the Budget Statement. The Medium Term Financial Analysis therefore assumes an annual 3% uplift. Council Tax income projections including the 3% uplift are provided in the graph below;



An analysis of properties per Council Tax Band compared to the national average is detailed in the graph below;



3.4 Business Rates (NNDR)

The objective to grow business rates is embedded throughout the Corporate Plan through regeneration and growth schemes. Any actual growth being a benefit for future estimates. However the reductions in income as a subsequence of settlement of valuation of appeals

has been offsetting this benefit for the past 2 years, therefore no growth is assumed within the Medium Term Financial Analysis.

The strategy to mitigate against volatility in the tax base due to appeals and the unknown impacts of the proposed 100% business rates retention scheme will be achieved by setting a base budget and setting aside any additional resources achieved from the scheme, to the Business Rates Volatility Earmarked Reserve.

Due to the changes notified in the Budget Settlement, we will benefit from 100% Business Rates retention in 2018/19, revert back to 50% for 2019/20, and the Government is proposing 75% for 2020/21. Therefore the base budget is fixed over the MTFP and will be reviewed on an annual basis until there is stability in the scheme.

For 2018/19 we are in partnership with other Lincolnshire Authorities as a Pilot for the 100% business rates retention scheme. Gains will be earmarked to mitigate risk of volatility and for future regeneration and growth investments

3.3 Fees and Charges

- That charges are in line with cost recovery
- That charges are introduced where no charge is currently being made
- That benchmarking will be undertaken
- Whilst Car Parking income already makes a contribution to the net budget position, the new Car Parking Strategy is designed to make a contribution towards the funding gap in addition to funding additional car parking.

3.4 Commercial Investments in Property

The Local Authority has planned to borrow at significant levels to deliver a contribution from this type of non treasury investment. A Policy has been approved to establish criteria for investment. These investments may be outside the District where they are designed to deliver purely financial returns to the Council after the cost of borrowing has been met, therefore supporting ongoing service delivery. Approval to invest up to £20m was included in the 2017/18 MTFP and is forecast to generate a £0.6m contribution to the funding gap.

3.5 Service Efficiencies and Pay awards

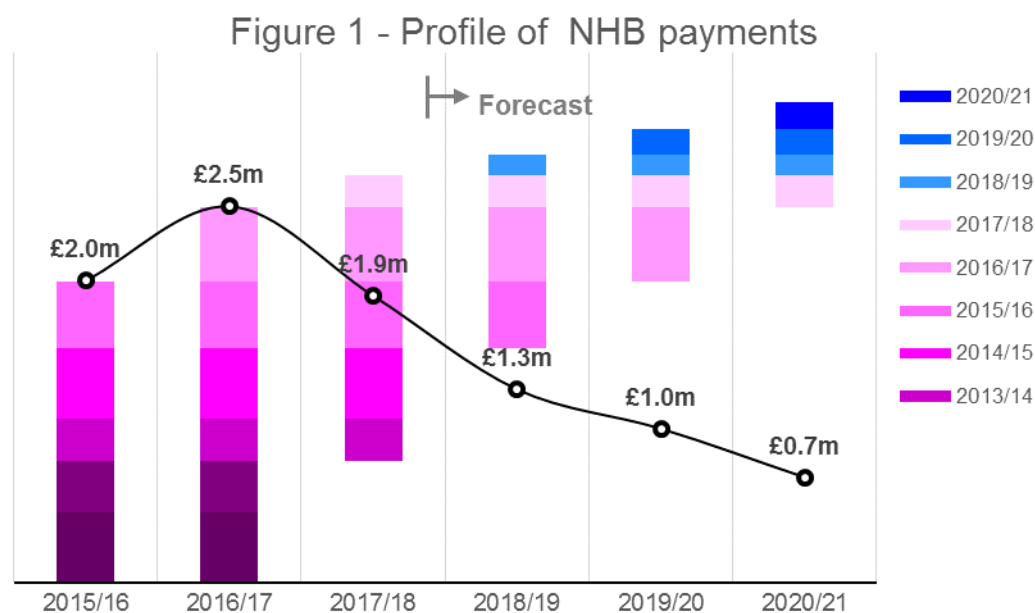
Officers will continue to seek service efficiencies and deliver the maximum reduction in expenditure without a reduction in service levels.

The pay award assumption will be aligned with the Employers recent offer of a 2% pay award. To be prudent 2% has been applied throughout.

3.6 New Homes Bonus

The forecast income to be generated from New Homes Bonus is detailed in the graph below. With a 40% implemented in 2018/19 annual awards are significantly lower than previously forecast. However as the Council's current policy is to utilise this funding for

the purpose of supporting housing and regeneration, it is set aside in the Investment for Growth reserve to fund capital initiatives. The graph below shows how New Homes Bonus funding has changed since 2015/16.



3.7 Budget Assumptions

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

- Employee Pay Award 2% per annum
- Council Tax increase at 3% and annual tax base growth of 0.5%
- Commercial Property Investment of £20m (from 2017/18-2019/20) to generate £0.6m savings by 2020/2021
- No growth in NNDR (whilst we have growth this is negated by the impact of appeals and future changes in the scheme as yet unquantifiable.
- Contractual inflation only applied to service expenditure budgets
- 4 year funding settlement in line with draft figures issued by Government
- New Homes bonus is based on Government estimates and payable over 4 years.
- NNDR expenditure budgets 1.8% (August RPI)
- Electricity 4%
- Gas 4% from 2018/19
- Capital Programme – total investment; total borrowing; use of reserves; balances at end of five years

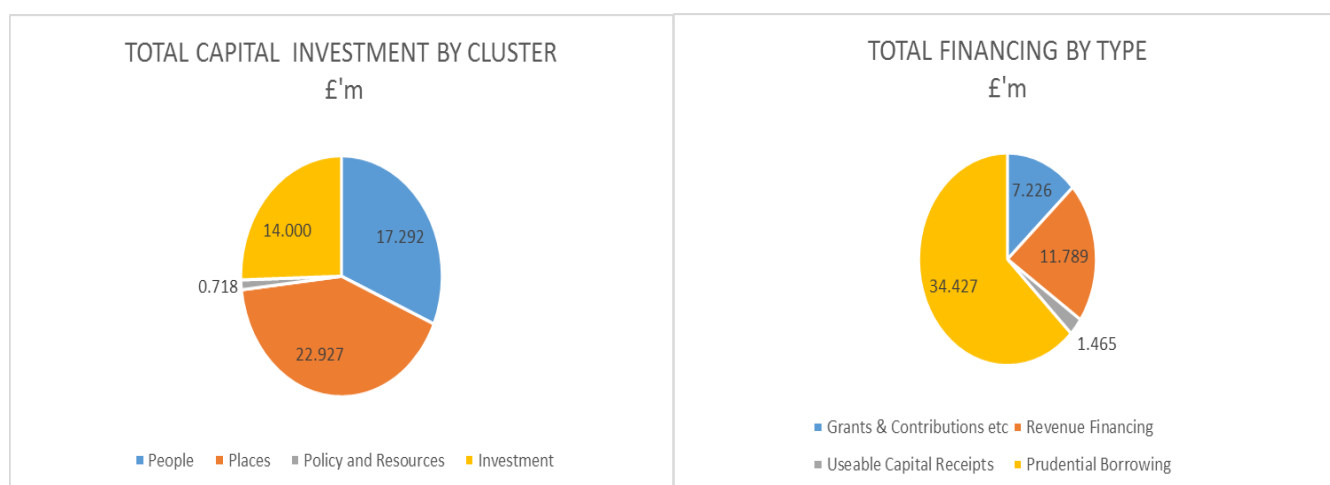
3.8 Capital Investment Programme and Funding (Appendix D & E)

The overall Capital Investment Programme totals £54.937m however, £27.695m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £27.242m being pipeline projects. The 4 levels of the Programme are detailed below;

- Pre-Stage 1 – Business Case in preparation - £8.450m
- Stage 1 – Budget approved – requires full business case - £6.374m
- Stage 2 – Business case approved in principal or awaiting funding - £12.448m
- Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured - £27.665m

The detailed Capital Investment Programme 2018/19 – 2022/23 is attached at Appendix D. Appendix E details how the programme will be funded over the MTFP.

The chart below illustrates Capital Investment in Service Clusters and how this is Funded



3.9 Borrowing For Capital Schemes (Capital Financing Requirement (CFR))

The table below shows the impact of Capital Investment decisions on our need to borrow to fund relation to Prudential Borrowing. It is anticipated that by 2022/23 we will have a funded £41.5m of capital investment by borrowing. As part of our Treasury Management function we will consider whether to utilise internal funds or seek external borrowing to meet this financing, this will take into consideration future interest rates and cash balances.

| £m | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|--------------------------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|
| | Actual | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate |
| Capital Financing Requirement | | | | | | | |
| Accounting Adj | 1.065 | 1.065 | 1.065 | 1.065 | 1.065 | 1.065 | 1.065 |
| Finance Leases | 0.122 | 0.027 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Prudential Borrowing | 0.032 | 7.681 | 22.756 | 42.025 | 41.696 | 41.148 | 40.458 |
| Total CFR | 1.219 | 8.773 | 23.821 | 43.090 | 42.761 | 42.213 | 41.523 |

3.10 Revenue Implications of Prudential Borrowing

Contained within the Capital Programme Financing (Appendix D) is a forecast that we will undertake Prudential borrowing (as detailed in the table above) to finance a number of significant projects. In line with the Financial Strategy, the costs of borrowing must be met by the returns generated from the investment, in addition to a required contribution to the funding gap. The total cost of borrowing over the MTPF is £34.427m, this borrowing will cost the General Fund £1.919m by 2022/23. The table below details the schemes which are funding this borrowing;

| Detail | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|----------------|-----------------|-----------------|------------------|------------------|------------------|
| | £ | £ | £ | £ | £ | £ |
| Cost of Borrowing: | | | | | | |
| <i>Minimum Revenue Provision</i> | 0 | 65,400 | 17,860 | 329,170 | 547,870 | 689,858 |
| <i>Interest Payable</i> | 47,300 | 371,840 | 882,965 | 1,174,080 | 1,174,080 | 1,174,080 |
| Loss of investment interest | 19,944 | 15,030 | 34,479 | 51,715 | 52,628 | 55,709 |
| Total Cost of Prudential Borrowing | 67,244 | 452,270 | 935,304 | 1,554,965 | 1,774,578 | 1,919,647 |
| Funded From | | | | | | |
| <i>Commercial Properties</i> | -79,000 | -559,100 | -1,066,400 | -1,159,200 | -1,159,200 | -1,159,200 |
| <i>Carbon</i> | 0 | -6,000 | -6,000 | -6,000 | -6,000 | -6,000 |
| <i>Car parks</i> | -7,675 | -12,320 | -36,435 | -36,435 | -36,435 | -36,435 |
| <i>Saxilby</i> | 0 | -15,531 | -11,349 | -11,349 | -11,349 | -11,349 |
| <i>Crematorium</i> | | 0 | -38,100 | -158,900 | -186,800 | -226,800 |
| <i>Leisure Centre</i> | | 0 | -162,159 | -290,919 | -293,734 | -296,606 |
| Net Impact (-)income | -19,431 | -140,681 | -385,139 | -107,838 | 81,060 | 183,257 |
| Use of in year New Homes Bonus | -25,471 | -47,930 | -177,115 | -417,631 | -389,731 | -349,731 |
| TOTAL REVENUE IMPACT (-) Income | -44,902 | -188,611 | -562,254 | -525,468 | -308,671 | -166,474 |

Note: The use of in year New Homes Bonus to support regeneration through the creation of a Crematorium and new Leisure facilities is to finance these costs prior to business growth.

3.11 Impact on Reserves

The level of the General Fund Balance will be set, as a minimum at 10% (an increase from 5%) of Net Operating Expenditure (£1.4m for 2018/19)

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. Such risks may also include changes in Government policy, further funding reductions and market factors.

The table below provides the forecast level of reserves, after taking into account Capital Investment decisions, revenue contributions to the reserves and their use over the MTFP.

The use of reserves for revenue purposes relate mainly to one off investments in projects or for budget smoothing purposes.

| Year End Resources £m | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|-----------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund Balance | -4.838 | -2.707 | -2.352 | -2.322 | -2.322 | -2.322 | -2.322 |
| Earmarked Reserves | -13.334 | -12.443 | -10.326 | -7.398 | -7.954 | -8.454 | -7.949 |
| Capital receipts | -2.895 | -2.434 | -1.977 | -1.980 | -1.868 | -1.933 | -1.998 |
| Capital Grants Unapplied | -0.153 | -0.006 | -0.006 | -0.006 | -0.006 | -0.006 | -0.006 |
| Total Reserves @ 31.3.xxxx | -21.220 | -17.590 | -14.661 | -11.706 | -12.150 | -12.715 | -12.275 |

Earmarked Reserves are made up of a number of reserves which the Council utilises for Capital Investment, Service Investment, Replacement and Renewals, Budget Smoothing, Risk Management etc. The Council continues to utilise New Homes Bonus to support housing regeneration and economic growth schemes.

4. 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 (Director of Resources) 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 changes 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 2018.

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 10% of Net Operating Expenditure and is forecast to exceed this target over the MTFP.

The earmarked reserves as set aside by the Council at the year-end 2016/17 have been independently verified by the external auditor.

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.

5. Current Financial Position 2017/18

The Corporate Policy and Resources Committee receives quarterly updates of revenue spend against the budget together with a projection of the forecast out-turn position, in respect of Revenue, Capital and Treasury Management activity and investment returns. The Service Leadership Team receive monthly management reports and Management Team review summary details every quarter or by exception.

An audit of the budget monitoring (2016) has resulted in High Assurance being given to the process.

This process allows more accurate predictions of the likely outturn and therefore allows the Council to make further investments into priority services or take remedial action where appropriate.

Initial indications at Quarter 3 are that the Council is likely to outturn a surplus in the region of £0.009m.

Any surplus will transferred to General Fund Balances and/or Earmarked Reserves.

The Capital Budget forecast out-turn for schemes approved for spend (includes Stage 3 and Business as Usual) totals £10.553m against an original budget of £13.879m with pipeline schemes (Pre Stage 1, Stage 1 and Stage 2) expected to spend £0.298m (subject to future formal approval) This gives an overall total of £10.851m.

6. Revenue Budget 2018/19

The Council presents a balanced budget for 2018/19 for approval, with the amount to be met from Government Grant or Council Tax being £15.427m

| Cluster | 2018/19 Budget £ |
|--|---------------------|
| People | 4,849,100 |
| Places | 493,300 |
| Policy and Resources | 5,081,300 |
| Grand Total | 10,423,700 |
| Capital Accounting Adjustment | (816,600) |
| Committee Total | 9,607,100 |
| Drainage Board Levies | 351,500 |
| Parish Precepts | 1,909,249 |
| Interest and Investment Income | (263,300) |
| Interest Payable | 371,800 |
| Statutory MRP | 32,400 |
| Capital Expenditure Charged Against General Fund | 6,024,300 |
| Net Operating Expenditure | 18,033,049 |
| Capital Grants Applied | 555,200 |
| Transfer to / (from) General Fund | (555,700) |
| Transfer to / (from) Earmarked Reserves | (2,605,307) |
| Amount to be met from Government Grant or Council Tax | 15,427,242 |
| Funding | |
| Revenue Support Grant | 370,700 |
| Business Rate Retention Scheme | 5,159,100 |
| Collection Fund Surplus - Council Tax | 105,010 |
| Parish Councils Tax Requirement | 1,909,249 |
| New Homes Bonus | 1,278,400 |
| Other Government Grants | 547,500 |
| Council Tax Requirement | 6,057,283 |
| TOTAL FUNDING | 15,427,242 |
| Balanced Budget/Funding Gap | 0 |

6.1 Service Budgets (Clusters)

The MTFP 2017/18 projected a funding gap in the 2018/19 financial year of £0.459m to be closed to enable a balanced budget to be delivered.

During the year a number of initiatives, projects and reviews were undertaken with the aim of achieving meeting this funding gap. The Council has been successful in identifying these savings against this target. The significant savings on expenditure have been achieved from;

- Base budget review - £0.148m
- Contract Renewals £0.051m

Additional income is forecast from;

- The introduction of Green Waste Charging - £502k
- Planning Fees (incl 20% Statutory Fee increase) - £209k
- Fees and Charges £0.059m
- Council Tax (incl surplus) – £0.069m
- Trade Waste income – £0.131m
- Wellbeing Service Contract - £0.079m
- Interest Receivable - £0.079m

This is against pressures identified during the budget process and legislative impacts

- An increase of 1% to 2% for the national pay offer - £0.082m
- Service pressures - £0.114m
- Commercial Property Investment Re-profiled - £0.195m

In addition to the above the continued focus on maximising New Homes Bonus through capital investment and identification and intervention measures relating to empty homes has resulted in a further £0.138m per annum of additional grant having been generated. The Government has confirmed that this will be received for a period of 4 years. Further reductions may be required in future years to support other public services. The total allocation for 2018/19 £1.278m. Future projections are based on Government estimates.

The Business Rates Retention Scheme was introduced in April 2013, calculation models have been developed to more accurately monitor and estimate any impacts of changes to grant funding from a number of local variables. However, it is considered prudent to assume a static level of business rates retention over the MTFP as it was anticipated that the scheme will be reviewed in the near future. The Government has recently announced that from 2020/21 there will be a 75% retention scheme.

The Council will continue to benefit from being a partner in the Lincolnshire Business Rates Pool and in addition for 2018/19 we estimate a £1.6m benefit from the 100% Business Rate Retention scheme awarded to Greater Lincolnshire authorities. Gains will be transferred to the Business Rates Volatility Reserve and the Investment for Growth Reserve.

The proposed 2018/19 budget has been balanced with no requirement for a contribution from General Fund reserves.

The Revenue Budget includes the impact of the Capital Investment Programme proposals, with significant revenue contributions from commercial investments of £0.270m in 2018/19 raising to £0.600m by 2021/22.

The overall amount to be funded from Government Grant or Taxation is £15.434m

6.2 Council Tax 2018/19 (Appendix H-L)

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 2018/19 this limit is set at 3% or £5 whichever is the greater. 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 2018/19 is therefore to increase Council Tax by 3% to £207.27 reflecting an increase of £6.03 (11p per week)

The Council's past decisions on Council Tax increases are detailed below;

| Year | Charge Band D £ | Increase % | Increase £ |
|---------|-----------------|------------|------------|
| 2013/14 | 191.34 | 0.78 | 1.48 |
| 2014/15 | 191.34 | 0.00 | 0 |
| 2015/16 | 191.34 | 0.00 | 0 |
| 2016/17 | 196.29 | 2.59 | 4.95 |
| 2017/18 | 201.24 | 2.52 | 4.95 |
| 2018/19 | 207.27 | 3.00 | 6.03 |

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)

Table 4 Council Tax Charges by Band 2018/19 (excludes parish precepts)

| Band | West Lindsey DC | Lincolnshire CC | Police & Crime Commissioner Lincolnshire | Aggregate Council Tax |
|-------------|------------------------|------------------------|---|------------------------------|
| A | 138.18 | 820.98 | 144.96 | 1,104.12 |
| B | 161.21 | 957.81 | 169.12 | 1,288.14 |
| C | 184.24 | 1,094.64 | 193.28 | 1,472.16 |
| D | 207.27 | 1,231.47 | 217.44 | 1,656.18 |
| E | 253.33 | 1,505.13 | 265.76 | 2,024.22 |
| F | 299.39 | 1,778.79 | 314.08 | 2,392.26 |
| G | 345.45 | 2,052.45 | 362.40 | 2,760.30 |
| H | 414.54 | 2,462.94 | 434.88 | 3,312.36 |

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

Parish Precepts are in addition to the amounts reflected above, the average Parish Precept is £65.33 (£64.48 2017/18) reflecting an increase of 1.32% increase.

6.3 Business Rates (NNDR)

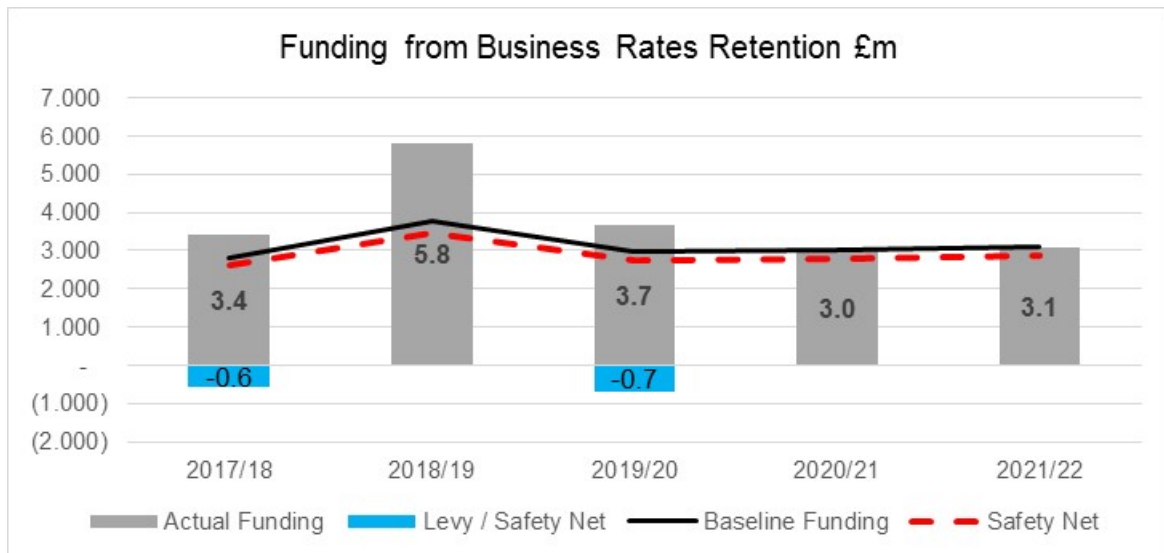
For 2018/19 West Lindsey District Council were a partner in the successful Greater Lincolnshire bid for Pilot status for 100% Business Rates Retention (approved for one year only). This results in an estimated £0.5m of additional income retained by the Council and which will be earmarked for regeneration and growth, as per the bid submission.

This means that the Council is the billing authority for NNDR and will collect 60% for our own purposes and 40% for the Lincolnshire County Council.

However there remains a redistribution of NNDR through the Top/up and Tariff mechanism, ensuring Councils only receive income up to their funding need.

The Council is required to submit an estimate for the year to Government, this return is called the NNDR1. At the yearend a NNDR3 is then submitted to confirm the actual resources received from the scheme. Any variance between these two amounts results in a surplus or deficit on the Collection fund, to which we will have a 60% share.

The table below shows our Funding from Business Rates Retention;



The graph above illustrates a forecast income from NNDR which includes additional government grant for supporting mandatory reliefs, or payments due to and from the the scheme in form of Tariffs and Levy. The additional benefit of being part of the Greater Lincolnshire NNDR Pilot Pool is reflected for 2018/19.

The 2018/19 Budget is made up of the following elements:

| Budgeted Resources | 2017/18 | 2018/19 |
|-------------------------------------|----------------|----------------|
| | £m | £m |
| NDR income from collection fund | (6.042) | (10.431) |
| Tariff (adj for RSG/RSDG) | 3.389 | 6.521 |
| S31 grants | (0.683) | (1.301) |
| Levy safety net payments | (0.394) | 0.000 |
| Renewable Energy | 0.024 | 0.052 |
| Pooling gains / losses | 0.246 | 0.000 |
| Pilot Gains | 0.000 | 0.000 |
| Total Business Rates Related | (3.460) | (5.159) |

The remaining MTFP provides resources budget of £3.460m, and will be reviewed on an annual basis until the scheme is stable. We assume that there will be no surplus or deficit in this or future years.

7. Pay Policy Statement and Establishment Numbers (Appendix M)

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.

Following the Hutton Review of Fair Pay in Local Authorities on Data Transparency, authorities are now disclosing their pay multiple i.e. the ratio between the highest paid employee and the median earnings level with the organisation. This data will inform the annual review of the Pay Policy Statement in future years.

In March 2015 the Chancellor announced a commitment to implement a Living Wage with a commitment that by 2020 a person aged over 25 and paid the current minimum wage of £6.70 will benefit by increased pay of £4,800 per annum by 2020.

From April 2018 all workers aged over 25 are legally entitled to a living wage of £7.83 per hour. This amount is below our current lowest level of pay, however the impacts will be reviewed annually.

The Pay Policy Statement for 2018/19 and is set out at Appendix M for approval.

THE MEDIUM TERM FINANCIAL ANALYSIS 2018/19 TO 2022/23

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APPENDIX A

Medium Term Financial Plan 2018/19 to 2022/23

Revenue Budget Summary 2018/19 - 2022/23

| Cluster | 2018/19 Budget £ | 2019/20 Forecast Budget £ | 2020/21 Forecast Budget £ | 2021/22 Forecast Budget £ | 2022/23 Forecast Budget £ |
|--|---------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| People | 4,849,100 | 4,935,900 | 4,843,700 | 4,856,700 | 4,904,000 |
| Places | 493,300 | (508,100) | (557,500) | (520,300) | (505,600) |
| Policy and Resources | 5,081,300 | 5,514,200 | 5,535,100 | 5,693,600 | 5,874,200 |
| Grand Total | 10,423,700 | 9,942,000 | 9,821,300 | 10,030,000 | 10,272,600 |
| Capital Accounting Adjustment | (816,600) | (1,029,500) | (1,178,200) | (1,152,900) | (1,165,500) |
| Committee Total | 9,607,100 | 8,912,500 | 8,643,100 | 8,877,100 | 9,107,100 |
| Drainage Board Levies | 351,500 | 356,700 | 362,000 | 367,400 | 372,900 |
| Parish Precepts | 1,909,249 | 1,916,000 | 1,916,000 | 1,916,000 | 1,916,000 |
| Interest and Investment Income | (263,300) | (246,500) | (244,400) | (261,400) | (261,400) |
| Interest Payable | 371,800 | 883,000 | 1,174,100 | 1,174,100 | 1,174,100 |
| Statutory MRP | 32,400 | 17,900 | 329,200 | 547,900 | 547,900 |
| Capital Expenditure Charged Against General Fund | 6,024,300 | 4,102,900 | 235,300 | 173,800 | 1,252,500 |
| Net Operating Expenditure | 18,033,049 | 15,942,500 | 12,415,300 | 12,794,900 | 14,109,100 |
| Capital Grants Applied | 555,200 | 554,000 | 574,800 | 605,000 | 605,000 |
| Transfer to / (from) General Fund | (555,700) | (30,000) | 0 | 0 | 0 |
| Transfer to / (from) Earmarked Reserves | (2,605,307) | (3,424,400) | 38,100 | (105,100) | (1,109,300) |
| Amount to be met from Government Grant or Council Tax | 15,427,242 | 13,042,100 | 13,028,200 | 13,294,800 | 13,604,800 |
| Funding | | | | | |
| Revenue Support Grant | 370,700 | 0 | 0 | 0 | 0 |
| Business Rate Retention Scheme | 5,159,100 | 3,460,600 | 3,460,600 | 3,460,600 | 3,460,600 |
| Collection Fund Surplus - Council Tax | 105,010 | 50,000 | 50,000 | 50,000 | 50,000 |
| Parish Councils Tax Requirement | 1,909,249 | 1,916,000 | 1,916,000 | 1,916,000 | 1,916,000 |
| New Homes Bonus | 1,278,400 | 1,013,500 | 698,700 | 490,200 | 490,200 |
| Other Government Grants | 547,500 | 466,200 | 62,600 | 62,600 | 62,600 |
| Council Tax Requirement | 6,057,283 | 6,269,800 | 6,489,700 | 6,716,900 | 6,951,600 |

Summary of WLDC Medium Term Financial Plan 2018/19 - 2022/23

Net Revenue Operating Expenditure

| | 2018/19 Budget £ | 2019/20 Forecast Budget £ | 2020/21 Forecast Budget £ | 2021/22 Forecast Budget £ | 2022/23 Forecast Budget £ |
|--|------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Expenditure | 45,890,549 | 44,784,800 | 41,418,100 | 41,656,000 | 43,068,600 |
| Employees | 10,074,300 | 10,304,100 | 10,461,500 | 10,730,500 | 11,028,500 |
| Interest Payable | 371,800 | 883,000 | 1,174,100 | 1,174,100 | 1,174,100 |
| Other Operating Expenditure-Parish Precepts | 1,909,249 | 1,908,200 | 1,908,200 | 1,908,200 | 1,908,200 |
| Premises | 769,600 | 848,800 | 1,061,300 | 1,073,600 | 1,063,100 |
| Supplies and Services | 2,586,800 | 2,651,100 | 2,589,600 | 2,596,600 | 2,644,000 |
| Third Party Payments | 1,528,700 | 1,460,300 | 1,384,600 | 1,384,400 | 1,391,200 |
| Transfer Payments | 21,774,200 | 21,774,200 | 21,754,200 | 21,754,200 | 21,754,200 |
| Transport | 851,600 | 852,200 | 849,300 | 860,600 | 852,800 |
| Capital Expenditure | 6,024,300 | 4,102,900 | 235,300 | 173,800 | 1,252,500 |
| Income | (28,445,100) | (29,422,000) | (29,914,600) | (30,021,800) | (30,120,200) |
| Customer and Client Receipts | (4,939,200) | (5,849,600) | (6,228,300) | (6,339,400) | (6,436,800) |
| Government Grants | (22,618,400) | (22,568,800) | (22,556,800) | (22,536,600) | (22,535,100) |
| Interest Receivable | (263,300) | (246,500) | (244,400) | (261,400) | (261,400) |
| Other Grants and Contributions | (624,200) | (757,100) | (885,100) | (884,400) | (886,900) |
| Transfers To / (From) Reserves | (2,018,207) | (2,328,500) | 1,516,900 | 1,652,800 | 648,600 |
| Transfers To / (From) Reserves | (2,018,207) | (2,328,500) | 1,516,900 | 1,652,800 | 648,600 |
| Grand Total | 15,427,242 | 13,034,300 | 13,020,400 | 13,287,000 | 13,597,000 |
| FUNDED BY: | | | | | |
| Revenue Support Grant | 370,700 | 0 | 0 | 0 | 0 |
| Business Rate Retention Scheme | 5,159,100 | 3,460,600 | 3,460,600 | 3,460,600 | 3,460,600 |
| Collection Fund Surplus - Council Tax | 105,010 | 50,000 | 50,000 | 50,000 | 50,000 |
| Parish Council Tax Requirement | 1,909,249 | 1,908,200 | 1,908,200 | 1,908,200 | 1,908,200 |
| New Homes Bonus | 1,278,400 | 1,013,500 | 698,700 | 490,200 | 490,200 |
| Other Government Grants | 547,500 | 466,200 | 62,600 | 62,600 | 62,600 |
| Council Tax Requirement | 6,057,283 | 6,269,800 | 6,489,700 | 6,716,900 | 6,951,600 |
| Grand Total | 15,427,242 | 13,168,300 | 12,669,800 | 12,688,500 | 12,923,200 |
| Balanced Budget/Cumulative Savings Target | 0 | (134,000) | 350,600 | 598,500 | 673,800 |

Forecast Budget - Cluster Analysis

| Cluster and Business Unit | Budget 18/19 £ | Forecast Budget 19/20 £ | Forecast Budget 20/21 £ | Forecast Budget 21/22 £ | Forecast Budget 22/23 £ |
|---|----------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| People | 4,849,100 | 4,935,900 | 4,843,700 | 4,856,700 | 4,904,000 |
| Building Control | 76,100 | 68,900 | 63,000 | 64,800 | 71,300 |
| Cemeteries and Churchyards | 53,300 | 57,300 | 53,300 | 43,300 | 43,300 |
| Community Action & Community Safety | 262,700 | 269,700 | 269,200 | 274,000 | 278,300 |
| Crematorium | 0 | 70,700 | (50,100) | (78,000) | (118,000) |
| Culture, Heritage & Leisure | 16,400 | 300 | 300 | 300 | 300 |
| Customer Services | 512,200 | 501,900 | 554,900 | 537,800 | 566,900 |
| Emergency Planning | 14,600 | 14,600 | 14,600 | 14,600 | 14,600 |
| Environmental Initiatives | 56,900 | 56,900 | 56,900 | 56,900 | 56,900 |
| Food Safety | 143,100 | 146,400 | 149,100 | 151,900 | 154,700 |
| General Grants etc. | 388,300 | 261,800 | 208,200 | 208,200 | 208,200 |
| Homelessness/ Housing Advice | 218,900 | 217,100 | 222,600 | 235,800 | 230,800 |
| Housing Benefits Admin | 340,200 | 372,400 | 397,600 | 421,300 | 444,700 |
| Housing Benefits Payments | (198,800) | (198,800) | (198,800) | (198,800) | (198,800) |
| Housing Strategy | 203,000 | 227,300 | 211,600 | 215,900 | 220,400 |
| Land Charges | 40,300 | 44,900 | 48,300 | 51,800 | 54,100 |
| Licences - Community | (15,000) | (10,100) | (500) | (9,800) | (8,400) |
| Local Tax Collection | 261,700 | 275,100 | 286,000 | 297,100 | 306,300 |
| Parish Lighting | 54,800 | 56,200 | 57,600 | 59,100 | 60,700 |
| Pest and Dog Control | 24,100 | 24,100 | 24,100 | 24,100 | 24,100 |
| Pollution Control | 139,800 | 164,500 | 167,000 | 169,600 | 172,200 |
| Private Sector Housing Renewal | 67,200 | 68,700 | 79,300 | 94,500 | 96,200 |
| Street Cleansing | 535,000 | 555,300 | 563,500 | 571,700 | 580,100 |
| Town Centre Markets | 34,400 | 35,400 | 36,300 | 37,200 | 37,300 |
| Trade Waste | (142,600) | (177,300) | (214,200) | (251,700) | (289,900) |
| Waste Management | 1,762,500 | 1,832,600 | 1,843,900 | 1,865,100 | 1,897,700 |
| Places | 493,300 | (508,100) | (557,500) | (520,300) | (505,600) |
| Admin Buildings | 384,300 | 389,100 | 395,100 | 401,200 | 382,500 |
| Business Improvement & Commercial Development | 54,700 | 14,700 | 14,800 | 14,900 | 15,100 |
| Car Parks | (194,600) | (259,500) | (258,200) | (256,900) | (255,500) |
| Commercial Properties | (427,800) | (579,200) | (585,000) | (584,000) | (583,000) |
| Culture, Heritage & Leisure | 480,300 | 305,300 | 278,900 | 280,200 | 281,200 |
| Development Management | (168,800) | (160,300) | (104,800) | (92,300) | (76,600) |
| Economic Development | 327,900 | 298,800 | 304,600 | 310,500 | 316,600 |
| Environmental Initiatives | 3,700 | 3,700 | 3,700 | 3,700 | 3,700 |
| Neighbourhood Planning & Local Plans | 53,200 | 1,100 | 1,100 | 1,100 | 1,100 |
| Other Council Properties | (12,100) | (12,100) | (12,100) | (12,000) | (12,000) |
| Parks & Open Spaces | 50,100 | 50,100 | 50,100 | 50,100 | 50,100 |
| Planning Policy - Forward Planning | 61,600 | 64,500 | 66,800 | 68,100 | 69,400 |
| Property Services | (237,800) | (744,000) | (833,600) | (827,100) | (821,700) |
| Public Conveniences | 58,900 | 59,200 | 59,500 | 59,800 | 60,200 |
| Strategic Manager-Services | 18,200 | 18,400 | 18,800 | 19,100 | 19,400 |
| Tourism | 41,500 | 42,100 | 42,800 | 43,300 | 43,900 |
| Policy and Resources | 5,081,300 | 5,514,200 | 5,535,100 | 5,693,600 | 5,874,200 |
| Business Improvement & Commercial Development | 331,700 | 341,100 | 286,700 | 291,900 | 297,200 |
| Chief Executive | 13,000 | 13,000 | 13,000 | 13,000 | 13,000 |
| Chief Operating Officer | 126,900 | 129,400 | 131,800 | 134,400 | 137,000 |
| Commercial Director | 131,500 | 134,000 | 136,600 | 139,200 | 141,900 |
| Communications | 124,300 | 126,500 | 130,000 | 133,000 | 135,600 |
| Corporate Management - Apprentices | 92,200 | 92,200 | 92,200 | 92,200 | 92,200 |
| Corporate Management - Finance | 1,409,200 | 1,602,000 | 1,721,800 | 1,828,800 | 1,942,200 |
| Debtors | 26,600 | 27,600 | 28,400 | 28,800 | 29,300 |
| Democratic Representation | 607,300 | 629,200 | 639,100 | 649,400 | 658,500 |
| Director of Resources | 128,200 | 130,700 | 133,100 | 135,700 | 138,300 |
| Elections | 0 | 99,000 | 0 | 0 | 0 |
| Financial Services | 609,300 | 635,900 | 650,200 | 654,300 | 668,200 |
| Fraud | 6,300 | 6,300 | 6,300 | 6,300 | 6,300 |
| Health and Safety | 61,900 | 63,600 | 65,700 | 67,900 | 69,000 |
| Human Resources | 271,800 | 275,400 | 278,600 | 281,900 | 285,400 |
| ICT Services | 342,600 | 374,100 | 375,000 | 378,300 | 381,500 |
| Precepts | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Register of Electors | 147,900 | 150,200 | 151,700 | 153,500 | 155,300 |
| Support Services - Corporate | 111,800 | 149,800 | 156,300 | 160,600 | 164,400 |
| Systems Development | 499,800 | 526,200 | 530,600 | 536,400 | 550,900 |
| Grand Total | 10,423,700 | 9,942,000 | 9,821,300 | 10,030,000 | 10,272,600 |

APPENDIX B

| | Likelihood | Impact | |
|--|-------------------|---------------|--|
| Future available resources less than assumed | Possible | High | Annual review of reserves, 4 year settlement proposed, Entrepreneurial Council approach to commercialism |
| Commercial Projects do not deliver anticipated benefits | Possible | High | Project management and monitoring. Risk Register for each project Appropriate and robust due diligence |
| Council is unable to provide a balanced budget in future years. | Possible | Low | The Commercial Plan and the development of a transformation plan will bring forward proposals to ensure the Council has a strategy for delivering a sustainable Medium Term Financial Plan from 2017/18 onwards. The Council has an adequate level of General Fund Reserves to support balancing the budget should the need require. |
| Volatility of Business Rates | Likely | Medium | Volatility of funding stream outside of Council control but impact mitigated by establishment of contributions to an earmarked reserves |
| Pay and price increases above budgeted assumptions | Unlikely | Low | 2 year pay award offer @ 1% proposed aligns to budget. Contractual inflation is included in budget. Average utilities % applied. Improved commissioning and procurement. |
| 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. |
| Anticipated savings/ efficiencies not achieved. | Possible | High | Regular monitoring and reporting take place 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 5% of Net Operating Expenditure. |
| Income targets not achieved. | Possibly | 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 |
| 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 top rated institutions backed by Government guarantees and internal funding |
| 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 could also be sought. |
| Review of NNDR Retention Scheme | Likely | Medium | Government proposals for 100% of NNDR retention locally will have an impact on the resourcing of WLDC it is not yet known what future income levels will be. |
| The cultural change and capability required to deliver against the Council's Entrepreneurial aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a | Possible | Low | Entrepreneurial 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. |

| | | | |
|--|---------------|---------------|---|
| number of years to realise regardless of the sector. | | | |
| The assumptions contained within the MTFP are not realised. | Likely | Medium | 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 consultants brought in to do the right jobs. |



Fees, Charges and Concessions

Policy Framework

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1.0 Purpose of Fees, Charges and Concessions

- 1.1 Charging for local services makes a significant contribution to Council finances, totalling some £2.9m for 2016/17, and the majority of which the Council has discretion over what it can charge. The more income generated through fees and charges, the less is needed from Council Tax; which means keeping Council Tax as low as possible.
- 1.2 Fees, charges and concessions can also play an important part in helping the Council deliver its objectives, by influencing service users' behaviour.
- 1.3 Some of the fees which the Council levies are set by statute and the Council has no say in what they should be, Planning Application fees are an example of this.
- 1.4 For some services, the Council no longer provides the service directly and therefore it has no say in the level of charge: however, it can offer subsidies or can instruct the service provider what concessions should be offered (i.e. Leisure Services).
- 1.5 In other cases the Council has the discretion to determine what charges should be made for a service and whether or not variations to the charge should be allowed.
- 1.6 This policy relates to the fees and charges for services over which the Council has discretion about whether to charge and what the level of the charge should be, and to what concessions/subsidies should be offered on these services and those provided by third parties.
- 1.7 The purpose of the policy is to ensure that decisions about charges are made on a consistent basis across all services and to provide a framework for Members and Service Managers to work to in determining what the charges and concessions should be.

2. Core principles

- 2.1 When considering whether to levy a charge for a service, Members and Service Managers should use the following principles to guide them.
- 2.2 In some circumstances it may be the case that principles and objectives may be contradictory. For example, one of the core principles is that the opportunity to levy charges should be fully exploited to maximise income. However, this could potentially have a negative impact on service take up or potentially disadvantage lower income groups.
- 2.3 To resolve these possible dilemmas an examination and informed debate of the issues will be necessary. Part of the policy framework requires a better understanding of costs and usage patterns. This is key information and should

be used to model the impact of potential charges and how potentially detrimental effects can be offset by using other tools, such as concessions or discounts.

2.4 This policy is intended to facilitate informed decision making and to encourage Members and Service Managers to rigorously examine existing fees and charges and to explore opportunities for using charging as a way of supporting the Council's priorities.

2.3 Generating income

2.3.1 In considering fees and charges Service Managers should apply the principle of maximising income wherever possible. That means ensuring that all opportunities for charging for services are identified and considered and also by ensuring that fees and charges are made at an appropriate level. The section on pricing strategy gives more guidance on this.

2.4 Managing demand for services

2.4.1 The second principle to be applied is that of using fees and charges as a mechanism for managing demand for services. This may be either as a means of introducing or increasing charges to limit demand if the service in question is oversubscribed; or through the use of discounts as a way of stimulating demand if there is poor uptake.

2.5 Council's Reputation

2.5.1 The third principle to be applied is 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. Fees, charges and concessions can have a significant impact on the Council's reputation. When considering new or existing fees, charges or concessions Service Managers must ensure that appropriate consultation and communication has been carried out with service users and other relevant stakeholders.

3. Delivering objectives

3.1 The Council is an entrepreneurial Council with a social mind set. To meet this vision it has set a number of corporate priorities:

- Open For Business
- People First
- Asset Management
- Local Plan
- Partnerships/Devolution
- Excellent Value for Money Service

When considering a charge or concession for a service, Members and Service Managers must consider how such a charge will impact on the Council's overall priorities and the objectives for the individual service. Charges and concessions can clearly influence service users' behaviour and therefore can support or undermine service objectives and corporate priorities.

3.2 Delivering corporate priorities

3.2.1 When reviewing existing charges and concessions, or considering new ones Service Managers should indicate clearly which priority will be affected and in what way. Should there be a conflict between a service objective and a corporate priority, this will require discussion and resolution by the relevant committee.

3.2.2 For example, the core principle of income generation outlined above ensures the Council Tax requirement is as low as possible is to maximise income. However, introducing new charges for services may result in financial hardship for some of the poorer sections of the community, and might deter them from using the service or facility. This therefore conflicts with the Prosperous corporate priority. In these cases the advantages and disadvantages, both financial and social should be explored and discussed by Members prior to any decision being made.

4. Pricing strategy.

4.1 All fees and charges are to be set in the context of a pricing strategy for each service, which will be determined by the objectives of the service, the core principles outlined above, corporate priorities and market intelligence. For major changes (i.e. new discretionary income sources, changes to concessions and removal of discretionary charges) a business plan should be prepared which gives an analysis of the market, the financial implications and the risks associated with the proposal.

4.2 The following principles should be applied to the pricing strategies for services:

4.3 Full cost recovery

4.3.1 For discretionary services the Council is not allowed to recover more than the cost of providing that "kind of service" and as a general principle charges should be set in order to recover the full cost of providing a particular service. Clearly market forces play a part in determining prices and in order to be competitive some charges may be lower than the cost of providing a service.

4.3.2 In determining the price to charge for a particular service it may be necessary to estimate the numbers of "units" of a service are likely to be sold during a financial year. If there is no management information to support this, market research data and benchmarking data should be used as the best alternative.

- 4.3.3 Within a group of services, the cost of some individual discretionary services may exceed their cost in order to subsidise other services within the group. The key point is that the overall total cost for a service must not be exceeded. This is a complex area and Service Managers must agree with the Financial Services Manager what individual service groupings constitute a “kind of service”, setting out clearly which services they expect to recover more than their costs to offset those services which will not recover all of their costs.
- 4.3.4 A similar flexibility in recovery of total cost is allowed across clients: theoretically as long as the total cost of a service is recovered, some client groups could be charged more and some less than full cost. As a general principle the Council would not anticipate subsidising one group of clients through increased charges to another. However, there may be some cases where this would be appropriate (e.g. Planning services might make a higher charge to commercial developers than domestic householders). These should be agreed with the Financial Services Manager on a case by case basis.
- 4.3.5 In some cases, the Council may decide not to recover the total cost of the service, in which case the full cost should be established so that the level of subsidy is clear.
- 4.3.6 There are different methodologies for establishing the full cost of a service. The Council requires that the CIPFA Service Reporting Code of Practice (SeRCOP) definition of total cost is used. However, it will be appropriate to exclude certain costs such as those relating to pensions early retirement. The costings should therefore be established by the Service Manager and relevant accountant working together, using data from the main financial system.

4.4 Different levels of charges

- 4.4.1 The agreed charge for a service, determined by the factors outlined in 4.3 above, represents the “standard charge” for that service. Against that “standard charge” a range of variations may be offered.

4.4.2 Standard charge

- 4.4.2.1 The price for a service, based on:

(Total cost of the service/number of units per year) less any direct subsidy.

- 4.4.2.2 In calculating the standard charge, Service Managers will need to adopt a pragmatic approach. It is suggested that services are categorised in one of three ways:

- Costs are likely to be far in excess of the potential income (based on an assessment of what the market will bear). In these cases the service manager should be clear to what extent the service is being

subsidised and should be sure that it is appropriate to provide the service, in accordance with the Council's priorities.

- Costs are broadly equivalent to the likely income. Care should be taken that all costs are clearly identified, so that it can easily be demonstrated that the Council is not exceeding its charging powers.
- Costs are much lower than the potential charge which the market would bear. Care should be taken to ensure all costs are clearly identified and attributed. Consideration to be given to grouping the service with services that do not recover costs, in discussion with the Financial Services Manager. Consideration also to be given to greater differential charging between client groups, in discussion with the Financial Services Manager.

4.4.3 Commercial charge

4.4.3.1 A premium charge for a service, which does not necessarily reflect the cost of providing that service, but rather is based on what the market will bear. This may only be applied for services within a "Service Group", where a subsidised service to another client group will mean that the overall charges for providing a service will not exceed the modified total cost for that service. Any commercial charges will need to be agreed with the Financial Services Manager. Potential examples of this type of charge could be pre-planning advice for developers or commercial waste collection.

4.4.3.2 Setting property rents needs special consideration since in addition to having regard to the commercial market for the area, it may be that a specific rate of return would be required or perhaps to meet corporate objects it may be appropriate to offer substantial discounts in order to attract new businesses into the area. Due to the specialist nature of property rents, the Councils Head of Strategic Growth should be consulted for all proposals to review or introduce new property rents.

4.4.4 Concessions

4.4.4.1 The Council offers concessionary rates for some services to certain client groups. The basis for concessions is as follows:

- Financial hardship
- Age (below 18)
- Students

4.4.4.2 All groups entitled to a concession will receive upto a maximum discount of 50% of the standard charge for the service. Acceptable evidence for eligibility for a concession would be:

Financial hardship:

In receipt of Housing benefit, Council Tax relief, Job Seekers Allowance, Disability Living Allowance, Personal Independence Payment or state pension (as sole income).

Age (below 18):

Passport/birth certificate/proof of age card (if not obvious)

4.4.4.3 Services to which concessions apply:

- Leisure services
- Pest control services (given as a grant)
- Electoral Services (Statutory Concessions, sales of registers etc.)

4.4.5 Promotional and Premium Charges

4.4.5.1 Promotional charges offer a discount to the standard charge for either a time-limited period, or for bulk purchasing. They are generally used to stimulate demand. A current example is season tickets at a bulk purchase rate for parking in the Beaumont Street multi-storey in Gainsborough.

4.4.5.2 Premium charges are higher charges than the standard for a particular service. For example, customers may be willing to pay extra to have bulky waste collected on a specific day.

4.4.6 Discounts

4.4.6.1 Discounts to the standard charge may be offered to certain client groups for specific services, if in support of specific corporate priorities or service objectives.

Current discounted services are:

- Green bins: 100% discount on first green bin per household, for all client groups
- Car parking: 100% discount for blue badge holders and 50% discount for early payment of penalty notices
- Leisure: Three price levels, adult, junior and concession
- Swimming: 25% for disabled users and free for accompanying carers
- Markets: Discounts for registered traders and vending vans

4.5 Compliance

4.5.1 All non-statutory services provided must be in accordance with the provisions of Part 1 Section 2 of the Local Government Act 2000 and any discretionary charging must be in accordance with Section 93 of the Local Government Act 2003.

4.5.2 The costs of provision of a service must be calculated as described in CIPFA's publication "A Practical Guide for Local Authorities on Income Generation (2013 Edition) and in accordance with CIPFA's Service Reporting Code of Practice for Local Authorities.

4.6 Consistency

4.6.1 All discretionary fees and charges for services provided by the Council must be in accordance with the policy framework outlined above.

5.0 Procedures

5.1 Frequency of review of fees and charges

5.1.1 All fees and charges should be periodically reviewed and updated by, covering the following:

- To establish service groups.
- To establish the costs of providing the services within the group.
- To determine what the standard charge for the service should be.
- To identify any potential gap between current charges and the recalculated ones, and to develop a plan to close the gap over a suitable time period.
- To identify benchmarking data or comparisons with other Councils.

5.1.2 In establishing the standard charge for a service consideration of anticipated usage and competitor pricing will need to be taken into account.

5.1.3 Thereafter, as a minimum, annual review of fees and charges should take place. This should take into account the cost of provision of the service, the volume used and therefore the income generated, and the prevailing market rates. The following year's prices should be adjusted accordingly in the light of the findings of the review.

5.1.4 Service Managers need to be flexible in their approach to reviewing charges. They need to be aware that maximising income may not always involve increasing fees and charges. In areas where there is competition for Council services or where demand is reducing it may be more appropriate to reduce fees and charges to gain a bigger market share. Service officers should therefore put in place systems to actively monitor income, performance and market forces during the course of the year.

5.1.5 Once new charges have been calculated, the annual review of fees and charges will be reported to both Prosperous Communities and Policy & Resources Committee for discussion and recommendation to Full Council for approval as part of the Medium Term Financial Plan.

5.2 Identifying new opportunities for fees and charges

5.2.1 Services should actively identify new opportunities for income generation. This is undertaken by keeping abreast of benchmarking, other developments within Local Authorities, being entrepreneurial in their approach to delivering their services for example.

5.2.2 Any new opportunities identified should be costed, initial market research undertaken to gauge potential demand and what competitor pricing is set at, and a proposed standard charge identified. This, together with forecast annual income and costs, risks of implementation, and wider impacts should form a business case for consideration initially by CMT and then by Members.

5.2.3 The complexity of the business case will depend on the materiality of the potential fee income: if it is small, then the “business case” need not be complex, but should just summarise issues under each of the headings given. If the potential income is a significant figure and may incur additional costs to generate, then a more detailed business case will be required.

5.3 Budgeting and price setting

5.3.1 As described earlier in the framework, prices should be based on a “standard charge”, which is dependent on the total cost of a service and the anticipated volume of that service (which in itself is likely to be price sensitive). This will also take into account competition, “what the market will bear” and how far the Council may wish to subsidise the service in the pursuit of its objectives.

5.3.2 If the service is “marginal”, i.e. no additional resources or costs are incurred to provide that service, then a charge for the service may be based on an apportionment of costs, based on the time spent in providing the service.

5.3.3 Where a service is provided by an identifiable team or part of the organisation, specifically set up to provide that service, it should form a separate cost centre. In this case the standard charge for the service should be based on the costs of that service, divided by the number of units of the service provided.

5.3.4 So, the price for a service should be based on the following formula:

$$\frac{\text{(Total cost of providing service)}}{\text{(Number of units of service provided)}} \quad \text{less any subsidy}$$

5.3.5 Services may be subsidised for a number of reasons:

- The Council deems it desirable to provide the service, but the market would not bear the full cost of providing the service.
- The Council deliberately subsidises the service in order to achieve policy objectives.

5.3.6 However, care must be taken in this situation that the Council does not put itself in contravention of EU law by providing “state aid” in the provision of services. This is most likely where the service in question is also provided by the private sector. Advice should be sought from the Financial Services Manager if services are to be subsidised

5.4 Financial management and monitoring of income

5.4.1 The fundamental principle is that systems for accounting for income and administering charges should be as simple as practicable, to reduce the administrative overhead as much as possible.

5.4.2 Payment for services should be taken in advance, or at the point of delivery. A pre-set list of charges should be available, and be clearly publicised. Customer services agents should be fully apprised of all potential services, the charges, and the mechanisms by which customers may pay. In some circumstances it may be necessary to invoice for services; this should be done using the Council’s sundry debtors system.

5.4.3 Each service should have its own income code so that income relating to a particular service can be clearly identified.

5.4.4 Income should be monitored as part of the monthly budget monitoring process and should be measured against anticipated profiles. If significant deviation is identified the cause should be established as quickly as possible and suitable remedial action taken.

5.5 Gathering market intelligence

5.5.1 In order to set charges at the right level a wide range of information about the demand for services, the profile of service users and non-users, the wider market for services and competitors for the provision of the service will be required.

5.5.2 Systems should be developed for recording service take up, including not just volumes, but information which would allow for a more sophisticated understanding of usage patterns (such as seasonality, time of day etc.). If practical it would be useful to be able to segment users of a service by client group, at least to the extent of understanding the concession take up. This will allow Service Managers to determine who is using or not using a particular service. Latent demand for a service can be established by the use of waiting lists if appropriate.

- 5.5.3 Consultation exercises and attitudinal research can provide valuable information about what customers are willing to pay, their perceptions of value for money and what other factors affect their use of services. The cost of carrying out such research must be balanced against the significance and likely impact of the service in question.
- 5.5.4 Information about the local market for services is also important. This should cover not just the price charged for similar services, but also the quality of the services being provided. This information can be used to set charges in ways that will make the Council's services more or less desirable than those of other providers.

Fees and Charges 2018/19 Appendix D

Policy and Resources Committee

Central & Democratic Services

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

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

Electoral Services (Statutory):

| | | | | | | | | |
|--|------------------------------|--|--------|--|--------|-------|--------|----|
| Letters confirming elector's register | | | £12.00 | | £12.00 | £0.00 | £12.00 | OS |
| Copy of "old" electoral registers | | | £50.00 | | £50.00 | £0.00 | £50.00 | OS |
| Sales of Electoral Registers | | | £10.00 | | £10.00 | £0.00 | £10.00 | OS |
| - Per thousand names or part | | | £5.00 | | £5.00 | £0.00 | £5.00 | OS |
| - Concession | | | £0.25 | | £0.25 | £0.00 | £0.25 | OS |
| Supply of Computer Data | | | £20.00 | | £20.00 | £0.00 | £20.00 | OS |
| - Per thousand names of part | | | £1.50 | | £1.50 | £0.00 | £1.50 | OS |
| - Concession (minimum fee £30.00) | | | £1.80 | | £1.80 | £0.00 | £1.80 | OS |
| Address/Elector labels | - Per thousand names or part | | £25.00 | | £25.00 | £0.00 | £25.00 | OS |
| | - Concession | | £12.00 | | £12.00 | £0.00 | £12.00 | OS |
| Inspection of Return of Declaration of Election Expenses | | | £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 |

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Policy and Resources Committee

Central & Democratic Services

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

Main Room Hire:

| | | | | | | | | |
|--|-----------------------------|--|---------|--|---------|---------|---------|---|
| Chamber (Up to 60 People) | Day Rate (0900 to 1700) | | £250.00 | | £250.00 | £50.00 | £300.00 | S |
| | 1/2 Day | | £150.00 | | £150.00 | £30.00 | £180.00 | S |
| | Evening Rate (1800 to 2200) | | £300.00 | | £300.00 | £60.00 | £360.00 | S |
| Trent or Ancholme (Up to 20 People) | Day Rate (0900 to 1700) | | £125.00 | | £125.00 | £25.00 | £150.00 | S |
| | 1/2 Day | | £75.00 | | £75.00 | £15.00 | £90.00 | S |
| | Evening Rate (1800 to 2200) | | £200.00 | | £200.00 | £40.00 | £240.00 | S |
| Chamber, Trent & Ancholme (Up to 100 People) | Day Rate (0900 to 1700) | | £500.00 | | £500.00 | £100.00 | £600.00 | S |
| | 1/2 Day | | £300.00 | | £300.00 | £60.00 | £360.00 | S |
| | Evening Rate (1800 to 2200) | | £500.00 | | £500.00 | £100.00 | £600.00 | S |
| Additional Day Hours (or part hours) | Per Hour (Max 2 hours) | | £30.00 | | £30.00 | £6.00 | £36.00 | S |

Other Room Hire:

| | | | | | | | | |
|--------------------------------------|-------------------------|--|---------|--|---------|--------|---------|---|
| Meeting Room (Up to 10 People) | Day Rate (0900 to 1700) | | £100.00 | | £100.00 | £20.00 | £120.00 | S |
| | 1/2 Day | | £60.00 | | £60.00 | £12.00 | £72.00 | S |
| Meeting Room (Up to 5 People) | Day Rate (0900 to 1700) | | £80.00 | | £80.00 | £16.00 | £96.00 | S |
| | 1/2 Day | | £50.00 | | £50.00 | £10.00 | £60.00 | S |
| Meeting Room (Up to 3 People) | Day Rate (0900 to 1700) | | £60.00 | | £60.00 | £12.00 | £72.00 | S |
| | 1/2 Day | | £35.00 | | £35.00 | £7.00 | £42.00 | S |
| Additional Day Hours (or part hours) | Per Hour (Max 2 hours) | | £20.00 | | £20.00 | £4.00 | £24.00 | S |

Refreshments packages are available on request and quotes are based on individual needs.

* 1/2 days are 4 hours commencing by 9am for morning sessions and by 1pm for afternoon sessions.

* Discounts are available for consecutive days or block bookings

* Terms and conditions apply including cancellation charges. Please contact Customer Relations for details.

Policy and Resources Committee

Central & Democratic Services

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

Property Name Changes:

| | | | | | | | | | |
|---|--|--|--------|--|--|--------|-------|--------|----|
| Naming or renaming of a registered property | | | £68.00 | | | £68.00 | £0.00 | £68.00 | OS |
|---|--|--|--------|--|--|--------|-------|--------|----|

Policy and Resources Committee

Central & Democratic Services

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

Statutory Charges

| | | | | | | | | | |
|---|----------------|--|-----------|--|--|-----------|-------|-----------|----|
| Public Path Orders, i.e. Diversion Orders | Minimum charge | | £525.31 | | | £525.31 | £0.00 | £525.31 | OS |
| | Maximum charge | | £1,574.91 | | | £1,574.91 | £0.00 | £1,574.91 | OS |

Plus actual advertisement costs

| | | | | | | | | | |
|--|--|--|--------|--|--|--------|-------|--------|----|
| Access to records under the Data Protection Act | | | £11.26 | | | £11.26 | £0.00 | £11.26 | OS |
| Inspection of background papers to committee reports | | | £6.14 | | | £6.14 | £0.00 | £6.14 | OS |

Non-Statutory Charges

| | | | | | | | | | |
|--|-----------------------------|--|---------|--|--|---------|--------|---------|---|
| Annual subscription for agenda, reports and minutes. | Planning Services | | £206.70 | | | £206.70 | £42.67 | £249.37 | S |
| | Other committees | | £62.76 | | | £62.76 | £12.55 | £75.31 | S |
| Phone copying (where no other charge applies) | Per side of A4(colour) | | £0.17 | | | £0.17 | £0.03 | £0.20 | S |
| | Per side of A4(black/white) | | £0.17 | | | £0.17 | £0.03 | £0.20 | S |

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Policy and Resources Committee

Revenue Services

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

Revenues *

| | | | | | | | | | |
|--|--|--|--------|--|--|--------|-------|--------|----|
| Court costs added to Council Tax accounts. | | | £75.00 | | | £75.00 | £0.00 | £75.00 | OS |
| Court costs added to NNDR accounts. | | | £85.00 | | | £85.00 | £0.00 | £85.00 | OS |

* Charges agreed with Magistrates

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

| Car Parks | | | | | | | | |
|------------------------------------|---------------------------------|-----------|-------|---------|---------|--------|---------|-------|
| Gainsborough not including Roseway | 0-1 hours | £0.50 | | | £0.50 | £0.10 | £0.60 | S |
| | 1-2 hours | £0.92 | | | £0.92 | £0.18 | £1.10 | S |
| | 2-3 hours | £1.33 | | | £1.33 | £0.27 | £1.60 | S |
| | 3-4 hours | £1.67 | | | £1.67 | £0.33 | £2.00 | S |
| | 4-6 hours | £2.75 | | | £2.75 | £0.55 | £3.30 | S |
| | 6+ hours | £3.25 | | | £3.25 | £0.65 | £3.90 | S |
| | Roseway only | 0-1 hours | £0.50 | | £0.13 | £0.63 | £0.13 | £0.75 |
| 1-2 hours | | £0.92 | | £0.23 | £1.15 | £0.23 | £1.40 | S |
| 2-3 hours | | £1.33 | | £0.33 | £1.66 | £0.33 | £2.00 | S |
| 3-4 hours | | £1.67 | | £0.42 | £2.09 | £0.42 | £2.50 | S |
| 4-6 hours | | £2.75 | | £0.69 | £3.44 | £0.69 | £4.10 | S |
| 6+ hours | | £3.25 | | £0.81 | £4.06 | £0.81 | £4.90 | S |
| Market Rasen | | 0-1 hours | £0.25 | | | £0.25 | £0.05 | £0.30 |
| | 1-2 hours | £0.42 | | | £0.42 | £0.08 | £0.50 | S |
| | 2-3 hours | £0.67 | | | £0.67 | £0.13 | £0.80 | S |
| | 3-4 hours | £0.83 | | | £0.83 | £0.17 | £1.00 | S |
| | 4-6 hours | £1.42 | | | £1.42 | £0.28 | £1.70 | S |
| | 6+ hours | £1.67 | | | £1.67 | £0.33 | £2.00 | S |
| | Annual Season Tickets | | | | | | | |
| Gainsborough only | Mon-Sat | £177.36 | | £182.64 | £360.00 | £72.00 | £432.00 | S |
| | Mon-Sat (If paid by monthly DD) | £153.36 | | £146.64 | £300.00 | £60.00 | £360.00 | S |
| | Mon-Fri | £150.86 | | £139.14 | £290.00 | £58.00 | £348.00 | S |
| | Mon-Fri (If paid by monthly DD) | £124.36 | | £115.64 | £240.00 | £48.00 | £288.00 | S |
| Market Rasen Only | Mon-Sat | £88.68 | | £91.32 | £180.00 | £36.00 | £216.00 | S |
| | Mon-Sat (If paid by monthly DD) | £76.68 | | £73.32 | £150.00 | £30.00 | £180.00 | S |
| | Mon-Fri | £75.43 | | £69.57 | £145.00 | £29.00 | £174.00 | S |
| | Mon-Fri (If paid by monthly DD) | £62.18 | | £57.82 | £120.00 | £24.00 | £144.00 | S |

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

| Bus Station | | | | | | | | |
|-------------------------------------|------------------------------|---------|--|--|---------|-------|---------|---|
| Allocated stand | Per quarter for first stand | £288.65 | | | £288.65 | £0.00 | £288.65 | X |
| | Per quarter for second stand | £177.10 | | | £177.10 | £0.00 | £177.10 | X |
| Registered Casual Users Per Quarter | | £54.05 | | | £54.05 | £0.00 | £54.05 | X |

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| | % Type | or £ | | | | |
| £ | | | £ | £ | £ | |

Gainsborough Market

| Tuesday Market | | | | | | | | |
|--------------------------|--|--|--------|--|--------|-------|--------|---|
| Registered Trader | | | | | | | | |
| 1 stall | | | £16.00 | | £16.00 | £0.00 | £16.00 | X |
| 2 stalls | | | £27.00 | | £27.00 | £0.00 | £27.00 | X |
| 3 stalls | | | £35.00 | | £35.00 | £0.00 | £35.00 | X |
| 4 stalls | | | £43.00 | | £43.00 | £0.00 | £43.00 | X |
| 5 stalls | | | £51.00 | | £51.00 | £0.00 | £51.00 | X |

| Casual Trader | | | | | | | | |
|----------------------|--|--|--------|--|--------|-------|--------|---|
| 1 stall | | | £17.50 | | £17.50 | £0.00 | £17.50 | X |
| 2 stalls | | | £35.00 | | £35.00 | £0.00 | £35.00 | X |
| 3 stalls | | | £52.50 | | £52.50 | £0.00 | £52.50 | X |
| 4 stalls | | | £70.00 | | £70.00 | £0.00 | £70.00 | X |
| 5 stalls | | | £87.50 | | £87.50 | £0.00 | £87.50 | X |

| Saturday Market | | | | | | | | |
|--------------------------|--|--|--------|--|--------|-------|--------|---|
| Registered Trader | | | | | | | | |
| 1 stall | | | £10.00 | | £10.00 | £0.00 | £10.00 | X |
| 2 stalls | | | £20.00 | | £20.00 | £0.00 | £20.00 | X |
| 3 stalls | | | £25.00 | | £25.00 | £0.00 | £25.00 | X |
| 4 stalls | | | £30.00 | | £30.00 | £0.00 | £30.00 | X |
| 5 stalls | | | £35.00 | | £35.00 | £0.00 | £35.00 | X |

| Casual Trader | | | | | | | | |
|----------------------|--|--|--------|--|--------|-------|--------|---|
| 1 stall | | | £16.50 | | £16.50 | £0.00 | £16.50 | X |
| 2 stalls | | | £33.00 | | £33.00 | £0.00 | £33.00 | X |
| 3 stalls | | | £49.50 | | £49.50 | £0.00 | £49.50 | X |
| 4 stalls | | | £66.00 | | £66.00 | £0.00 | £66.00 | X |
| 5 stalls | | | £82.50 | | £82.50 | £0.00 | £82.50 | X |

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 | X |
| Casual Trader | | | £25.50 | | £25.50 | £0.00 | £25.50 | X |
| Saturday Market | | | | | | | | |
| Registered Trader | | | £15.00 | | £15.00 | £0.00 | £15.00 | X |
| Casual Trader | | | £20.00 | | £20.00 | £0.00 | £20.00 | X |

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. | VAT Rate |
|---------|-------------------|------|---------|------------|---------------------|----------|
| £ | % Type | or £ | £ | £ | £ | |

| Development | | | | | | | | | |
|--|--|--------------|-------|--|--------------|---------|-----------|----|--|
| 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) | | £72.00 | 3.50% | | £75.00 | £0.00 | £75.00 | OS | |
| Non-residential changes of use including siting of caravans for sites under 1 ha or buildings under 1,000 m ² (gross) | | £155.00 | 3.50% | | £161.00 | £32.20 | £193.20 | S | |
| Non-residential changes of use including siting of caravans for sites of 1 ha or above or buildings of 1,000 m ² or above (gross) | | £271.00 | 3.50% | | £281.00 | £56.20 | £337.20 | S | |
| Development of 1-9 dwellings including changes of use to residential | | | | | | | | | |
| | 1st dwelling | £186.00 | 3.50% | | £193.00 | £38.60 | £231.60 | S | |
| | Additional dwellings | £103.00 | 3.50% | | £107.00 | £21.40 | £128.40 | S | |
| Development of 10-49 dwellings including changes of use to residential | | | | | | | | | |
| | 10th dwelling | £1,125.00 | 3.50% | | £1,165.00 | £233.00 | £1,398.00 | S | |
| | Additional dwellings | £55.00 | 3.50% | | £57.00 | £11.40 | £68.40 | S | |
| Development of 50 or more dwellings | | | | | | | | | |
| | minimum fee | £3,373.00 | 3.50% | | £3,492.00 | £698.40 | £4,190.40 | 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. | | £99.00 | 3.50% | | £103.00 | £20.60 | £123.60 | S | |
| Non-residential development up to 499 m ² floor area, or 0.5 ha site area | | £136.00 | 3.50% | | £141.00 | £28.20 | £169.20 | S | |
| Non-residential development between 500 and 999 m ² floor area, or between 0.51ha and 1.0 ha. | | | | | | | | | |
| | For 500 m ² or 0.51ha | £205.00 | 3.50% | | £213.00 | £42.60 | £255.60 | S | |
| | Each additional 100 m ² or 0.1 ha | £103.00 | 3.50% | | £107.00 | £21.40 | £128.40 | 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 | £705.00 | 3.50% | | £730.00 | £146.00 | £876.00 | S | |
| | Each additional 100 m ² or 0.1 ha | £52.00 | 3.50% | | £54.00 | £10.80 | £64.80 | S | |
| Non-residential development of 5,000 m ² or more or 2.1ha or more. | | | | | | | | | |
| | Minimum fee | £2,871.00 | 3.50% | | £2,972.00 | £594.40 | £3,566.40 | S | |
| With additional fee subject to negotiation dependant on complexity of proposal. | | | | | | | | | |
| Encouragement to adopt a Planning Performance Agreement. | | | | | | | | | |
| Variation or removal of condition. | | £72.00 | 3.50% | | £75.00 | £15.00 | £90.00 | S | |
| Advertisements | | £72.00 | 3.50% | | £75.00 | £15.00 | £90.00 | S | |
| Non-householder listed building consent | | £141.00 | 3.50% | | £146.00 | £29.20 | £175.20 | S | |
| Additional site visit | | £123.00 | 3.50% | | £128.00 | £25.60 | £153.60 | 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).

| | | 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---|--|------------------------------------|-------------------|--------|------------|------------|-------------------------|----------|
| | | £ | % Type | or £ | £ | £ | £ | |
| Decision Notices, Consents, Determinations, Tree Preservation Orders, Enforcement Notices, S106 Agreements. | Per Item (black/white) | £24.00 | 3.50% | | £25.00 | £0.00 | £25.00 | OS |
| | | Plus officer time at cost recovery | | | Total Cost | | | |
| Other copies | | | | | | | | |
| Copy plans - A4 | Per side of A4 (black/white) | £0.20 | 3.50% | | £0.21 | £0.00 | £0.21 | OS |
| Copy plans - A3 | Per copy | £0.46 | 3.50% | | £0.48 | £0.00 | £0.48 | OS |
| Copy plans - A2, A1, A0 | Per copy | £5.66 | 3.50% | | £5.86 | £0.00 | £5.86 | OS |
| Information on planning records | Planning Control | £0.20 | 3.50% | | £0.21 | £0.00 | £0.21 | OS |
| Requests for Planning Information | Planning - as per above plus officer time per hour | £54.06 | 3.50% | | £55.95 | £0.00 | £55.95 | OS |
| | | Plus officer time at cost recovery | | | | | | |
| Planning applications - Charge for withdrawn or invalid applications (Non Statutory) | | | | £50.00 | £50.00 | £10.00 | £60.00 | S |

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|------|---------|------------|-------------------------|----------|
| £ | % Type | or £ | £ | £ | £ | |

Outline Applications

| | | | | | | | | |
|----------------------------------|--|---------|-----|--|---------|-------|---------|----|
| All types of building per 0.1 ha | Every 0.1 ha where the site does not exceed 2.5 ha | £385.00 | 20% | | £462.00 | £0.00 | £462.00 | OS |
| | Where the site exceeds 2.5 ha, £11,432 and an additional £138 for each 0.1 ha in excess of 2.5 hectares, subject to maximum in total of £150,000 | £115.00 | 20% | | £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 house | £172.00 | 20% | | £206.00 | £0.00 | £206.00 | OS |
| | Where the application relates to 2 or more dwellings houses | £339.00 | 20% | | £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 | £385.00 | 20% | | £462.00 | £0.00 | £462.00 | OS |
| Other buildings | Less than 40 m ² floor space created | £195.00 | 20% | | £234.00 | £0.00 | £234.00 | OS |
| | Between 40 and 75 m ² floor space created | £385.00 | 20% | | £462.00 | £0.00 | £462.00 | OS |
| | Every additional 75 m ² up to 3750 m ² | £385.00 | 20% | | £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 3,750 m ² subject to a maximum in total of £300,000 | £115.00 | 20% | | £138.00 | £0.00 | £138.00 | OS |
| Plant or machinery | Where site does not exceed 5 ha: per 0.1 ha | £385.00 | 20% | | £462.00 | £0.00 | £462.00 | OS |
| | Over 5 ha £22,859 and an additional £138 for each 0.1 ha in excess of 5 ha subject to a maximum in total of £300,000 | £115.00 | 20% | | £138.00 | £0.00 | £138.00 | OS |
| Agricultural Buildings | Less than 465 m ² floor space created | £80.00 | 20% | | £96.00 | £0.00 | £96.00 | OS |
| | Between 465 > 540 m ² | £385.00 | 20% | | £462.00 | £0.00 | £462.00 | OS |
| | Between 540 > 4215 m ² , £462 for the first 540 m ² then per additional 75 m ² | £385.00 | 20% | | £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 £300,000 | £115.00 | 20% | | £138.00 | £0.00 | £138.00 | OS |
| Glasshouses | No more than 465 m ² floor space created | £80.00 | 20% | | £96.00 | £0.00 | £96.00 | OS |
| | More than 465 m ² floor space created | £2,150.00 | 20% | | £2,580.00 | £0.00 | £2,580.00 | OS |

| | | 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate | |
|---|--|---------|-------------------|--------|---------|------------|-------------------------|----------|----|
| | | £ | % | Type | or £ | £ | £ | £ | |
| Changes of Use | | | | | | | | | |
| A building of more than one dwelling | No of dwellings 50 or less | £385.00 | 20% | | | £462.00 | £0.00 | £462.00 | OS |
| | More than 50 dwellings, £22,859 and an additional £138 for each dwelling in excess of 50 dwellings subject to a maximum in total of £300,000 | £115.00 | 20% | | | £138.00 | £0.00 | £138.00 | OS |
| 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 | £195.00 | 20% | | | £234.00 | £0.00 | £234.00 | OS |
| | 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 | £115.00 | 20% | | | £138.00 | £0.00 | £138.00 | OS |
| Other material change of use of building or land | | £385.00 | 20% | | | £462.00 | £0.00 | £462.00 | OS |
| No Buildings Created | | | | | | | | | |
| Ancillary to a dwelling | | £172.00 | 20% | | | £206.00 | £0.00 | £206.00 | OS |
| Car parks, service roads, accesses at existing developments | | £195.00 | 20% | | | £234.00 | £0.00 | £234.00 | OS |
| Exploratory drilling for oil/gas | Site area not exceeding 7.5 ha (per 0.1 ha) | £385.00 | 20% | £46.00 | | £508.00 | £0.00 | £508.00 | OS |
| | Where the site exceeds 7.5 ha £38,070 and an additional £151 for each 0.1 ha in excess of the 7.5 ha subject to a maximum in total of £300,000 | £115.00 | 20% | £13.00 | | £151.00 | £0.00 | £151.00 | OS |
| Other Operations - Minerals Working | Site area not exceeding 15 ha (per 0.1 ha) | £195.00 | 20% | | | £234.00 | £0.00 | £234.00 | OS |
| | Where the site exceeds 15 ha £34,934 and an additional £138 for each 0.1 ha in excess of the 15 ha subject to a maximum in total of £78,000 | £115.00 | 20% | | | £138.00 | £0.00 | £138.00 | OS |
| | In any other case £234 for each 0.1 ha of the site, subject to a maximum of £2,028 | £195.00 | 20% | | | £234.00 | £0.00 | £234.00 | OS |
| Advertisements | | | | | | | | | |
| Relating to the business on the premises | | £110.00 | 20% | | | £132.00 | £0.00 | £132.00 | OS |
| Advance direction signs to a business | | £110.00 | 20% | | | £132.00 | £0.00 | £132.00 | OS |
| Other advertisements | | £385.00 | 20% | | | £462.00 | £0.00 | £462.00 | OS |
| Prior Notifications and Approvals | | | | | | | | | |
| Agriculture, forestry or demolition proposals | | £80.00 | 20% | | | £96.00 | £0.00 | £96.00 | OS |
| Telecommunications | | £385.00 | 20% | | | £462.00 | £0.00 | £462.00 | OS |
| Proposed change of use to state funded school or registered nursery | | £80.00 | 20% | | | £96.00 | £0.00 | £96.00 | OS |
| Proposed change of use of agricultural building to a dwelling house and associated building operations | | £172.00 | 20% | | | £206.00 | £0.00 | £206.00 | OS |
| Permitted development rights removed (Article 4) | | | | | | £96.00 | £0.00 | £96.00 | OS |
| Other Applications | | | | | | | | | |
| Variation or removal of a condition | | £195.00 | 20% | | | £234.00 | £0.00 | £234.00 | OS |
| Non-profit making club, society, organisation or trust, providing sports or recreational facilities | | £385.00 | 20% | | | £462.00 | £0.00 | £462.00 | OS |
| Lawful Development Certificates - Existing development | For 50 or fewer dwellings | £385.00 | 20% | | | £462.00 | £0.00 | £462.00 | OS |
| | For more than 50 dwellings, £22,859 and £138 for each dwelling over 50 up to a total maximum of £300,000 | £115.00 | 20% | | | £138.00 | £0.00 | £138.00 | OS |
| Lawful Development Certificates - Proposed development | | | | | | | | | OS |
| Request for written confirmation of compliance with conditions | Alterations or extensions to existing dwellings | £28.00 | 20% | | | £34.00 | £0.00 | £34.00 | OS |
| | In all other areas | £97.00 | 20% | | | £116.00 | £0.00 | £116.00 | OS |
| Non-material amendment | Householder application | £28.00 | 20% | | | £34.00 | £0.00 | £34.00 | OS |
| | In all other areas | £195.00 | 20% | | | £234.00 | £0.00 | £234.00 | OS |
| Permission in principle | Per 0.1 ha | | | | | £402.00 | £0.00 | £402.00 | OS |

Prosperous Communities Committee

Fixed Penalty Notices

| | | 2017/18 | | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 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 | £75.00 | | | £0.00 | £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 | £0.00 | | | £100.00 | £100.00 | £0.00 | £100.00 | OS |
| | Fee set by Government - discounted if paid within 10 days | £0.00 | | | £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 | £75.00 | | | £25.00 | £100.00 | £0.00 | £100.00 | OS |
| | Fee set by Government - discounted if paid within 10 days | £50.00 | | | £25.00 | £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 | £75.00 | | | £25.00 | £100.00 | £0.00 | £100.00 | OS |
| | Fee set by Government - discounted if paid within 10 days | £50.00 | | | £25.00 | £75.00 | £0.00 | £75.00 | OS |
| Fly tipping | Fee set by Government - payable within 14 days of issue | | | | | £400.00 | £0.00 | £400.00 | OS |
| High Hedge Fee | Fee set locally | £307.20 | | | | £307.20 | £0.00 | £307.20 | OS |
| Fee for abandoned shopping trolleys | Fee set locally (maximum charge) | | | | £100.00 | £100.00 | £0.00 | £100.00 | OS |

Prosperous Communities Committee

Pest Control and Stray Dogs

| | | 2017/18 | | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|--|--|---------|--|-------------------|---------|---------|------------|-------------------------|----------|
| | | £ | | % Type | or £ | £ | £ | £ | |
| Concessionary rates apply to residents in receipt of benefit or whose only source of income is the State Retirement Pension. A re-imbursment will be given to those residents qualifying for the concession. | | | | | | | | | |
| Reclaim of Stray Dogs | Prescribed fee | £25.00 | | | | £25.00 | £0.00 | £25.00 | OS |
| | Collection fee | £75.00 | | | -£33.00 | £42.00 | £0.00 | £42.00 | OS |
| | Plus kennel and vet fees as incurred by the authority. | | | | | | | | |

Prosperous Communities Committee

Strategic Housing

| | | 2017/18 | | Proposed Increase | | 2018/19 | | VAT | 2018/19 | VAT Rate |
|--|--|---------|--|-------------------|--------|--|-------|-----------------|---------|----------|
| | | £ | | % Type | or £ | £ | £ | Charge Inc. VAT | £ | |
| Housing Enforcement Charges | | | | | | | | | | |
| Mandatory HMO Licence Application | Up to 5 units / bedrooms | £450.00 | | | | £450.00 | £0.00 | £450.00 | | OS |
| | Per additional unit | £10.00 | | | | £10.00 | £0.00 | £10.00 | | OS |
| | Maximum charge - n/a | | | | | | | | | |
| Mandatory HMO Licence Renewal | Up to 5 units / bedrooms | £450.00 | | | | £450.00 | £0.00 | £450.00 | | OS |
| | Per additional unit | £10.00 | | | | £10.00 | £0.00 | £10.00 | | OS |
| | Maximum charge - n/a | | | | | | | | | |
| Hazard Awareness Notice | None | | | | | | £0.00 | £0.00 | | OS |
| Improvement Notice | For one hazard | £300.00 | | | | £300.00 | £0.00 | £300.00 | | OS |
| | Per additional hazard | £50.00 | | | | £50.00 | £0.00 | £50.00 | | OS |
| Emergency Remedial Action Notice (plus work - see below) | For one hazard | £300.00 | | | | £300.00 | £0.00 | £300.00 | | OS |
| | Per additional hazard | £50.00 | | | | £50.00 | £0.00 | £50.00 | | OS |
| Prohibition Order | For one hazard | £300.00 | | | | £300.00 | £0.00 | £300.00 | | OS |
| | Per additional hazard | £50.00 | | | | £50.00 | £0.00 | £50.00 | | OS |
| Emergency Prohibition Order | For one hazard | £300.00 | | | | £300.00 | £0.00 | £300.00 | | OS |
| | Per additional hazard | £50.00 | | | | £50.00 | £0.00 | £50.00 | | OS |
| Demolition Order | For one hazard | £300.00 | | | | £300.00 | £0.00 | £300.00 | | OS |
| | Per additional hazard | £50.00 | | | | £50.00 | £0.00 | £50.00 | | OS |
| Implementation Procedure Inspection | Per inspection | £65.00 | | | £35.00 | £100.00 | £0.00 | £100.00 | | OS |
| 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 costs | | | | 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 |
| Housing and Planning Act - Civil Penalties | up to £30,000 | | | | | | | | | |

Prosperous Communities Committee

Mobile Homes - HR02

| | | 2017/18 | | Proposed Increase | | 2018/19 | | VAT | 2018/19 | VAT Rate |
|--------------------------------------|--|---------|--|-------------------|------|---------|-------|-----------------|---------|----------|
| | | £ | | % Type | or £ | £ | £ | Charge Inc. VAT | £ | |
| Mobile Homes Act 2013 | | | | | | | | | | |
| Annual Fee | | £430.00 | | | | £430.00 | £0.00 | £430.00 | | OS |
| Plus Fee Per Unit On Site | | £1.65 | | | | £1.65 | £0.00 | £1.65 | | OS |
| Issue of a New Licence | | £300.00 | | | | £300.00 | £0.00 | £300.00 | | OS |
| Deposit of Site Rules | | £30.00 | | | | £30.00 | £0.00 | £30.00 | | OS |
| Transfer and Alteration of a Licence | | £100.00 | | | | £100.00 | £0.00 | £100.00 | | OS |

| | 2017/18 | | Proposed Increase | | 2018/19 | | VAT | 2018/19 | VAT |
|--|-----------|--------|-------------------|-----------|---------|--------|-------------|---------|-----|
| | £ | % Type | or £ | £ | £ | Amount | Charge Inc. | Rate | |
| All charges are set by DEFRA | | | | | | | | | |
| Application Fee | | | | | | | | | |
| - Standard Process | £1,579.00 | 4.50% | | £1,650.00 | £0.00 | | £1,650.00 | OS | |
| - Additional fee for operating without a permit | £1,137.00 | 4.50% | | £1,188.00 | £0.00 | | £1,188.00 | OS | |
| - I. Reduced fee activities | £148.00 | 4.50% | | £155.00 | £0.00 | | £155.00 | OS | |
| - Reduced fee activities: Additional Fee for operating without a permit | £68.00 | 4.50% | | £71.00 | £0.00 | | £71.00 | OS | |
| - II. PVR I and PVR II activities carried on at the same service station | £0.00 | 0.00% | £257.00 | £257.00 | £0.00 | | £257.00 | OS | |
| - III. Vehicle finishers(b) and part 2.3.4 reduced fee activity | £0.00 | 0.00% | £362.00 | £362.00 | £0.00 | | £362.00 | OS | |
| - IV. Mobile Screening and crushing plant | £1,579.00 | 4.50% | | £1,650.00 | £0.00 | | £1,650.00 | OS | |
| - For the third to seventh applications | £943.00 | 4.50% | | £985.00 | £0.00 | | £985.00 | OS | |
| - For the eighth and subsequent applications | £477.00 | 4.50% | | £498.00 | £0.00 | | £498.00 | OS | |
| - additional fee for operating without a permit - Mobile Plant | £1,137.00 | 4.50% | | £1,188.00 | £0.00 | | £1,188.00 | OS | |
| An additional charge of £279 applies to the fee payable at item III or item IV -direction issued by EA Regulation 33 | | | | | | | | | |
| Application for a transfer of a permit between plant user and operator £53, also applies to joint application is made either by different parties, to another authority or where evidence of previous non compliance | | | | | | | | | |
| Annual Subsistence Fee -Standard Process | | | | | | | | | |
| Low | £739.00 | 4.50% | | £772.00 | £0.00 | | £772.00 | OS | |
| Medium | £1,111.00 | 4.50% | | £1,161.00 | £0.00 | | £1,161.00 | OS | |
| High | £1,672.00 | 4.50% | | £1,747.00 | £0.00 | | £1,747.00 | OS | |
| 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 | £76.00 | 4.50% | | £79.00 | £0.00 | | £79.00 | OS | |
| Medium | £151.00 | 4.50% | | £158.00 | £0.00 | | £158.00 | OS | |
| High | £227.00 | 4.50% | | £237.00 | £0.00 | | £237.00 | OS | |
| - PVR I & II Combined | | | | | | | | | |
| Low | £108.00 | 4.50% | | £113.00 | £0.00 | | £113.00 | OS | |
| Medium | £216.00 | 4.50% | | £226.00 | £0.00 | | £226.00 | OS | |
| High | £326.00 | 4.50% | | £341.00 | £0.00 | | £341.00 | OS | |
| - Vehicle refinishers | | | | | | | | | |
| Low | £218.00 | 4.50% | | £228.00 | £0.00 | | £228.00 | OS | |
| Medium | £349.00 | 4.50% | | £365.00 | £0.00 | | £365.00 | OS | |
| High | £524.00 | 4.50% | | £548.00 | £0.00 | | £548.00 | OS | |
| - Mobile Screening and crushing plant 1st to 2nd Permits | | | | | | | | | |
| Low | £618.00 | | £8.00 | £626.00 | £0.00 | | £626.00 | OS | |
| Medium | £989.00 | 4.50% | | £1,034.00 | £0.00 | | £1,034.00 | OS | |
| High | £1,485.00 | | £66.00 | £1,551.00 | £0.00 | | £1,551.00 | OS | |
| - Mobile Screening and crushing plant 3rd to 7th Permits | | | | | | | | | |
| Low | £368.00 | 4.50% | | £385.00 | £0.00 | | £385.00 | OS | |
| Medium | £590.00 | 4.50% | | £617.00 | £0.00 | | £617.00 | OS | |
| High | £884.00 | 4.50% | | £924.00 | £0.00 | | £924.00 | OS | |
| - Mobile Screening and crushing plant 8th and Subsequent permits | | | | | | | | | |
| Low | £189.00 | 4.50% | | £198.00 | £0.00 | | £198.00 | OS | |
| Medium | £302.00 | | £12.00 | £314.00 | £0.00 | | £314.00 | OS | |
| High | £453.00 | 4.50% | | £473.00 | £0.00 | | £473.00 | OS | |
| Where a part B installation is subject to reporting under the E-PRTR regulation an additional charge of £104 applies. | | | | | | | | | |
| Transfer and Surrender | | | | | | | | | |
| - Transfer | £162.00 | 4.50% | | £169.00 | £0.00 | | £169.00 | OS | |
| - Partial transfer | £476.00 | 4.50% | | £497.00 | £0.00 | | £497.00 | OS | |
| - New operator at low risk reduced fee | £75.00 | 4.50% | | £78.00 | £0.00 | | £78.00 | OS | |
| - Reduced fee activities: Partial transfer | £45.00 | 4.50% | | £47.00 | £0.00 | | £47.00 | OS | |
| Variation of Permit - Substantial Change | | | | | | | | | |
| - Standard Process | £1,005.00 | 4.50% | | £1,050.00 | £0.00 | | £1,050.00 | OS | |
| - Standard process where the substantial change results in a new PPC activity | £1,579.00 | 4.50% | | £1,650.00 | £0.00 | | £1,650.00 | OS | |
| - Reduced fee activities | £98.00 | 4.50% | | £102.00 | £0.00 | | £102.00 | OS | |
| Subsistence charges can be paid in four equal instalments at an additional cost of £38 p.a. | | | | | | | | | |
| Reduced subsistence charge administrative fee of £52 | | | | | | | | | |
| Late payment charge of £52 where payment of the subsistence charge. Or instalment of the subsistence charge is not received within 8 weeks beginning with the date of issue of the invoice | | | | | | | | | |

| | 2017/18 | | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|--|---------|--------|-------------------|-----------|-----------|------------|-------------------------|----------|
| | £ | % Type | or £ | £ | | | | |
| All charges are set by DEFRA | | | | | | | | |
| Application Fee | | | | | | | | |
| - For the grant of a permit for an installation for each Part A(2) activity carried out | | | | £3,363.00 | £3,363.00 | £0.00 | £3,363.00 | OS |
| - Fee payable for a small incineration plant at an installation | | | | £3,363.00 | £3,363.00 | £0.00 | £3,363.00 | OS |
| - Application fee for mobile small waste incineration plant | | | | £3,363.00 | £3,363.00 | £0.00 | £3,363.00 | OS |
| - Fee for a late application | | | | £1,188.00 | £1,188.00 | £0.00 | £1,188.00 | OS |
| - Application fee for a variation of permit | | | | £1,368.00 | £1,368.00 | £0.00 | £1,368.00 | OS |
| If a change in operation of instalment which meets threshold specified in PartA(2) or change in the operation of a small waste incineration plant meets any of the threshold for a small waste incinerator the fee is £3,363 | | | | | | | | |
| Transfer, Surrender of a permit from operator to another person | | | | | | | | |
| - Total Transfer | | | | £235.00 | £235.00 | £0.00 | £235.00 | OS |
| - Partial transfer | | | | £698.00 | £698.00 | £0.00 | £698.00 | OS |
| - Total or partial surrender | | | | £698.00 | £698.00 | £0.00 | £698.00 | OS |
| Subsistence charges - Authorised Part A(2) activity or small waste incineration plant | | | | | | | | |
| Annual Subsistence Fee -Standard Process | Low | | | £1,343.00 | £1,343.00 | £0.00 | £1,343.00 | OS |
| | Medium | | | £1,507.00 | £1,507.00 | £0.00 | £1,507.00 | OS |
| | High | | | £2,230.00 | £2,230.00 | £0.00 | £2,230.00 | OS |
| Where the operator carries on an operation that falls within the reporting obligations of the EC Regulations, the sum of £103 will be charged to cover the authorities cost of collection | | | | | | | | |
| Timing of Payments | | | | | | | | |
| - If subsistence charges are paid in instalments there is an additional fee of | | | | £38.00 | £38.00 | £0.00 | £38.00 | OS |
| - Reduced subsistence charges administrative fee of | | | | £52.00 | £52.00 | £0.00 | £52.00 | OS |

| | 2017/18 | | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---|--|---------|-------------------|---------|---------|------------|-------------------------|----------|
| | £ | % Type | or £ | £ | | | | |
| All charges are set by DEFRA | | | | | | | | |
| Request for Information / Document Disclosure where Charging is Permitted | Minimum per request plus cost of materials | £71.54 | | £0.46 | £72.00 | £0.00 | £72.00 | OS |
| | Thereafter per hour | £42.00 | | £0.00 | £42.00 | £0.00 | £42.00 | OS |
| Health Certificates | | £51.10 | | £0.90 | £52.00 | £0.00 | £52.00 | OS |
| SFBB Pack | (including diary) | £10.00 | | £0.00 | £10.00 | £0.00 | £10.00 | OS |
| Diary Refill | | £6.00 | | £0.00 | £6.00 | £0.00 | £6.00 | OS |
| Private Water Supply Work | Maximum charges | | | | | | | |
| | Risk assessment (each assessment) | £500.00 | | £0.00 | £500.00 | £0.00 | £500.00 | OS |
| | Sampling (each visit) | £100.00 | | £0.00 | £100.00 | £0.00 | £100.00 | OS |
| | Investigation (each investigation) | £100.00 | | £0.00 | £100.00 | £0.00 | £100.00 | OS |
| | Granting an authorisation (each authorisation) | £100.00 | | £0.00 | £100.00 | £0.00 | £100.00 | OS |
| | Analysing a sample:- | | | | | | | |
| | Taken under regulation 10 (domestic supplies) | £25.00 | | £0.00 | £25.00 | £0.00 | £25.00 | OS |
| | Taken during check monitoring (commercial supplies) | £100.00 | | £0.00 | £100.00 | £0.00 | £100.00 | OS |
| | Taken during audit monitoring (commercial supplies) | £500.00 | | £0.00 | £500.00 | £0.00 | £500.00 | OS |
| Food Advisory | Charge for a visit (up to a maximum 2 hours contact) | £125.00 | | £5.00 | £130.00 | £0.00 | £130.00 | OS |
| | Charge for additional hours | £40.00 | | £2.00 | £42.00 | £0.00 | £42.00 | OS |
| Food Hygiene Rating Scheme | Re-inspections | £160.00 | | £160.00 | £160.00 | £0.00 | £160.00 | OS |
| Health Act 2006 | Smoking in a smoke free place | £50.00 | | £0.00 | £50.00 | £0.00 | £50.00 | OS |
| | Failure to display no smoking sign | £200.00 | | £0.00 | £200.00 | £0.00 | £200.00 | OS |

| | 2017/18 | | Proposed Increase | | 2018/19 | | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|--|---------|--------|-------------------|---------|---------|---------|------------|-------------------------|----------|
| | £ | % Type | or £ | £ | £ | £ | £ | £ | |
| Bingo Premises Licence | | | | | | | | | |
| Application Fee for Provisional Statement | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Licence for Provisional Statement Premises | £859.10 | | | £859.10 | £0.00 | £859.10 | | | OS |
| Application Fee New Premises | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Annual Fee | £796.06 | | | £796.06 | £0.00 | £796.06 | | | OS |
| Variation of Licence | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Transfer Fee | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Application for Reinstatement | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Adult Gaming Centre | | | | | | | | | |
| Application Fee for Provisional Statement | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Licence for Provisional Statement Premises | £859.10 | | | £859.10 | £0.00 | £859.10 | | | OS |
| Application Fee New Premises | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Annual Fee | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Variation of Licence | £867.00 | | | £867.00 | £0.00 | £867.00 | | | OS |
| Transfer Fee | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Application for Reinstatement | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Family Entertainment Centre | | | | | | | | | |
| Application Fee for Provisional Statement | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Licence for Provisional Statement Premises | £858.00 | | | £858.00 | £0.00 | £858.00 | | | OS |
| Application Fee New Premises | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Annual Fee | £750.00 | | | £750.00 | £0.00 | £750.00 | | | OS |
| Variation of Licence | £867.00 | | | £867.00 | £0.00 | £867.00 | | | OS |
| Transfer Fee | £796.06 | | | £796.06 | £0.00 | £796.06 | | | OS |
| Application for Reinstatement | £796.06 | | | £796.06 | £0.00 | £796.06 | | | OS |
| Betting Premises (Other) | | | | | | | | | |
| Application Fee for Provisional Statement | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Licence for Provisional Statement Premises | £858.00 | | | £858.00 | £0.00 | £858.00 | | | OS |
| Application Fee New Premises | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Annual Fee | £600.00 | | | £600.00 | £0.00 | £600.00 | | | OS |
| Variation of Licence | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Transfer Fee | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Application for Reinstatement | £826.10 | | | £826.10 | £0.00 | £826.10 | | | OS |
| Betting Premises (Tracks) | | | | | | | | | |
| Application Fee for Provisional Statement | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Licence for Provisional Statement Premises | £858.00 | | | £858.00 | £0.00 | £858.00 | | | OS |
| Application Fee New Premises | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Annual Fee | £750.00 | | | £750.00 | £0.00 | £750.00 | | | OS |
| Variation of Licence | £953.70 | | | £953.70 | £0.00 | £953.70 | | | OS |
| Transfer Fee | £796.06 | | | £796.06 | £0.00 | £796.06 | | | OS |
| Application for Reinstatement | £796.06 | | | £796.06 | £0.00 | £796.06 | | | OS |

| | 2017/18 | | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|--|---------|--------|-------------------|---|---------|------------|-------------------------|----------|
| | £ | % Type | or £ | £ | | | | |
| Miscellaneous | | | | | | | | |
| Change of Circumstances | £49.82 | | | | £49.82 | £0.00 | £49.82 | OS |
| Fee for Copy of a Licence Under the Gambling Act 2005 | £24.00 | | | | £24.00 | £0.00 | £24.00 | OS |
| Temporary Usage License | £377.30 | | | | £377.30 | £0.00 | £377.30 | OS |
| Unlicensed FEC's & Prize gaming Permits (10 year duration) | | | | | | | | |
| New Gaming Machine Permit (no annual fee) | £300.00 | | | | £300.00 | £0.00 | £300.00 | OS |
| Renewal | £300.00 | | | | £300.00 | £0.00 | £300.00 | OS |
| Change of name on permit | £25.00 | | | | £25.00 | £0.00 | £25.00 | OS |
| Copy of permit | £15.00 | | | | £15.00 | £0.00 | £15.00 | OS |
| New Prize Gaming Permit (no annual fee) | £300.00 | | | | £300.00 | £0.00 | £300.00 | OS |
| Renewal | £300.00 | | | | £300.00 | £0.00 | £300.00 | OS |
| Change of name on permit | £25.00 | | | | £25.00 | £0.00 | £25.00 | OS |
| Copy of permit | £15.00 | | | | £15.00 | £0.00 | £15.00 | OS |
| Club Gaming Permit & Club Machine Permit (10 year duration) | | | | | | | | |
| New Grant Club Gaming Permit | £200.00 | | | | £200.00 | £0.00 | £200.00 | OS |
| New Grant Club Gaming Permit with Club Premises Certificate | £100.00 | | | | £100.00 | £0.00 | £100.00 | OS |
| Renewal | £200.00 | | | | £200.00 | £0.00 | £200.00 | OS |
| Renewal with Club Premises Certificate | £100.00 | | | | £100.00 | £0.00 | £100.00 | OS |
| Annual Fee | £20.00 | | | | £20.00 | £0.00 | £20.00 | OS |
| Variation | £100.00 | | | | £100.00 | £0.00 | £100.00 | OS |
| Copy of permit | £15.00 | | | | £15.00 | £0.00 | £15.00 | OS |
| Lotteries | | | | | | | | |
| Society Lottery - New | £40.00 | | | | £40.00 | £0.00 | £40.00 | OS |
| Society Lottery - Renewal | £20.00 | | | | £20.00 | £0.00 | £20.00 | OS |
| Machines in Alcohol Licensed premises - 3 or more machines | | | | | | | | |
| New | £150.00 | | | | £150.00 | £0.00 | £150.00 | OS |
| Annual Fee | £50.00 | | | | £50.00 | £0.00 | £50.00 | OS |
| Transfer | £25.00 | | | | £25.00 | £0.00 | £25.00 | OS |
| Variation | £100.00 | | | | £100.00 | £0.00 | £100.00 | OS |
| Change of name on permit | £25.00 | | | | £25.00 | £0.00 | £25.00 | OS |
| Copy of gaming machine permit | £15.00 | | | | £15.00 | £0.00 | £15.00 | OS |
| Gambling Machine Permit - Up to 2 Machines | £50.00 | | One-off fee | | £50.00 | £0.00 | £50.00 | OS |

| | | 2017/18 | | Proposed Increase | | 2018/19 | | VAT | 2018/19 | VAT Rate |
|--|---|-----------------------------------|--|-------------------|------------|-------------|-------|-----------------|---------|----------|
| | | £ | | % Type | or £ | £ | £ | Charge Inc. VAT | £ | |
| Taxi Licensing (Including Horse Drawn Omnibus) | | | | | | | | | | |
| Driver's License Application (3Yr) | New/Renewal | £156.00 | | | | £156.00 | £0.00 | £156.00 | | OS |
| Knowledge Test Fee | New or Lapsed Driver Licenses | £28.00 | | | | £28.00 | £0.00 | £28.00 | | OS |
| Knowledge Test Fee | Retest | £28.00 | | | | £28.00 | £0.00 | £28.00 | | OS |
| DBS Check | On New or Renewal | £44.00 | | | | £44.00 | £0.00 | £44.00 | | OS |
| DBS Admin Fee* | On New or Renewal | £10.00 | | | | £10.00 | £2.00 | £12.00 | | S |
| | <i>*This fee is controlled by LCC and subject to change</i> | | | | | | | | | |
| Vehicle License | New | £249.00 | | | | £249.00 | £0.00 | £249.00 | | OS |
| Vehicle License | Renewal | £249.00 | | | | £249.00 | £0.00 | £249.00 | | OS |
| Replacement Plate | Plate Only | £27.00 | | | | £27.00 | £0.00 | £27.00 | | OS |
| Replacement Plate | Plate and Bracket | £36.00 | | | | £36.00 | £0.00 | £36.00 | | OS |
| Private Hire Operators Licence (5Yr) | | £210.00 | | | | £210.00 | £0.00 | £210.00 | | OS |
| Transfer of Ownership of Taxi/Private Hire Vehicle License | | £25.00 | | | | £25.00 | £0.00 | £25.00 | | OS |
| Alcohol and Entertainment Licenses | | Charges set by Licensing Act 2003 | | | | | | | | |
| New Premise Licence | | | | | | | | | | |
| Category A | | £100.00 | | | | £100.00 | £0.00 | £100.00 | | OS |
| Category B | | £190.00 | | | | £190.00 | £0.00 | £190.00 | | OS |
| Category C | | £315.00 | | | | £315.00 | £0.00 | £315.00 | | OS |
| Category D | | £450.00 | | | | £450.00 | £0.00 | £450.00 | | OS |
| Category E | | £635.00 | | | | £635.00 | £0.00 | £635.00 | | OS |
| Large scale application >4999 (minimum fee applies) | | £1,000.00 | | | | £1,000.00 | £0.00 | £1,000.00 | | OS |
| Variation of Premises Licence | | £100 - £635 | | | | £100 - £635 | £0.00 | £100 - £635 | | OS |
| Change of DPS or Disapplication of DPS | | £23.00 | | | | £23.00 | £0.00 | £23.00 | | OS |
| Annual fee demand | | | | | | | | | | |
| Category A | | £70.00 | | | | £70.00 | £0.00 | £70.00 | | OS |
| Category B | | £180.00 | | | | £180.00 | £0.00 | £180.00 | | OS |
| Category C | | £295.00 | | | | £295.00 | £0.00 | £295.00 | | OS |
| Category D | | £320.00 | | | | £320.00 | £0.00 | £320.00 | | OS |
| Category E | | £350.00 | | | | £350.00 | £0.00 | £350.00 | | OS |
| Large scale annual fee >4999 (minimum fee applies) | | £500.00 | | | | £500.00 | £0.00 | £500.00 | | OS |
| Minor Variation | | £89.00 | | | | £89.00 | £0.00 | £89.00 | | OS |
| Provisional Statement | | £195.00 | | | | £195.00 | £0.00 | £195.00 | | OS |
| Register of Interest | | £21.00 | | | | £21.00 | £0.00 | £21.00 | | OS |
| Copy of Licence | | £10.50 | | | | £10.50 | £0.00 | £10.50 | | OS |
| Club Premises Certificate - New | | £100 - £635 | | | | £100 - £635 | £0.00 | £100 - £635 | | OS |
| Club Premises Certificate - Variation | | £100 - £635 | | | | £100 - £635 | £0.00 | £100 - £635 | | OS |
| Club Premises Certificate - Minor Variation | | £89.00 | | | | £89.00 | £0.00 | £89.00 | | OS |
| Personal Licence - New | | £37.00 | | | | £37.00 | £0.00 | £37.00 | | OS |
| Personal Licence - Change of name /address | | £10.50 | | | | £10.50 | £0.00 | £10.50 | | OS |
| Personal Licence - Copy of Licence (card part, paper part or both) | | £10.50 | | | | £10.50 | £0.00 | £10.50 | | OS |
| Transfer of Premises Licence | | £23.00 | | | | £23.00 | £0.00 | £23.00 | | OS |
| Temporary Event Notice | | £21.00 | | | | £21.00 | £0.00 | £21.00 | | OS |
| Sex Shop Licences and Sexual Entertainment Venues | Initial application | £1,950.00 | | | -£125.00 | £1,825.00 | £0.00 | £1,825.00 | | OS |
| | compliance check | £0.00 | | | £125.00 | £125.00 | £0.00 | £125.00 | | OS |
| | Renewal | £1,528.52 | | | -£1,230.52 | £298.00 | £0.00 | £298.00 | | OS |
| | compliance check | £0.00 | | | £125.00 | £125.00 | £0.00 | £125.00 | | OS |
| | Transfer fee | £395.00 | | | | £395.00 | £0.00 | £395.00 | | OS |

Prosperous Communities Committee

Licensing

| | | 2017/18 | | Proposed Increase | | 2018/19 | | VAT | 2018/19 | VAT Rate |
|--|--|---------|--|-------------------|------|---------|-------|---------|-----------------|----------|
| | | £ | | % Type | or £ | £ | £ | Amount | Charge Inc. VAT | |
| Pet Shops | New | £175.00 | | 3.50% | | £182.00 | £0.00 | £182.00 | | OS |
| | Renewal | £175.00 | | 3.50% | | £182.00 | £0.00 | £182.00 | | OS |
| Animal Boarding Establishments (Excludes vet fees payable direct to vet) | Cats or Dogs - New - Admin Fee Only | £79.00 | | 3.50% | | £82.00 | £0.00 | £82.00 | | OS |
| | Cats or Dogs - Renewal | £220.00 | | 3.50% | | £228.00 | £0.00 | £228.00 | | OS |
| | Dual Usage - New - Admin Fee Only | £79.00 | | 3.50% | | £82.00 | £0.00 | £82.00 | | OS |
| | Dual Usage - Renewal | £259.00 | | 3.50% | | £269.00 | £0.00 | £269.00 | | OS |
| | Home Boarding - New | £145.00 | | 3.50% | | £151.00 | £0.00 | £151.00 | | OS |
| | Home Boarding - Renewal | £145.00 | | 3.50% | | £151.00 | £0.00 | £151.00 | | OS |
| Horse Riding Establishment (Excluding vet fees) | Admin Cost - New or Renewal | £79.00 | | 3.50% | | £82.00 | £0.00 | £82.00 | | OS |
| Dog Breeding | New | £79.00 | | 3.50% | | £82.00 | £0.00 | £82.00 | | OS |
| | Renewal | £220.00 | | 3.50% | | £228.00 | £0.00 | £228.00 | | OS |
| Dangerous Wild Animals (Excluding vet fees) | Vets fees plus admin costs of | £140.00 | | 3.50% | | £145.00 | £0.00 | £145.00 | | OS |
| Zoos (Excluding vet fees) - payable at 4 yr initial application | Vets fees plus admin costs of | £350.00 | | 3.50% | | £363.00 | £0.00 | £363.00 | | OS |
| Zoos (Excluding vet fees) - payable at 6 yr intervals | Vets fees plus admin costs of | £499.00 | | 3.50% | | £517.00 | £0.00 | £517.00 | | OS |
| Zoos Annual Inspection | Officer hourly rate | £58.00 | | 3.50% | | £61.00 | £0.00 | £61.00 | | OS |
| Scrap Metal | | | | | | | | | | |
| New/Renewal Collectors fee - 3 yr | Admin/processing of application | £94.00 | | 3.50% | | £98.00 | £0.00 | £98.00 | | OS |
| | Document inspection - year 1 | £35.00 | | 3.50% | | £37.00 | £0.00 | £37.00 | | OS |
| | Document inspection - year 2 | £35.00 | | 3.50% | | £37.00 | £0.00 | £37.00 | | OS |
| | Document inspection - year 3 | £35.00 | | 3.50% | | £37.00 | £0.00 | £37.00 | | OS |
| Change of details, name / address | | £100.00 | | 3.50% | | £104.00 | £0.00 | £104.00 | | OS |
| New/Renewal Site fee - 3 yr | Admin/processing of application + initial inspection | £370.00 | | 3.50% | | £383.00 | £0.00 | £383.00 | | OS |
| | Follow up inspection - year 1 | £232.00 | | 3.50% | | £241.00 | £0.00 | £241.00 | | OS |
| | 2 x Annual inspection - year 2 | £464.00 | | 3.50% | | £481.00 | £0.00 | £481.00 | | OS |
| | Annual inspection - year 3 | £232.00 | | 3.50% | | £241.00 | £0.00 | £241.00 | | OS |
| Change of site manager | | £70.00 | | 3.50% | | £73.00 | £0.00 | £73.00 | | OS |
| Skin Piercing | Premises registration | £174.00 | | | | £174.00 | £0.00 | £174.00 | | OS |
| | Personal registration | £45.00 | | | | £45.00 | £0.00 | £45.00 | | OS |
| Street Trading Consents | | £170.00 | | | | £170.00 | £0.00 | £170.00 | | OS |
| Cost of Any License Not Covered by the Licensing Act 2003 or Gambling Act 2005 | | £24.00 | | 3.50% | | £25.00 | £0.00 | £25.00 | | OS |

Prosperous Communities Committee

Operational Services

| | | 2017/18 | | Proposed Increase | | 2018/19 | | VAT | 2018/19 | VAT Rate |
|--|--|---------|--|-------------------|-------|---------|-------|--------|-----------------|----------|
| | | £ | | % Type | or £ | £ | £ | Amount | Charge Inc. VAT | |
| Garden Waste and Additional Blue Sacks | Per 5 sacks or stickers | £8.18 | | | £0.07 | £8.25 | £0.00 | £8.25 | | OS |
| | Postage & packaging of 5 sacks | £2.04 | | | £0.01 | £2.05 | £0.00 | £2.05 | | OS |
| | Per 20 Stickers | £0.00 | | | £0.60 | £0.60 | £0.00 | £0.60 | | OS |
| Garden Waste Wheeled Bin (Annual charge) | Collection of 2nd and subsequent bins | £30.00 | | | | £30.00 | £0.00 | £30.00 | | OS |
| Wheeled Bin Replacement (supply & delivery) | Residual, garden waste (each bin) | £33.00 | | | | £33.00 | £0.00 | £33.00 | | OS |
| | Blue recycling | £33.00 | | | | £33.00 | £0.00 | £33.00 | | OS |
| Wheeled Bins for New Properties (supply & delivery) | Residual, garden waste (each bin) | £33.00 | | | | £33.00 | £0.00 | £33.00 | | OS |
| | Blue recycling | £33.00 | | | | £33.00 | £0.00 | £33.00 | | OS |
| Bulky Household Waste Collections | Collection articles worth up to 6 points | £30.00 | | | | £30.00 | £0.00 | £30.00 | | OS |
| | Additional articles worth 1 point collected at the same time | £4.00 | | | | £4.00 | £0.00 | £4.00 | | OS |
| Collection and Disposal of Fridges and Freezers from Commercial Premises | | £86.00 | | | | £86.00 | £0.00 | £86.00 | | OS |
| Collection of Clinical Waste | | £0.00 | | | | £0.00 | £0.00 | £0.00 | | OS |

| | | 2017/18 | | Proposed Increase | | 2018/19 | | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|--|--|---------|--------|-------------------|--------|---------|--------|------------|-------------------------|----------|
| | | £ | % Type | or £ | £ | £ | £ | £ | | |
| Access to data | Access to information not held on public registers (includes £5 admin fee) | £19.50 | 3.50% | | £20.20 | £0.00 | £20.20 | | | OS |
| | Cancellation Fee | £5.20 | 3.50% | | £5.40 | £0.00 | £5.40 | | | OS |
| LLC1: | Any one part of the register | £6.30 | 3.50% | | £6.60 | £0.00 | £6.60 | | | OS |
| | Whole of the register | £19.50 | 3.50% | | £20.20 | £0.00 | £20.20 | | | OS |
| | Per additional parcel (maximum of £16) | £1.10 | 3.50% | | £1.20 | £0.00 | £1.20 | | | OS |
| CON 29R | One parcel | £62.40 | 3.50% | | £64.67 | £12.93 | £77.60 | | | S |
| | Each additional parcel | £13.80 | 3.50% | | £14.33 | £2.87 | £17.20 | | | S |
| | Lincolnshire County Council Fee * | £21.00 | | | £21.00 | £4.20 | £25.20 | | | S |
| CON 290 | | | | | | | | | | |
| submitted with CON29R or LLC1 | Each printed enquiry | £15.40 | 3.50% | | £16.00 | £3.20 | £19.20 | | | S |
| submitted on its own | Each printed enquiry | £15.40 | 3.50% | | £16.00 | £3.20 | £19.20 | | | S |
| Administration Fee | | £11.00 | 3.50% | | £11.42 | £2.28 | £13.70 | | | S |
| Additional Enquiries | Per additional enquiry | £26.60 | 3.50% | | £27.67 | £5.53 | £33.20 | | | S |
| Filing a definitive certificate of the Lands Tribunal | | £2.60 | 3.50% | | £2.70 | £0.00 | £2.70 | | | OS |
| 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 | | | | | | | | | OS |

* Please note: LCC have not as yet advised if this fee is to change. Any change in cost will be passed on to the purchaser

| 2017/18 | Proposed Increase | | 2018/19 | VAT Amount | 2018/19 Charge Inc. VAT | VAT Rate |
|---------|-------------------|-------------|---------|------------|-------------------------|----------|
| | £ | % Type or £ | | | | |

Exclusive Rights of Burial in Earthen Graves

| | | | | | | | | |
|--|--|--|---------|---------|---------|-------|---------|----|
| Single Grave not exceeding 9' x 4' | | | £413.00 | £162.00 | £575.00 | £0.00 | £575.00 | OS |
| Grave not exceeding 9' x 4' for double/triple interments | | | £578.00 | £227.00 | £805.00 | £0.00 | £805.00 | OS |
| Cremated remains only grave not exceeding 4' 6" x 4' | | | £248.00 | £97.00 | £345.00 | £0.00 | £345.00 | OS |
| Exclusive Right of Burial single (50 years) | | | £287.50 | | £287.50 | £0.00 | £287.50 | OS |
| Exclusive Right of Burial double (50 years) | | | £402.50 | | £402.50 | £0.00 | £402.50 | OS |
| Exclusive Right of Burial triple (50 years) | | | £450.00 | | £450.00 | £0.00 | £450.00 | OS |
| Exclusive Right of Burial double (99 years) | | | £805.00 | | £805.00 | £0.00 | £805.00 | OS |
| Exclusive Right of Burial triple (99 years) | | | £900.00 | | £900.00 | £0.00 | £900.00 | OS |
| Exhumation | | | | | | | | |
| Body | | | £500.00 | | £500.00 | £0.00 | £500.00 | OS |
| Cremated remains | | | £250.00 | | £250.00 | £0.00 | £250.00 | OS |

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

| | | | | | | | | | |
|-------------|----------|---|---|---------|--|---------|-------|---------|----|
| Page 131 | Creation | The right to erect or place on a grave or vault | A headstone not exceeding 3 feet in height | £99.00 | | £99.00 | £0.00 | £99.00 | OS |
| | | | A vase or tablet not exceeding 12 inches in height by 12 inches in width at the head of the grave | £66.00 | | £66.00 | £0.00 | £66.00 | OS |
| | | | For each inscription after the first | £41.00 | | £41.00 | £0.00 | £41.00 | OS |
| | | | Headstone over 3ft but under 4ft | £250.00 | | £250.00 | £0.00 | £250.00 | OS |
| | | | Flat stone (not exceeding 12" x 18") | £102.00 | | £102.00 | £0.00 | £102.00 | OS |
| | | | vase (up to 12" in height) (fixed) | £92.00 | | £92.00 | £0.00 | £92.00 | OS |
| | | | Plaque (not exceeding 12" x 6") (fixed) | £92.00 | | £92.00 | £0.00 | £92.00 | OS |
| | | | Memorial figurine (over 12" but under 24" fixed) | £110.00 | | £110.00 | £0.00 | £110.00 | OS |
| | | | Headstone up to 18 inches | £115.00 | | £115.00 | £0.00 | £115.00 | OS |
| | | | Headstone 18 inches to 3ft | £138.00 | | £138.00 | £0.00 | £138.00 | OS |
| | | | Flat stone (not exceeding 12" x 12") | £92.00 | | £92.00 | £0.00 | £92.00 | OS |
| | | | small vase (up to 6" in height) (fixed) | £50.00 | | £50.00 | £0.00 | £50.00 | OS |
| | | | Plaque (not exceeding 8" x 4") (fixed) | £50.00 | | £50.00 | £0.00 | £50.00 | OS |
| | | | Memorial figurine (not exceeding 12" fixed) | £92.00 | | £92.00 | £0.00 | £92.00 | OS |

Registration Fees

| | | | | | | | | |
|---|--|--|--------|--|--------|-------|--------|----|
| Per certified copy of a certificate of grant of exclusive right of burial | | | £66.00 | | £66.00 | £0.00 | £66.00 | OS |
| Per certified copy of entry in Register of Burials | | | £66.00 | | £66.00 | £0.00 | £66.00 | OS |

Copies of Certificates

| | | | | | | | | |
|-------------------------------------|--|--|--------|--|--------|-------|--------|----|
| Permission to plant memorial tree | | | £75.00 | | £75.00 | £0.00 | £75.00 | OS |
| Permission to install memorial seat | | | £75.00 | | £75.00 | £0.00 | £75.00 | OS |

Burial grounds at Market Rasen & Springthorpe

Document is Restricted

CAPITAL INVESTMENT STRATEGY 2018/19 – 2022/23

1. Introduction

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 overarching corporate priorities and objectives over a medium term (five year) planning horizon.

The Capital Investment Strategy provides 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.

The strategy 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 and within the limitations of the Prudential Indicators
- 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 Physical Asset 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 Strategy ensures that;

- corporate policies and responsibilities are defined which relate to property asset management.
- There is a link between property asset management strategies and capital investment plans to the Council's other strategic plans
- assessment of the Council's accommodation needs based on its statutory functions, strategic aims, service delivery priorities and other objectives
- assessment of the extent, type, condition, accessibility and performance of the existing stock to ensure that it is sufficient, suitable and "fit for purpose"
- strategies are developed for improving asset management and determine priorities for future investment in terms of maintenance and capital replacements
- an assessment of capital receipt opportunities is undertaken
- significant factors are identified which will influence or direct the asset management strategy, with particular emphasis on matters related to the Council policies, service requirements, changes in working practices and the requirements of Government policy, legislation and regulations.

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 2018/19 will support the Corporate Plan's 6 key themes;**Key Themes**

- Open for Business
- People First
- Asset Management
- Central Lincolnshire Local Plan
- Partnerships/Devolution
- Excellent, Value for Money Services

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 in this regard are;

The Corporate Plan

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 - informs the affordability and sustainability of prudent capital investment decisions.

The Commercial Portfolio Strategy – informs how acquisitions will be considered on a risk based approach
The Value for Money Strategy
The Housing Strategy
The Land and Property Investment Strategy
The Asset Management Strategy
These documents are available on our website www.west-lindsey.gov.uk

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 the Executive Business Plan and Service Business Plans in addition to generating returns to support delivery of core services.

This will include:

- Review existing Capital Programme
- Annual review of existing Projects
- Asset Management Plan – detailed costs of required investment in property portfolio and assets to be disposed.
- 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 consist 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 the Medium Term Financial Plan.

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 Service Leadership Team will receive monthly monitoring reports

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

6. Capital Financing Strategy

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)
- 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 service provision and improvement within the framework of the MTFP.

To deliver our strategic objectives, especially in relation to economic and housing growth, regeneration. In addition investment in commercial property 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 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, this will continue over the MTFP.

Our estimate of New Homes Bonus will be set aside for the purpose of investment in Growth (economic and housing) and 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
- 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. The MTFP assumes a £20m investment will generate a £600k net contribution to revenue (after the costs of borrowing have been met.)

Appropriate experts will be engaged as required.

All assets will be assessed against 7 criteria and the 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 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.

A Valuation Volatility Earmarked Reserve has been created to mitigate any loss of capital investment upon the sale of an asset, to meet the cost of 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 budget has been included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio.

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 F

Capital Investment Programme 2018/19 - 2022/23

| Corporate Priority / Scheme | Estimate 2018/19 | Estimate 2019/20 | Estimate 2020/21 | Estimate 2021/22 | Estimate 2022/23 | TOTAL CAPITAL INVESTMENT |
|---|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|---------------------------------|
| | £ | £ | £ | £ | £ | £ |
| Open for Business | | | | | | |
| Gainsborough Growth Fund | 139,000 | - | - | - | - | 139,000 |
| Food Enterprise Zone infrastructure | 1,900,000 | - | - | - | - | 1,900,000 |
| Commercial Loan - FEZ | - | 1,500,000 | - | - | - | 1,500,000 |
| People First | | | | | | |
| Customer First Programme | 180,000 | 50,000 | - | - | - | 230,000 |
| Disabled Facilities Grant | 555,200 | 554,000 | 574,770 | 605,000 | 605,000 | 2,893,970 |
| Asset Management | | | | | | |
| Capital Enhancements to Council Owned Assets | 36,000 | 75,000 | 75,000 | 75,000 | 75,000 | 336,000 |
| Carbon Efficiency Programme | 225,000 | | | | | 225,000 |
| Caistor Southdale | 100,000 | | | | | 100,000 |
| Commercial Investment - Crematorium | 2,900,000 | 2,950,000 | - | - | - | 5,850,000 |
| Public Sector Hub - Property | 500,000 | - | - | - | - | 500,000 |
| Leisure Facilities | 1,397,500 | 5,800,000 | - | - | - | 7,197,500 |
| Commercial Investment - Property Portfolio | 10,000,000 | 4,000,000 | - | - | - | 14,000,000 |
| Car Park Strategy Investment | 700,000 | - | - | - | - | 700,000 |
| Saxilby Industrial Units | - | 670,000 | - | - | - | 670,000 |
| Depots Review | - | 4,500,000 | - | - | - | 4,500,000 |
| Central Lincolnshire Local Plan | | | | | | |
| Gainsborough Heritage Regeneration - THI | - | 346,245 | 346,245 | 346,245 | 346,245 | 1,384,980 |
| Gainsborough Heritage Development - THI | 65,310 | - | - | - | - | 65,310 |
| Marina Green Corridor | 387,560 | 427,310 | 44,550 | 9,600 | - | 869,020 |
| Marina | 615,000 | - | - | - | - | 615,000 |
| Shop Fronts | 45,000 | - | - | - | - | 45,000 |
| Gainsborough Regeneration - Dev Partnership | 2,450,000 | 2,450,000 | - | - | - | 4,900,000 |
| Hemswell Masterplan - Public Realm Improvements | 150,000 | - | - | - | - | 150,000 |
| Market Rasen - 3 year Vision | 50,000 | 150,000 | - | - | - | 200,000 |
| Viability Funding - The Sun Inn - Capital Grant | 700,000 | - | - | - | - | 700,000 |
| Private Sector Renewal | 500,000 | 500,000 | 439,900 | - | - | 1,439,900 |
| Unlocking Housing - Albion Works | 580,000 | | | | | 580,000 |
| Unlocking Housing - Living over the Shop | 150,000 | - | - | - | - | 150,000 |
| Excellent, VFM Services | | | | | | |
| Vehicle Replacement Programme | 628,000 | 382,500 | 60,000 | 95,000 | 902,500 | 2,068,000 |
| Desktop Refresh | 29,000 | - | - | - | 200,000 | 229,000 |
| Replacement of Noise Equipment | - | 10,000 | - | - | - | 10,000 |
| Telephony (incl. Contact Centre) | 150,000 | - | - | - | - | 150,000 |
| IT Infrastructure Refresh | 120,000 | - | - | - | - | 120,000 |
| Website Replacement | - | - | - | - | 75,000 | 75,000 |
| Financial Management System | 150,000 | | | | | 150,000 |
| Renewal/Replacement of current Revs & Bens system | - | 150,000 | - | - | - | 150,000 |
| Performance Management System | 10,000 | - | - | - | - | 10,000 |
| Project Management Software | - | 10,000 | - | - | - | 10,000 |
| Upgrade to Council Chamber Technology | 10,000 | - | - | - | - | 10,000 |
| Storage Refresh | - | - | 80,000 | - | - | 80,000 |
| Software Licenses on infrastructure | 34,000 | - | - | - | - | 34,000 |
| Total Capital Programme Gross Expenditure | 25,456,570 | 24,525,055 | 1,620,465 | 1,130,845 | 2,203,745 | 54,936,680 |
| CAPITAL FINANCING | | | | | | |
| Grants & Contributions etc | - 3,591,750 | - 810,390 | - 945,290 | - 957,005 | - 951,245 | - 7,255,680 |
| Revenue Financing | - 6,024,320 | - 4,102,905 | - 235,275 | - 173,840 | - 1,252,500 | - 11,788,840 |
| Useable Capital Receipts | - 700,000 | - 325,000 | - 439,900 | - | - | - 1,464,900 |
| Prudential Borrowing | - 15,140,500 | - 19,286,760 | - | - | - | - 34,427,260 |
| Total Capital Programme Funding | -25,456,570 | -24,525,055 | -1,620,465 | -1,130,845 | -2,203,745 | -54,936,680 |

APPENDIX F

| Analysis of Capital Financing | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Source | Estimate 2018/19 | Estimate 2019/20 | Estimate 2020/21 | Estimate 2021/22 | Estimate 2022/23 | TOTAL |
| | £ | £ | £ | £ | £ | £ |
| Use of Capital Receipts | - 700,000 | - 325,000 | - 439,900 | - | - | - 1,464,900 |
| Use of Capital grants | | | | | | |
| Disabled Facilities Grant | - 555,200 | - 554,000 | - 574,770 | - 605,000 | - 605,000 | - 2,893,970 |
| HLF | - 49,010 | - | - 343,790 | - 346,245 | - 346,245 | - 1,085,290 |
| ERDF | - 232,540 | - 256,390 | - 26,730 | - 5,760 | - | - 521,420 |
| GLLEP | - 2,630,000 | - | - | - | - | - 2,630,000 |
| LCC | - 125,000 | - | - | - | - | - 125,000 |
| | - 3,591,750 | - 810,390 | - 945,290 | - 957,005 | - 951,245 | - 7,255,680 |
| Use of Earmarked Reserves | | | | | | |
| IT Upgrades/Refresh | - 183,000 | - 150,000 | - 80,000 | - | - 200,000 | - 613,000 |
| Maintenance of Facilities | - 36,000 | - 75,000 | - 75,000 | - 75,000 | - 75,000 | - 336,000 |
| Waste Management Fund | - 628,000 | - 382,500 | - 60,000 | - 95,000 | - 902,500 | - 2,068,000 |
| Property Asset Fund | - 600,000 | - | - | - | - | - 600,000 |
| Investment for Growth Fund | - 3,995,320 | - 3,425,405 | - 20,275 | - 3,840 | - | - 7,444,840 |
| Business Improvement & Transformation | - 500,000 | - 70,000 | - | - | - 75,000 | - 645,000 |
| Carbon | - 82,000 | - | - | - | - | - 82,000 |
| Total Use of Earmarked Reserves | - 6,024,320 | - 4,102,905 | - 235,275 | - 173,840 | - 1,252,500 | - 11,788,840 |
| General Fund | - | - | - | - | - | - |
| Prudential Borrowing | - 15,140,500 | - 19,286,760 | - | - | - | - 34,427,260 |
| Capital Financing Total | - 25,456,570 | - 24,525,055 | - 1,620,465 | - 1,130,845 | - 2,203,745 | - 54,936,680 |

TREASURY MANGEMENT STRATEGY, INCLUDING INVESTMENT STRATEGY, BORROWING STRATEGY AND MRP POLICY STATEMENT

1. Executive Summary

1.1 The Council is required to approve a Treasury Management Strategy Statement for 2018/19 before 1 April 2018. In accordance with the constitution the Governance and Audit Committee have scrutinised the Council's Treasury Management Strategy and Policies at their meeting in January and have recommended for approval of Council.

1.2 The main elements of the Treasury Management Strategy are;

1.2.1 The Borrowing Strategy (para 3.4)

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 in advance of need to fund Non Treasury Investment (Commercial Properties) to support delivery of core services, through the generation of additional income, 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

1.2.2 The Investment Strategy (para 4.4)

The main objective of the strategy is the security, liquidity and finally yield of the investment, in the context of the Councils risk appetite and through the mitigation of risks and in the context of risk appetite.

1.2.3 The Minimum Revenue Provision Policy (MRP) (Appendix A)

The Council will repay an element of borrowing, on a prudent basis, annually in accordance with the MRP Policy as detailed below;

- Asset Life Method – debt repaid over the life of the asset

- Asset Life – Annuity Method – for regeneration schemes or admin projects where revenue benefits are only realised in future years or increase in future years, and will be based on an appropriate rate comparable with PWLB Rates
- Loan Principal repayment will be proxy for MRP for loans funded from borrowing
- Borrowing for Non-Treasury Activity – MRP will be considered on a case by case basis as the intention is that the asset will be sold within the short/medium term and the capital receipt utilised to repay borrowing, therefore MRP relating to these assets will be £0.

Note: To mitigate the risk of loss of the capital receipt not meeting outstanding debt, a Valuation Volatility Reserve has been created to fund any shortfall.

- 1.3 CIPFA has recently revised its “Prudential Code” and Treasury Management Code of Practice, in addition the Ministry of Housing, Communities and Local Government (MHCLG) has issued guidance under S15(1)(a) of the Local Government Act 2003 to which local authorities are required to “have regard” to such guidance.
- 1.4 These documents are particularly focused on ‘non-treasury’ investments, especially the purchase of investment property and commercial activities that aim to generate income, but which may require external borrowing (or the use of cash balances (internal borrowing) to finance such activities.
- 1.5 To provide transparency the Treasury Management Strategy now includes at 4.7 the Non-Treasury Investment Strategy in the context of the Commercial Portfolio Strategy previously approved by Corporate Policy and Resources Committee.
- 1.6 The Treasury Management Strategy including the Borrowing Strategy, Investment Strategy and Minimum Revenue Provision Policy are detailed below;

TREASURY MANGEMENT STRATEGY
Minimum Revenue Provision Policy and Annual Investment Strategy

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1 INTRODUCTION

1.1 Background

The Council is required to operate a balanced budget, in that cash raised during the year will meet its cash expenditure. The treasury management function is to ensure that cash flow is adequately planned, ensuring cash is available when needed to meet our liabilities. Any surplus monies are invested in approved high level counterparties, financial instruments or externally managed funds commensurate with the Council's risk appetite. Ensuring security of investment and providing adequate liquidity before considering investment returns.

The second element of the treasury management function is to ensure the ability to fund the Council's capital investment decisions. A 5 year Capital Programme is therefore developed to provide a guide to the Council's borrowing need after taking account of the availability of other sources of funding, i.e. external grant, earmarked reserves, capital receipts, revenue and capital resources. The management of this longer term cash flow involves arranging short and long term borrowing (external borrowing) or may utilise longer term cash flow surpluses in lieu of external borrowing (internal borrowing).

The Council's Corporate Plan identifies the Corporate Objectives of the Council and which then informs capital investment requirements. The 2018/19 to 2022/23 Capital Programme therefore includes significant capital investment which will require resourcing, from revenue, earmarked reserves, capital receipts, grant income, and borrowing.

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

“the management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of 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

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 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 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 2018/19

The strategy for 2018/19 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the Minimum Revenue Provision (MRP) policy. (included at Appendix A)

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, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG 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 16 January 2018. 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.

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.

2 THE CAPITAL PRUDENTIAL INDICATORS 2018/19 – 2020/21

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.

2.1 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 | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|
| People | 1.808 | 1.176 | 4.913 | 9.096 | 1.074 |
| Places | 0.552 | 4.188 | 10.190 | 11.419 | 0.466 |
| Policy and Resources | 0.131 | 1.366 | 0.353 | 0.010 | 0.080 |
| Commercial Investment Properties | 0.093 | 6.000 | 10.000 | 4.000 | 0.000 |
| Total | 2.584 | 12.730 | 25.456 | 24.525 | 1.620 |

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 funding borrowing need.

| Financing of capital expenditure £m | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|--|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Capital receipts | 0.405 | 0.905 | 0.700 | 0.325 | 0.440 |
| External Grants | 0.660 | 1.729 | 3.592 | 0.810 | 0.945 |
| S106 | 0.000 | 0.158 | 0.000 | 0.000 | 0.000 |
| Earmarked Reserves | 1.459 | 2.161 | 6.024 | 4.103 | 0.235 |
| Revenue Resources | 0.025 | 0.002 | 0.000 | 0.000 | 0.000 |
| Borrowing need for the year | 0.035 | 7.775 | 15.140 | 19.287 | 0.000 |
| Total Capital Financing | 2.584 | 12.730 | 25.456 | 24.525 | 1.620 |

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 | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|-------------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| General Fund Balance | 4.838 | 2.707 | 2.352 | 2.322 | 2.322 |
| Earmarked Reserves | 13.334 | 12.443 | 10.326 | 7.398 | 7.954 |
| Total Revenue Reserves | 18.172 | 15.150 | 12.678 | 9.720 | 10.276 |
| Capital receipts | 2.895 | 2.434 | 1.977 | 1.980 | 1.868 |
| Capital Grants Unapplied | 0.153 | 0.006 | 0.006 | 0.006 | 0.006 |
| Total Capital Reserves | 3.048 | 2.440 | 1.983 | 1.986 | 1.874 |
| Total Useable Reserves | 21.220 | 17.590 | 14.661 | 11.706 | 12.150 |

2.2 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 so its underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, 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 assets 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 currently has £0.027m of such schemes within the CFR.

The Council is asked to approve the CFR projections below:

| £m | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Financing Requirement | | | | | |
| Accounting Adj | 1.065 | 1.065 | 1.065 | 1.065 | 1.065 |
| Finance Leases | 0.122 | 0.027 | 0.000 | 0.000 | 0.000 |
| Prudential Borrowing | 0.032 | 7.681 | 22.756 | 42.025 | 41.696 |
| Total CFR | 1.219 | 8.773 | 23.821 | 43.090 | 42.761 |
| Of which: Commercial Portfolio | 0 | 6.000 | 16.000 | 20.000 | 20.000 |

| Movement in CFR represented by | | | | | |
|---|---------------|--------------|---------------|---------------|---------------|
| Net financing need for the year (above) | 0.035 | 7.775 | 15.141 | 19.287 | 0.000 |
| Less MRP and other financing movements | 0.223 | 0.221 | 0.093 | 0.018 | 0.329 |
| Movement in CFR | -0.188 | 7.554 | 15.048 | 19.269 | -0.329 |

Note: the MRP includes finance lease annual principal payments

1. 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.

1.1 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 | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|--|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| CFR | 1.219 | 8.773 | 23.821 | 43.090 | 42.760 |
| Less Leases | 0.122 | 0.027 | 0.000 | 0.000 | 0.000 |
| Borrowing CFR | 1.097 | 8.746 | 23.821 | 43.090 | 42.760 |
| Less PWLB Borrowing | 0.000 | 7.000 | 21.297 | 38.547 | 38.548 |
| Over(-)/Under Borrowing | 1.097 | 1.746 | 2.524 | 4.543 | 4.212 |
| General Fund Balance | -4.838 | -2.707 | -2.352 | -2.322 | -2.322 |
| Earmarked Reserves | -13.334 | -12.443 | -10.326 | -7.398 | -7.954 |
| Capital receipts | -2.895 | -2.434 | -1.977 | -1.980 | -1.868 |
| Capital Grants Unapplied | -0.153 | -0.006 | -0.006 | -0.006 | -0.006 |
| Provisions | -1.000 | -1.000 | -1.000 | -1.000 | -1.000 |
| Working capital* | 1.301 | -0.265 | -0.265 | -0.265 | -0.265 |
| Expected investments (-) /Borrowing | -19.822 | -17.109 | -13.402 | -8.428 | -9.203 |

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

1.2 Current portfolio position

The Council's treasury portfolio position at 31 March 2017, with forward projections 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 | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|
| External Debt | | | | | |
| Debt at 1 April | 0.000 | 0.000 | 7.000 | 21.298 | 38.548 |
| Expected change in Debt | 0.000 | 7.000 | 14.298 | 17.250 | 0.000 |
| Other long-term liabilities (OLTL) | 0.342 | 0.122 | 0.027 | 0.000 | 0.000 |
| Expected change in OLTL | -0.220 | -0.095 | -0.027 | 0.000 | 0.000 |
| Gross external debt at 31 March | 0.122 | 7.027 | 21.298 | 38.548 | 38.548 |
| Internal Borrowing (at 31 March) | 0.032 | 0.682 | 1.525 | 3.562 | 3.562 |
| The Capital Financing Requirement | 1.219 | 8.773 | 23.821 | 43.090 | 42.761 |
| Internal Borrowing % | 2.63 | 7.77 | 6.40 | 8.27 | 8.33 |

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 2018/19 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 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 | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| External Debt | 7.775 | 22.916 | 44.202 | 44.202 |
| Other long term liabilities | 0.027 | 0.000 | 0.000 | 0.000 |
| Operational Boundary | 7.802 | 22.916 | 44.202 | 44.202 |

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.

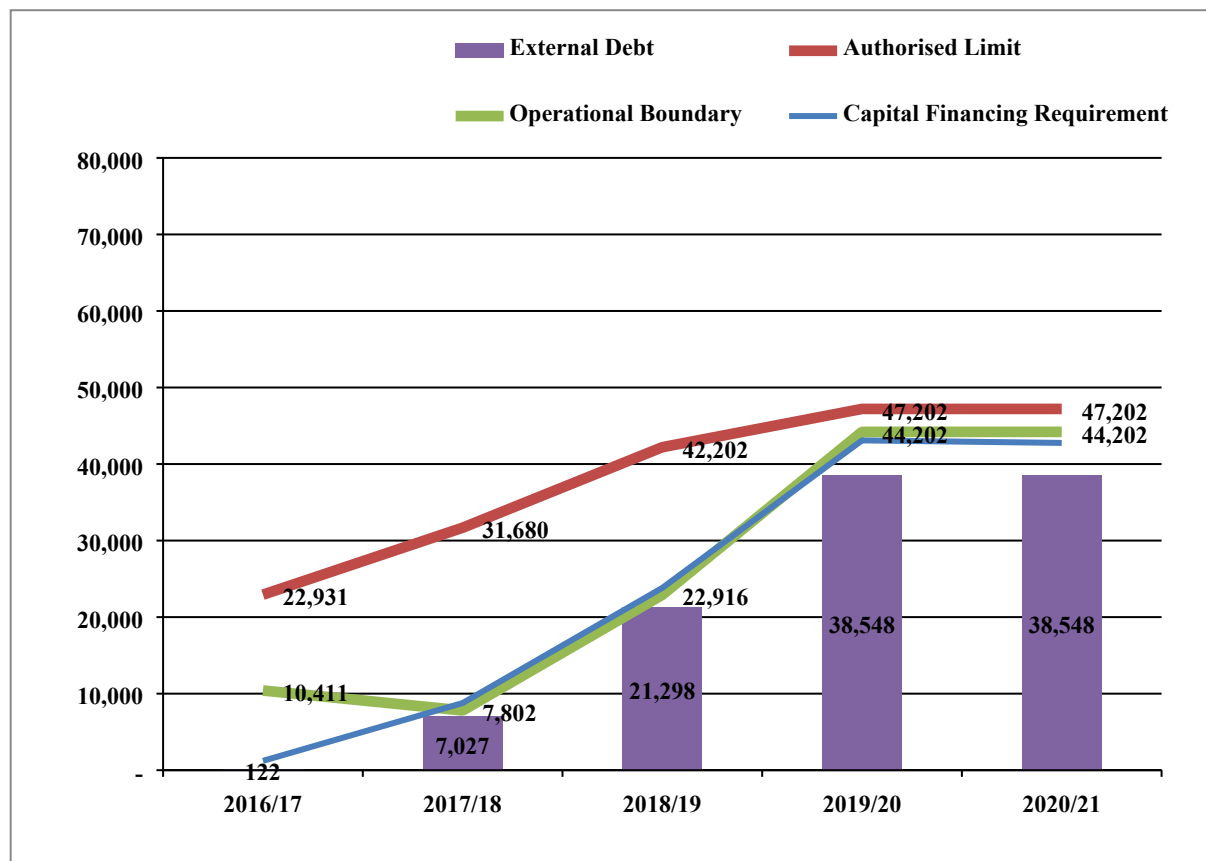
It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

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 | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|-----------------------------|------------------|------------------|------------------|------------------|
| Gross Debt* | 31.653 | 42.202 | 47.202 | 47.202 |
| Other long term liabilities | 0.027 | 0.000 | 0.000 | 0.000 |
| Authorised Limit | 31.680 | 42.202 | 47.202 | 47.202 |

*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.

| | Mar-18 | Jun-18 | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sep-19 | Dec-19 | Mar-20 | Jun-20 | Sep-20 | Dec-20 | Mar-21 |
|----------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Bank rate | 0.50% | 0.75% | 0.75% | 1.00% | 1.00% | 1.00% | 1.00% | 1.25% | 1.25% | 1.25% | 1.50% | 1.50% | 1.50% |
| 5yr PWLB rate | 1.90% | 2.00% | 2.10% | 2.10% | 2.20% | 2.30% | 2.30% | 2.40% | 2.40% | 2.50% | 2.50% | 2.60% | 2.60% |
| 10yr PWLB rate | 2.50% | 2.50% | 2.60% | 2.70% | 2.70% | 2.80% | 2.80% | 2.90% | 3.00% | 3.00% | 3.10% | 3.10% | 3.20% |
| 25yr PWLB rate | 2.80% | 2.90% | 3.00% | 3.10% | 3.20% | 3.20% | 3.30% | 3.30% | 3.40% | 3.50% | 3.50% | 3.60% | 3.60% |
| 50yr PWLB rate | 2.60% | 2.70% | 2.80% | 2.90% | 3.00% | 3.00% | 3.10% | 3.10% | 3.20% | 3.30% | 3.30% | 3.40% | 3.40% |

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

As expected, the Monetary Policy Committee (MPC) delivered a 0.25% increase in Bank Rate at its meeting on 2 November. This removed the emergency cut in August 2016 after the EU referendum. The MPC also gave forward guidance that they expected to increase Bank rate only twice more by 0.25% by 2020 to end at 1.00%. The Link Asset Services forecast as above includes increases in Bank Rate of 0.25% in November 2018, November 2019 and August 2020.

Investment and borrowing rates

- Investment returns are likely to remain low during 2018/19 but to be on a gently rising trend over the next few years.
- Borrowing interest rates increased sharply after the result of the general election in June and then also after the September MPC meeting when financial markets reacted by accelerating their expectations for the timing of Bank Rate increases. Apart from that, there has been little general trend in rates during the current financial year. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

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 2018/19 treasury operations. The 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 start date and 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.

Borrowing in advance will be made within the constraints that:

- It will be limited to no more than 75% of the expected increase in borrowing need (CFR) over the three year planning period; and
- The authority would not look to borrow more than 24 months in advance of need.

Non-Treasury investments in the form of acquisitions of Commercial Investment Properties are funded from borrowing and are made to generate a net contribution to revenue to support ongoing delivery of core services.

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 Municipal Bond Agency

It is possible that the Municipal Bond Agency will be offering loans to local authorities in the future. The Agency hopes that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). This Authority may make use of this new source of borrowing as and when appropriate.

4.0 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy

The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.

In accordance with the above guidance from the CLG 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 5.4 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

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 Director of Resources 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 AA
 And 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
 - Local Authority Bills

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 |
| 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 |
| Local Authority Bills | | | | £2m | 1 year |
| | Fund rating | | | Money and/or % Limit | Time Limit |
| Money market funds | AAA | | | £5m per counterparty | Overnight |
| Enhanced money market funds | AAA | | | £5m | 5 years |

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.

Investment returns expectations.

Bank Rate is forecast to stay flat at 0.50% until quarter 4 2018 and not to rise above 1.25% by quarter 1 2021. Bank Rate forecasts for financial year ends (March) are:

- 2017/18 0.50%
- 2018/19 0.75%
- 2019/20 1.00%
- 2020/21 1.25%

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:

| | |
|-------------|------------|
| | Now |
| 2017/18 | 0.40% |
| 2018/19 | 0.60% |
| 2019/20 | 0.90% |
| 2020/21 | 1.25% |
| 2021/22 | 1.50% |
| 2022/23 | 1.75% |
| 2023/24 | 2.00% |
| Later years | 2.75% |

The overall balance of risks to these forecasts is currently skewed to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

The Council is expecting to have an average investment portfolio of £14.714m throughout 2018/19 and expects to receive investment income totalling £0.223m as shown below

| Treasury Investment Portfolio | Average Portfolio £m | Interest Rate % | Interest £'000 |
|--|-------------------------|-----------------|-------------------|
| Liquidity Investments | 6.000 | 0.40 | 0.024 |
| Short Term Investments | 5.714 | 0.70 | 0.040 |
| Long Term Investments | 3.000 | 5.29 | 0.159 |
| Total Investment Income (2018/19) | | | 0.223 |

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 > 365 days | | | |
|--|---------|---------|---------|
| £m | 2018/19 | 2019/20 | 2020/21 |
| 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)

Any investment in 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. The MTFP assumes a £20m investment will generate a £600k net contribution to revenue (after the costs of borrowing have been met.)

Appropriate experts will be engaged as required.

All assets will be assessed against 7 criteria and the 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 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 this will be reviewed on a case by case basis.

A Valuation Volatility Earmarked Reserve has been created to mitigate any loss of capital investment upon the sale of an asset, to meet the cost of 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 budget has been included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio.

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 and Prudential Indicators.

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 includes;

1. To acquire an investment portfolio of circa 8 commercial property assets in lot sizes of £1.0m to £4.0m, targeting an average lot size of circa £2.5m across the portfolio and total investment of £20.0m.
2. Authority to complete on acquisitions should be delegated to the Director of Resources reporting to the Leader of the Council, provided that the purchase is within agreed criteria. All assets will be assessed against these criteria and the 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 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 is currently being 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.

5 APPENDICES

- 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

APPENDIX A

5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2018/19 – 2020/21 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.

5.2 Capital expenditure

| Capital expenditure By Cluster £m | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|
| People | 1.808 | 1.176 | 4.913 | 9.096 | 1.074 |
| Places | 0.552 | 4.188 | 10.190 | 11.419 | 0.466 |
| Policy and Resources | 0.131 | 1.366 | 0.353 | 0.010 | 0.080 |
| Commercial Investment Properties | 0.093 | 6.000 | 10.000 | 4.000 | 0.000 |
| Total | 2.584 | 12.730 | 25.456 | 24.525 | 1.620 |

5.3 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).

CLG 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 realized 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.

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

5.4 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.

| £m | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|
| Net Revenue Expenditure £m | 15.403 | 13.297 | 15.434 | 13.042 | 13.028 |
| Interest Payable | 0 | 0 | 0.372 | 0.883 | 1.174 |
| Interest Receivable (-) | -0.266 | -0.172 | -0.223 | -0.183 | -0.158 |
| MRP | 0.223 | 0.126 | 0.065 | 0.018 | 0.329 |
| Total Capital Financing Charges | -0.043 | -0.046 | 0.214 | 0.718 | 1.345 |
| % Ratio | -0.28 | -0.34 | 1.39 | 5.50 | 10.33 |

b. Of which: element of Ratio of financing costs to net revenue stream relating to Non-Treasury Investments

| £m | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|--|-------------------|---------------------|---------------------|---------------------|---------------------|
| Net Revenue | 15.403 | 13.297 | 15.434 | 13.042 | 13.028 |
| Expenditure £m | | | | | |
| Interest Payable | 0 | 0 | 0.289 | 0.496 | 0.559 |
| Interest Receivable (-) | 0 | 0 | 0 | 0 | 0 |
| MRP | 0 | 0 | 0 | 0 | 0 |
| Total Capital Financing Charges | 0 | 0 | 0.289 | 0.496 | 0.559 |
| % Ratio | 0 | 0 | 1.87 | 3.81 | 4.29 |

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

Interest receivable excludes interest from loans.

c. 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

| £ | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|---------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| Council tax - band D | -1.31 | -1.55 | -6.77 | -19.96 | -18.88 |

Of which: Incremental impact of Non-Treasury Investments

| £ | 2016/17 Actual | 2017/18 Estimate | 2018/19 Estimate | 2019/20 Estimate | 2020/21 Estimate |
|---------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| Council tax - band D | 0 | -2.73 | -9.24 | -19.41 | -20.33 |

5.5 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 | 2018/19 | 2019/20 | 2020/21 |
|---|--------------|--------------|--------------|
| 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 2018/19 | | | |
| | 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% | 100% | |
| Maturity structure of variable interest rate borrowing 2018/19 | | | |
| | 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 2017 – 2020

| Link Asset Services Interest Rate View | | | | | | | | | | | | | | |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | Dec-17 | Mar-18 | Jun-18 | Sep-18 | Dec-18 | Mar-19 | Jun-19 | Sep-19 | Dec-19 | Mar-20 | Jun-20 | Sep-20 | Dec-20 | Mar-21 |
| Bank Rate View | 0.50% | 0.50% | 0.50% | 0.50% | 0.50% | 0.75% | 0.75% | 0.75% | 0.75% | 1.00% | 1.00% | 1.00% | 1.25% | 1.25% |
| 3 Month LIBID | 0.40% | 0.40% | 0.40% | 0.40% | 0.60% | 0.60% | 0.60% | 0.70% | 0.90% | 0.90% | 1.00% | 1.20% | 1.20% | 1.20% |
| 6 Month LIBID | 0.50% | 0.50% | 0.50% | 0.60% | 0.80% | 0.80% | 0.80% | 0.90% | 1.00% | 1.00% | 1.10% | 1.30% | 1.30% | 1.40% |
| 12 Month LIBID | 0.70% | 0.80% | 0.80% | 0.90% | 1.00% | 1.00% | 1.10% | 1.10% | 1.30% | 1.30% | 1.40% | 1.50% | 1.50% | 1.60% |
| 5yr PWLB Rate | 1.50% | 1.60% | 1.60% | 1.70% | 1.80% | 1.80% | 1.90% | 1.90% | 2.00% | 2.10% | 2.10% | 2.20% | 2.30% | 2.30% |
| 10yr PWLB Rate | 2.10% | 2.20% | 2.30% | 2.40% | 2.40% | 2.50% | 2.60% | 2.60% | 2.70% | 2.70% | 2.80% | 2.90% | 2.90% | 3.00% |
| 25yr PWLB Rate | 2.80% | 2.90% | 3.00% | 3.00% | 3.10% | 3.10% | 3.20% | 3.20% | 3.30% | 3.40% | 3.50% | 3.50% | 3.60% | 3.60% |
| 50yr PWLB Rate | 2.50% | 2.60% | 2.70% | 2.80% | 2.90% | 2.90% | 3.00% | 3.00% | 3.10% | 3.20% | 3.30% | 3.30% | 3.40% | 3.40% |
| Bank Rate | | | | | | | | | | | | | | |
| Link Asset Services | 0.50% | 0.50% | 0.50% | 0.50% | 0.50% | 0.75% | 0.75% | 0.75% | 0.75% | 1.00% | 1.00% | 1.00% | 1.25% | 1.25% |
| Capital Economics | 0.50% | 0.50% | 0.75% | 1.00% | 1.25% | 1.25% | 1.50% | 1.50% | 1.75% | - | - | - | - | - |
| 5yr PWLB Rate | | | | | | | | | | | | | | |
| Link Asset Services | 1.50% | 1.60% | 1.60% | 1.70% | 1.80% | 1.80% | 1.90% | 1.90% | 2.00% | 2.10% | 2.10% | 2.20% | 2.30% | 2.30% |
| Capital Economics | 1.70% | 1.90% | 2.30% | 2.60% | 2.90% | 2.90% | 2.90% | 2.90% | 2.90% | - | - | - | - | - |
| 10yr PWLB Rate | | | | | | | | | | | | | | |
| Link Asset Services | 2.10% | 2.20% | 2.30% | 2.40% | 2.40% | 2.50% | 2.60% | 2.60% | 2.70% | 2.70% | 2.80% | 2.90% | 2.90% | 3.00% |
| Capital Economics | 2.30% | 2.60% | 2.80% | 3.10% | 3.30% | 3.30% | 3.30% | 3.30% | 3.30% | - | - | - | - | - |
| 25yr PWLB Rate | | | | | | | | | | | | | | |
| Link Asset Services | 2.80% | 2.90% | 3.00% | 3.00% | 3.10% | 3.10% | 3.20% | 3.20% | 3.30% | 3.40% | 3.50% | 3.50% | 3.60% | 3.60% |
| Capital Economics | 2.95% | 3.15% | 3.45% | 3.65% | 3.90% | 3.90% | 3.90% | 3.90% | 3.90% | - | - | - | - | - |
| 50yr PWLB Rate | | | | | | | | | | | | | | |
| Link Asset Services | 2.50% | 2.60% | 2.70% | 2.80% | 2.90% | 2.90% | 3.00% | 3.00% | 3.10% | 3.20% | 3.30% | 3.30% | 3.40% | 3.40% |
| Capital Economics | 2.80% | 3.10% | 3.30% | 3.60% | 3.80% | 3.80% | 3.80% | 3.80% | 3.80% | - | - | - | - | - |

Please note – The current PWLB rates and forecast shown above have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012

The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gently. It has long been expected, that at some point, there would be a more protracted move from bonds to equities after a historic long-term trend, over about the last 25 years, of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial Quantitative Easing, added further impetus to this downward trend in bond yields and rising bond prices. Quantitative Easing has also directly led to a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential election in November 2016 has called into question whether the previous trend may go into reverse, especially now the Fed. has taken the lead in reversing monetary policy by starting, in October 2017, a policy of not fully reinvesting proceeds from bonds that it holds when they mature.

Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as stronger economic growth becomes more firmly established. The Fed. has started raising interest rates and this trend is expected to continue during 2018 and 2019. These increases will make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US are likely to exert some

upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure is likely to be dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

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 and emerging market developments. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. 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.

The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit.

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

- Bank of England monetary policy takes action too quickly 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.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system.
- Weak capitalisation of some European banks.
- The result of the October 2017 Austrian general election is likely to result in a strongly anti-immigrant coalition government. In addition, the new Czech prime minister is expected to be Andrej Babis who is strongly against EU migrant quotas and refugee policies. Both developments could provide major impetus to other, particularly former Communist bloc countries, to coalesce to create a major block to progress on EU integration and centralisation of EU policy. This, in turn, could spill over into impacting the Euro, EU financial policy and financial markets.
- Rising protectionism under President Trump
- A sharp Chinese downturn and its impact on emerging market countries

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation 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 returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of Quantitative Easing, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.

APPENDIX C

ECONOMIC BACKGROUND

GLOBAL OUTLOOK. World growth looks to be on an encouraging trend of stronger performance, rising earnings and falling levels of unemployment. In October, the IMF upgraded its forecast for world growth from 3.2% to 3.6% for 2017 and 3.7% for 2018.

In addition, **inflation prospects are generally muted** and it is particularly notable that **wage inflation** has been subdued despite unemployment falling to historically very low levels in the UK and US. This has led to many comments by economists that there appears to have been a fundamental shift downwards in the Phillips curve (this plots the correlation between levels of unemployment and inflation e.g. if the former is low the latter tends to be high). In turn, this raises the question of what has caused this? The likely answers probably lay in a combination of a shift towards flexible working, self-employment, falling union membership and a consequent reduction in union power and influence in the economy, and increasing globalisation and specialisation of individual countries, which has meant that labour in one country is in competition with labour in other countries which may be offering lower wage rates, increased productivity or a combination of the two. In addition, technology is probably also exerting downward pressure on wage rates and this is likely to grow with an accelerating movement towards automation, robots and artificial intelligence, leading to many repetitive tasks being taken over by machines or computers. Indeed, this is now being labelled as being the start of the **fourth industrial revolution**.

KEY RISKS - central bank monetary policy measures

Looking back on nearly ten years since the financial crash of 2008 when liquidity suddenly dried up in financial markets, it can be assessed that central banks' monetary policy measures to counter the sharp world recession were successful. The key monetary policy measures they used were a combination of lowering central interest rates and flooding financial markets with liquidity, particularly through unconventional means such as Quantitative Easing (QE), where central banks bought large amounts of central government debt and smaller sums of other debt.

The key issue now is that that period of stimulating economic recovery and warding off the threat of deflation is coming towards its close and a new period has already started in the US, and more recently in the UK, on reversing those measures i.e. by raising central rates and (for the US) reducing central banks' holdings of government and other debt. These measures are now required in order to stop the trend of an on-going reduction in spare capacity in the economy, and of unemployment falling to such low levels that the re-emergence of inflation is viewed as a major risk. It is, therefore, crucial that central banks get their timing right and do not cause shocks to market expectations that could destabilise financial markets. In particular, a key risk is that because QE-driven purchases of bonds drove up the price of government debt, and therefore caused a sharp drop in income yields, this then also encouraged investors into a search for yield and into investing in riskier assets such as equities. This resulted in bond markets and equity market prices both rising to historically high valuation levels simultaneously. This, therefore, makes both asset categories vulnerable to a sharp correction. It is important, therefore, that central banks only gradually unwind their holdings of bonds in order to prevent destabilising the financial markets. It is also likely that the timeframe for central banks unwinding their

holdings of QE debt purchases will be over several years. They need to balance their timing to neither squash economic recovery by taking too rapid and too strong action, or, alternatively, let inflation run away by taking action that was too slow and/or too weak. **The potential for central banks to get this timing and strength of action wrong are now key risks.**

There is also a potential key question over whether economic growth has become too dependent on strong central bank stimulus and whether it will maintain its momentum against a backdrop of rising interest rates and the reversal of QE. In the UK, a key vulnerability is the **low level of productivity growth**, which may be the main driver for increases in wages; and **decreasing consumer disposable income**, which is important in the context of consumer expenditure primarily underpinning UK GDP growth.

A further question that has come to the fore is whether **an inflation target for central banks of 2%**, is now realistic given the shift down in inflation pressures from internally generated inflation, (i.e. wage inflation feeding through into the national economy), given the above mentioned shift down in the Phillips curve.

- Some economists favour a shift to a **lower inflation target of 1%** to emphasise the need to keep the lid on inflation. Alternatively, it is possible that a central bank could simply 'look through' tepid wage inflation, (i.e. ignore the overall 2% inflation target), in order to take action in raising rates sooner than might otherwise be expected.
- However, other economists would argue for a **shift UP in the inflation target to 3%** in order to ensure that central banks place the emphasis on maintaining economic growth through adopting a slower pace of withdrawal of stimulus.
- In addition, there is a strong argument that central banks should **target financial market stability**. As mentioned previously, bond markets and equity markets could be vulnerable to a sharp correction. There has been much commentary, that since 2008, QE has caused massive distortions, imbalances and bubbles in asset prices, both financial and non-financial. Consequently, there are widespread concerns at the potential for such bubbles to be burst by exuberant central bank action. On the other hand, too slow or weak action would allow these imbalances and distortions to continue or to even inflate them further.
- Consumer debt levels are also at historically high levels due to the prolonged period of low cost of borrowing since the financial crash. In turn, this cheap borrowing has meant that **other non-financial asset prices**, particularly house prices, have been driven up to very high levels, especially compared to income levels. Any sharp downturn in the availability of credit, or increase in the cost of credit, could potentially destabilise the housing market and generate a sharp downturn in house prices. This could then have a destabilising effect on consumer confidence, consumer expenditure and GDP growth. However, no central bank would accept that it ought to have responsibility for specifically targeting house prices.

UK. After the UK surprised on the upside with strong economic growth in 2016, **growth in 2017 has confounded pessimistic forecasts of weak growth by coming in at 1.8%, only marginally down on the 1.9% rate for 2016.** In 2017, quarter 1 came in at only +0.3% (+1.8% y/y), quarter 2 +0.3% (+1.5% y/y), quarter 3 +0.4% (+1.5% y/y) and Q4 was +0.5% (+1.5% y/y). The outstanding performance came from the manufacturing sector which showed a 1.3% increase in Q4 and +3.1% y/y helped by an increase in

exports due to the lower value of sterling over the last year and robust economic growth in our main trade partners, the EU and US. It is also notable that there has been a progressive acceleration in total GDP growth during the year which gives ground for optimism looking forward into 2018.

While the Bank of England is expected to give forward guidance to prepare financial markets for gradual changes in policy, the **Monetary Policy Committee, (MPC), meeting of 14 September 2017** managed to shock financial markets and forecasters by suddenly switching to a much more aggressive tone in terms of its words around warning that Bank Rate will need to rise soon. The Bank of England Inflation Reports during 2017 have clearly flagged up that it expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years' time. The Bank revised its forecast for the peak to just over 3% at the 14 September meeting. (Inflation actually came in at 3.1% in November so that may prove now to be the peak. Inflation fell to 3.0% in December.) This marginal revision in the Bank's forecast can hardly justify why the MPC became so aggressive with its wording; rather, the focus was on an emerging view that with unemployment having already fallen to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that **the amount of spare capacity in the economy was significantly diminishing** towards a point at which they now needed to take action. In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of automation and globalisation. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a *decrease* in such globalisation pressures in the UK, and so this would cause additional inflationary pressure over the next few years.

At its 2 November meeting, the MPC duly delivered a 0.25% increase in Bank Rate. It also gave forward guidance that they expected to increase Bank Rate only twice more in the next three years to reach 1.0% by 2020. This is, therefore, not quite the 'one and done' scenario but is, nevertheless, a very relaxed rate of increase prediction in Bank Rate in line with previous statements that Bank Rate would only go up very gradually and to a limited extent.

However, some forecasters are flagging up that they expect growth to accelerate significantly towards the end of 2017 and then into 2018. This view is based primarily on the coming fall in inflation, (as the effect of the effective devaluation of sterling after the EU referendum drops out of the CPI statistics), which will bring to an end the negative impact on consumer spending power. In addition, a strong export performance will compensate for weak services sector growth. If this scenario was indeed to materialise, then the MPC would be likely to accelerate its pace of increases in Bank Rate during 2018 and onwards.

It is also worth noting the **contradiction within the Bank of England** between action in 2016 and in 2017 **by two of its committees**. After the shock result of the EU referendum, the **Monetary Policy Committee (MPC)** voted in August 2016 for emergency action to cut Bank Rate from 0.50% to 0.25%, restarting £70bn of QE purchases, and also providing UK banks with £100bn of cheap financing. The aim of this was to lower borrowing costs, stimulate demand for borrowing and thereby increase expenditure and demand in the economy. The MPC felt this was necessary in order to ward off their expectation that there would be a sharp slowdown in economic growth. Instead, the economy grew robustly, although the Governor of the Bank of England strongly maintained that this was *because* the MPC took that action. However, other commentators regard this emergency action by the MPC as being proven by events to be a mistake. Then in 2017, we had the **Financial**

Policy Committee (FPC) of the Bank of England taking action in June and September over its concerns that cheap borrowing rates, and easy availability of consumer credit, had resulted in too rapid a rate of growth in consumer borrowing and in the size of total borrowing, especially of unsecured borrowing. It, therefore, took punitive action to clamp down on the ability of the main banks to extend such credit! Indeed, a PWC report in October 2017 warned that credit card, car and personal loans and student debt will hit the equivalent of an average of £12,500 per household by 2020. However, averages belie wide variations in levels of debt with much higher exposure being biased towards younger people, especially the 25 -34 year old band, reflecting their lower levels of real income and asset ownership.

One key area of risk is that consumers may have become used to cheap rates since 2008 for borrowing, especially for mortgages. It is a major concern that **some consumers may have over extended their borrowing** and have become complacent about interest rates going up after Bank Rate had been unchanged at 0.50% since March 2009 until falling further to 0.25% in August 2016. This is why forward guidance from the Bank of England continues to emphasise slow and gradual increases in Bank Rate in the coming years. However, consumer borrowing is a particularly vulnerable area in terms of the Monetary Policy Committee getting the pace and strength of Bank Rate increases right - without causing a sudden shock to consumer demand, confidence and thereby to the pace of economic growth.

Moreover, while there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two to three years will actually pan out.

EZ. Economic growth in the eurozone (EZ), (the UK's biggest trading partner), had been lack lustre for several years after the financial crisis despite the ECB eventually cutting its main rate to -0.4% and embarking on a massive programme of QE. However, growth picked up in 2016 and has now gathered substantial strength and momentum thanks to this stimulus. GDP growth was 0.6% in quarter 1 (2.1% y/y), 0.7% in quarter 2 (2.4% y/y) and +0.6% in quarter 3 (2.6% y/y). However, despite providing massive monetary stimulus, the European Central Bank is still struggling to get inflation up to its 2% target and in December inflation was 1.4%. It is therefore unlikely to start on an upswing in rates until possibly 2019. It has, however, announced that it will slow down its monthly QE purchases of debt from €60bn to €30bn from January 2018 and continue to at least September 2018.

USA. Growth in the American economy was notably erratic and volatile in 2015 and 2016. 2017 started erratically with quarter 1 coming in at an annualised rate of only 1.2%, quarter 2 at 3.1%, quarter 3 3.2% and Q4 2.6%. This gave an overall figure for annual growth in 2017 of 2.6%, an acceleration from 1.5% in 2016. Unemployment in the US has also fallen to the lowest level for seventeen years, reaching 4.1%, while wage inflation pressures, and inflationary pressures in general, have been building. The Fed has started on a gradual upswing in rates with five increases in all and four increases since December 2016; the latest rise was in December 2017 and lifted the central rate to 1.25 – 1.50%. There could then be another four increases in 2018. At its September meeting, the Fed said it would start in October to gradually unwind its \$4.5 trillion balance sheet holdings of bonds and mortgage backed securities by reducing its reinvestment of maturing holdings.

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 credit systems.

JAPAN. GDP growth has been gradually improving during 2017 to reach an annual figure of 2.1% in quarter 3. However, it is still struggling 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.

Brexit timetable and process

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50
- March 2019: initial two-year negotiation period on the terms of exit. In her Florence speech in September 2017, the Prime Minister proposed a two year transitional period after March 2019.
- UK continues as a full EU member until March 2019 with access to the single market and tariff free trade between the EU and UK. Different sectors of the UK economy will leave the single market and tariff free trade at different times during the two year transitional period.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.
- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK could also exit without any such agreements in the event of a breakdown of negotiations.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On full exit from the EU: the UK parliament would repeal the 1972 European Communities Act.
- The UK will then no longer participate in matters reserved for EU members, such as changes to the EU's budget, voting allocations and policies.

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

The CLG issued Investment Guidance in 2010, 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, 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 | Enhance 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 22.02.2018)**

AAA

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

AA+

- Finland

AA

- Abu Dhabi (UAE)
- 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.

(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.

(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.

THE COUNCIL TAX REQUIREMENT

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 2018/19, an increase above 3% or £5, whichever is the greater, in a district council's council tax would be excessive.
- 2 The Council's basic amount of council tax recommended for 2018/19 is £207.27 (2016/17 £206.19) a 3% increase.

3 Council Tax levels 2018/19

- 2.1 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 J.
- 2.2 Taking account of the above council tax requirements the average Council Tax at Band D for 2018/19 will be set as follows:-

| | 2017/18 | 2018/19 | Variance | |
|----------------------------------|-----------------|-----------------|-----------------|-------------|
| | £ | £ | £ | % |
| Lincolnshire County Council | 1,173.42 | 1,231.47 | 58.05 | 4.9% |
| Police | 205.47 | 217.44 | 11.97 | 5.8% |
| West Lindsey District Council | 201.24 | 207.27 | 6.03 | 3.0% |
| Direct Parish Precept Charges | 64.48 | 65.33 | 0.85 | 1.3% |
| Total Average Council Tax | 1,644.61 | 1,721.51 | 76.90 | 4.7% |

- 2.3 Although the increases in Town/Parish Precepts average 1.% the impact on the individual Town/Parish Councils will vary according to the amount by which each has increased its precept.

3. Recommendations - Council Tax Requirements 2018/19

- 3.1 It be noted that on 30 November 2018 the Council calculated the Council Tax Base 2018/19.
- a) for the whole Council area as 29,224.12 (28,959.46 2017/18) [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 I.
- 3.2 The council tax requirement for the Council’s own purposes for 2018/19 (excluding Parish precepts) is £6,057,283
- 3.3 The following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act:
- a) £50,153,983 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) £42,187,450 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) £7,966,533 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) £272.60 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) £1,909.249 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 J)
 - f) £207.27 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 I 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 I divided in each case by the individual tax bases (Appendix H) 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 J 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 2018/19 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 | 138.18 | 820.98 | 144.96 | 1,104.12 |
| B | 161.21 | 957.81 | 169.12 | 1,288.14 |
| C | 184.24 | 1,094.64 | 193.28 | 1,472.16 |
| D | 207.27 | 1,231.47 | 217.44 | 1,656.18 |
| E | 253.33 | 1,505.13 | 265.76 | 2,024.22 |
| F | 299.39 | 1,778.79 | 314.08 | 2,392.26 |
| G | 345.45 | 2,052.45 | 362.40 | 2,760.30 |
| H | 414.54 | 2,462.94 | 434.88 | 3,312.36 |

- 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 K as the levels of Council Tax for the year 2018/19 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 2018/19 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 2018/19 in respect of each of the areas in the District as set out in the appendices to this report.

APPENDIX I

Parish Tax Base 2018/19

| Parish | 2018/19 Tax Base |
|------------------------------|------------------------|
| Aisthorpe | 38.44 |
| Bardney - Apley - Stainfield | 682.93 |
| Bigby | 152.69 |
| Bishop Norton | 128.23 |
| Blyborough | 32.74 |
| Blyton | 369.30 |
| Brampton | 30.51 |
| Brattleby | 51.60 |
| Broadholme | 38.83 |
| Brocklesby | 35.45 |
| Brookenby | 155.88 |
| Broxholme | 31.12 |
| Bullington | 11.58 |
| Burton | 413.42 |
| Buslingthorpe | 20.83 |
| Cabourne | 26.44 |
| Caenby | 26.90 |
| Caistor | 912.74 |
| Cammeringham | 48.67 |
| Cherry Willingham | 1,326.02 |
| Claxby | 69.59 |
| Corringham | 165.64 |
| Dunholme | 687.25 |
| East Ferry | 39.38 |
| East Stockwith | 67.57 |
| Faldingworth | 178.35 |
| Fenton | 135.64 |
| Fillingham | 83.60 |
| Fiskerton | 365.43 |
| Friesthorpe | 10.82 |
| Fulnetby | 4.81 |
| Gainsborough | 4,488.26 |
| Glentham | 163.76 |
| Glentworth | 110.38 |
| Goltho | 25.00 |
| Grange de Lings | 10.43 |
| Grasby | 185.66 |
| Grayingham | 58.54 |
| Great Limber | 79.36 |
| Greetwell | 295.85 |
| Hackthorn - Cold Hanworth | 82.11 |
| Hardwick | 15.66 |
| Harpwell | 23.35 |
| Heapham | 40.25 |
| Hemswell | 114.36 |

| Parish | 2018/19 Tax Base |
|--------------------------------|------------------------|
| Hemswell Cliff | 160.54 |
| Holton Beckering | 42.47 |
| Holton le Moor | 61.89 |
| Ingham | 312.98 |
| Keelby | 679.39 |
| Kettlethorpe | 163.09 |
| Kexby | 117.96 |
| Kirmond le Mire | 13.26 |
| Knaith | 118.64 |
| Langworth - Barlings - Newball | 208.94 |
| Laughton | 151.50 |
| Lea | 375.55 |
| Legsby | 80.13 |
| Linwood | 39.38 |
| Lissington | 50.66 |
| Market Rasen | 1,217.51 |
| Marton - Gate Burton | 242.82 |
| Middle Rasen | 700.66 |
| Morton | 429.20 |
| Nettleham | 1,373.08 |
| Nettleton | 229.66 |
| Newton-On-Trent | 135.61 |
| Normanby-By-Spital | 138.23 |
| Normanby le Wold | 18.56 |
| North Carlton | 77.78 |
| North Kelsey | 337.91 |
| North Willingham | 48.48 |
| Northorpe | 47.82 |
| Osgodby | 203.11 |
| Owersby | 88.66 |
| Owmy-By-Spital | 106.24 |
| Pilham | 27.46 |
| Rand | 18.43 |
| Reepham | 337.12 |
| Riby | 43.89 |
| Riseholme | 110.73 |
| Rothwell | 65.69 |
| Saxby | 16.58 |
| Saxilby - Ingleby | 1,340.81 |
| Scampton | 349.67 |
| Scothern | 330.48 |
| Scotter | 1,148.28 |
| Scotton | 211.76 |
| Searby cum Owmy | 77.12 |
| Sixhills | 14.67 |

| Parish | 2018/19 Tax Base |
|-------------------|-----------------------------|
| Snarford | 17.34 |
| Snelland | 32.27 |
| Snitterby | 91.69 |
| Somerby | 25.53 |
| South Carlton | 37.20 |
| South Kelsey | 206.58 |
| Spridlington | 84.30 |
| Springthorpe | 57.12 |
| Stainton le Vale | 35.15 |
| Stow | 117.92 |
| Sturton-By-Stow | 492.01 |
| Sudbrooke | 695.23 |
| Swallow | 93.84 |
| Swinhope | 48.24 |
| Tealby | 260.09 |
| Thonock | 8.76 |
| Thoresway | 36.53 |
| Thorganby | 11.49 |
| Thorpe le Fallows | 6.11 |
| Toft Newton | 126.65 |
| Torksey | 279.35 |
| Upton | 159.50 |
| Waddingham | 202.88 |
| Walesby | 106.07 |
| Walkerith | 26.50 |
| Welton | 1,416.47 |
| West Firsby | 11.30 |
| West Rasen | 33.44 |
| Wickenby | 80.98 |
| Wildsworth | 27.39 |
| Willingham | 191.10 |
| Willoughton | 105.32 |
| Total | 29,224.12 |

**DETERMINATION OF COUNCIL TAX WHERE SPECIAL ITEMS APPLY APPENDIX J
PARISH PRECEPTS**

| PARISH | PARISH PRECEPT | PARISH COUNCIL TAX | DISTRICT COUNCIL TAX | TOTAL |
|--------------------------------|---------------------------|-----------------------------------|---------------------------------|--------------|
| | £ | £ | £ | £ |
| Bardney - Apley - Stainfield | 51,586.00 | 75.54 | 207.27 | 282.81 |
| Bigby | 6,400.00 | 41.91 | 207.27 | 249.18 |
| Bishop Norton | 6,400.00 | 49.91 | 207.27 | 257.18 |
| Blyton | 32,400.00 | 87.73 | 207.27 | 295.00 |
| Brattleby | 1,900.00 | 36.82 | 207.27 | 244.09 |
| Broadholme | 400.00 | 10.30 | 207.27 | 217.57 |
| Brookenby | 16,900.00 | 108.42 | 207.27 | 315.69 |
| Burton | 4,900.00 | 11.85 | 207.27 | 219.12 |
| Caistor | 88,640.00 | 97.11 | 207.27 | 304.38 |
| Cammeringham | 900.00 | 18.49 | 207.27 | 225.76 |
| Cherry Willingham | 73,900.00 | 55.73 | 207.27 | 263.00 |
| Claxby | 5,050.00 | 72.57 | 207.27 | 279.84 |
| Corringham | 6,900.00 | 41.66 | 207.27 | 248.93 |
| Dunholme | 40,850.00 | 59.44 | 207.27 | 266.71 |
| East Stockwith | 4,100.00 | 60.68 | 207.27 | 267.95 |
| Faldingworth | 8,400.00 | 47.10 | 207.27 | 254.37 |
| Fenton | 5,610.00 | 41.36 | 207.27 | 248.63 |
| Fillingham | 3,541.00 | 42.36 | 207.27 | 249.63 |
| Fiskerton | 23,400.00 | 64.03 | 207.27 | 271.30 |
| Gainsborough | 467,415.00 | 104.14 | 207.27 | 311.41 |
| Glentham | 8,500.00 | 51.91 | 207.27 | 259.18 |
| Glentworth | 9,175.00 | 83.12 | 207.27 | 290.39 |
| Grasby | 6,130.00 | 33.02 | 207.27 | 240.29 |
| Great Limber | 8,700.00 | 109.63 | 207.27 | 316.90 |
| Greetwell | 5,250.00 | 17.75 | 207.27 | 225.02 |
| Hackthorn - Cold Hanworth | 1,850.00 | 22.53 | 207.27 | 229.80 |
| Hemswell | 5,900.00 | 51.59 | 207.27 | 258.86 |
| Hemswell Cliff | 11,135.00 | 69.36 | 207.27 | 276.63 |
| Ingham | 19,646.00 | 62.77 | 207.27 | 270.04 |
| Keelby | 19,400.00 | 28.56 | 207.27 | 235.83 |
| Kettlethorpe | 8,900.00 | 54.57 | 207.27 | 261.84 |
| Kexby | 1,900.00 | 16.11 | 207.27 | 223.38 |
| Knaith | 3,150.00 | 26.55 | 207.27 | 233.82 |
| Langworth - Barlings - Newball | 21,900.00 | 104.81 | 207.27 | 312.08 |
| Laughton | 5,860.00 | 38.68 | 207.27 | 245.95 |
| Lea | 15,900.00 | 42.34 | 207.27 | 249.61 |
| Legsby | 1,400.00 | 17.47 | 207.27 | 224.74 |
| Market Rasen | 114,900.00 | 94.37 | 207.27 | 301.64 |
| Marton - Gate Burton | 8,900.00 | 36.65 | 207.27 | 243.92 |
| Middle Rasen | 16,900.00 | 24.12 | 207.27 | 231.39 |
| Morton | 14,430.00 | 33.62 | 207.27 | 240.89 |
| Nettleham | 140,959.00 | 102.66 | 207.27 | 309.93 |
| Nettleton | 11,900.00 | 51.82 | 207.27 | 259.09 |

| PARISH | PARISH PRECEPT | PARISH COUNCIL TAX | DISTRICT COUNCIL TAX | TOTAL |
|--------------------|---------------------|--------------------|----------------------|--------|
| Newton-On-Trent | 14,176.00 | 104.54 | 207.27 | 311.81 |
| Normanby-By-Spital | 2,700.00 | 19.53 | 207.27 | 226.80 |
| North Kelsey | 13,900.00 | 41.14 | 207.27 | 248.41 |
| Northorpe | 1,650.00 | 34.50 | 207.27 | 241.77 |
| Osgodby | 5,250.00 | 25.85 | 207.27 | 233.12 |
| Owersby | 1,900.00 | 21.43 | 207.27 | 228.70 |
| Owmbly-By-Spital | 3,850.00 | 36.24 | 207.27 | 243.51 |
| Reepham | 7,900.00 | 23.43 | 207.27 | 230.70 |
| Riby | 150.00 | 3.42 | 207.27 | 210.69 |
| Riseholme | 1,900.00 | 17.16 | 207.27 | 224.43 |
| Rothwell | 3,700.00 | 56.33 | 207.27 | 263.60 |
| Saxby | 150.00 | 9.05 | 207.27 | 216.32 |
| Saxilby - Ingleby | 176,951.00 | 131.97 | 207.27 | 339.24 |
| Scampton | 7,400.00 | 21.16 | 207.27 | 228.43 |
| Scothern | 19,256.00 | 58.27 | 207.27 | 265.54 |
| Scotter | 49,400.00 | 43.02 | 207.27 | 250.29 |
| Scotton | 6,400.00 | 30.22 | 207.27 | 237.49 |
| Snitterby | 2,550.00 | 27.81 | 207.27 | 235.08 |
| South Kelsey | 5,993.00 | 29.01 | 207.27 | 236.28 |
| Spridlington | 2,900.00 | 34.40 | 207.27 | 241.67 |
| Springthorpe | 550.00 | 9.63 | 207.27 | 216.90 |
| Stow | 3,900.00 | 33.07 | 207.27 | 240.34 |
| Sturton-By-Stow | 26,930.00 | 54.73 | 207.27 | 262.00 |
| Sudbrooke | 26,800.00 | 38.55 | 207.27 | 245.82 |
| Swallow | 5,400.00 | 57.54 | 207.27 | 264.81 |
| Tealby | 9,900.00 | 38.06 | 207.27 | 245.33 |
| Toft Newton | 5,400.00 | 42.64 | 207.27 | 249.91 |
| Torksey | 12,900.00 | 46.18 | 207.27 | 253.45 |
| Upton | 6,900.00 | 43.26 | 207.27 | 250.53 |
| Waddingham | 7,900.00 | 38.94 | 207.27 | 246.21 |
| Walesby | 2,200.00 | 20.74 | 207.27 | 228.01 |
| Welton | 139,866.00 | 98.74 | 207.27 | 306.01 |
| Wickenby | 3,150.00 | 38.90 | 207.27 | 246.17 |
| Willingham | 9,900.00 | 51.81 | 207.27 | 259.08 |
| Willoughton | 7,200.00 | 68.36 | 207.27 | 275.63 |
| TOTAL | 1,909,249.00 | | | |

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

APPENDIX K

| Parish | A Disabled | A | B | C | D | E | F | G | H | Parish Band D |
|---------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|---------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Aisthorpe | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Apley | 157.12 | 188.54 | 219.96 | 251.39 | 282.81 | 345.66 | 408.50 | 471.35 | 565.62 | 75.54 |
| Bardney | 157.12 | 188.54 | 219.96 | 251.39 | 282.81 | 345.66 | 408.50 | 471.35 | 565.62 | 75.54 |
| Barlings | 173.38 | 208.05 | 242.73 | 277.40 | 312.08 | 381.43 | 450.78 | 520.13 | 624.16 | 104.81 |
| Bigby | 138.43 | 166.12 | 193.81 | 221.49 | 249.18 | 304.55 | 359.93 | 415.30 | 498.36 | 41.91 |
| Bishop Norton | 142.88 | 171.45 | 200.03 | 228.60 | 257.18 | 314.33 | 371.48 | 428.63 | 514.36 | 49.91 |
| Blyborough | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Blyton | 163.89 | 196.67 | 229.44 | 262.22 | 295.00 | 360.56 | 426.11 | 491.67 | 590.00 | 87.73 |
| Brampton | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Brattleby | 135.61 | 162.73 | 189.85 | 216.97 | 244.09 | 298.33 | 352.57 | 406.82 | 488.18 | 36.82 |
| Brocklesby | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Broxholme | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Bullington | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Burton | 121.73 | 146.08 | 170.43 | 194.77 | 219.12 | 267.81 | 316.51 | 365.20 | 438.24 | 11.85 |
| Buslingthorpe | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Cabourne | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Caenby | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Caistor | 169.10 | 202.92 | 236.74 | 270.56 | 304.38 | 372.02 | 439.66 | 507.30 | 608.76 | 97.11 |
| Cammeringham | 125.42 | 150.51 | 175.59 | 200.68 | 225.76 | 275.93 | 326.10 | 376.27 | 451.52 | 18.49 |
| Broadholme | 120.87 | 145.05 | 169.22 | 193.40 | 217.57 | 265.92 | 314.27 | 362.62 | 435.14 | 10.30 |
| Brookenby | 175.38 | 210.46 | 245.54 | 280.61 | 315.69 | 385.84 | 456.00 | 526.15 | 631.38 | 108.42 |
| Cherry Willingham | 146.11 | 175.33 | 204.56 | 233.78 | 263.00 | 321.44 | 379.89 | 438.33 | 526.00 | 55.73 |
| Claxby | 155.47 | 186.56 | 217.65 | 248.75 | 279.84 | 342.03 | 404.21 | 466.40 | 559.68 | 72.57 |
| Cold Hanworth | 127.67 | 153.20 | 178.73 | 204.27 | 229.80 | 280.87 | 331.93 | 383.00 | 459.60 | 22.53 |
| Corringham | 138.29 | 165.95 | 193.61 | 221.27 | 248.93 | 304.25 | 359.57 | 414.88 | 497.86 | 41.66 |
| Dunholme | 148.17 | 177.81 | 207.44 | 237.08 | 266.71 | 325.98 | 385.25 | 444.52 | 533.42 | 59.44 |
| East Ferry | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| East Stockwith | 148.86 | 178.63 | 208.41 | 238.18 | 267.95 | 327.49 | 387.04 | 446.58 | 535.90 | 60.68 |
| Faldingworth | 141.32 | 169.58 | 197.84 | 226.11 | 254.37 | 310.90 | 367.42 | 423.95 | 508.74 | 47.10 |
| Fenton | 138.13 | 165.75 | 193.38 | 221.00 | 248.63 | 303.88 | 359.13 | 414.38 | 497.26 | 41.36 |
| Fillingham | 138.68 | 166.42 | 194.16 | 221.89 | 249.63 | 305.10 | 360.58 | 416.05 | 499.26 | 42.36 |
| Fiskerton | 150.72 | 180.87 | 211.01 | 241.16 | 271.30 | 331.59 | 391.88 | 452.17 | 542.60 | 64.03 |
| Friesthorpe | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Fulnetby | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Gainsborough | 173.01 | 207.61 | 242.21 | 276.81 | 311.41 | 380.61 | 449.81 | 519.02 | 622.82 | 104.14 |
| Gate Burton | 135.51 | 162.61 | 189.72 | 216.82 | 243.92 | 298.12 | 352.33 | 406.53 | 487.84 | 36.65 |
| Glentham | 143.99 | 172.79 | 201.58 | 230.38 | 259.18 | 316.78 | 374.37 | 431.97 | 518.36 | 51.91 |
| Glentworth | 161.33 | 193.59 | 225.86 | 258.12 | 290.39 | 354.92 | 419.45 | 483.98 | 580.78 | 83.12 |
| Golto | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Grange de Lings | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Grasby | 133.49 | 160.19 | 186.89 | 213.59 | 240.29 | 293.69 | 347.09 | 400.48 | 480.58 | 33.02 |
| Grayingham | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Greetwell | 125.01 | 150.01 | 175.02 | 200.02 | 225.02 | 275.02 | 325.03 | 375.03 | 450.04 | 17.75 |
| Great Limber | 176.06 | 211.27 | 246.48 | 281.69 | 316.90 | 387.32 | 457.74 | 528.17 | 633.80 | 109.63 |
| Hackthorn | 127.67 | 153.20 | 178.73 | 204.27 | 229.80 | 280.87 | 331.93 | 383.00 | 459.60 | 22.53 |
| Hardwick | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Harpwell | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Heapham | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Hemswell | 143.81 | 172.57 | 201.34 | 230.10 | 258.86 | 316.38 | 373.91 | 431.43 | 517.72 | 51.59 |
| Holton Beckeringham | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Holton Le Moor | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Ingham | 150.02 | 180.03 | 210.03 | 240.04 | 270.04 | 330.05 | 390.06 | 450.07 | 540.08 | 62.77 |
| Hemswell Cliff | 153.68 | 184.42 | 215.16 | 245.89 | 276.63 | 338.10 | 399.58 | 461.05 | 553.26 | 69.36 |
| Keelby | 131.02 | 157.22 | 183.42 | 209.63 | 235.83 | 288.24 | 340.64 | 393.05 | 471.66 | 28.56 |
| Kettlethorpe | 145.47 | 174.56 | 203.65 | 232.75 | 261.84 | 320.03 | 378.21 | 436.40 | 523.68 | 54.57 |
| Kexby | 124.10 | 148.92 | 173.74 | 198.56 | 223.38 | 273.02 | 322.66 | 372.30 | 446.76 | 16.11 |
| Kirmond Le Mire | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Knaith | 129.90 | 155.88 | 181.86 | 207.84 | 233.82 | 285.78 | 337.74 | 389.70 | 467.64 | 26.55 |
| Laughton | 136.64 | 163.97 | 191.29 | 218.62 | 245.95 | 300.61 | 355.26 | 409.92 | 491.90 | 38.68 |
| Lea | 138.67 | 166.41 | 194.14 | 221.88 | 249.61 | 305.08 | 360.55 | 416.02 | 499.22 | 42.34 |
| Legsby | 124.86 | 149.83 | 174.80 | 199.77 | 224.74 | 274.68 | 324.62 | 374.57 | 449.48 | 17.47 |
| Linwood | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |

| Parish | A Disabled | A | B | C | D | E | F | G | H | Parish Band D |
|--------------------|------------|--------|--------|--------|--------|--------|--------|--------|--------|---------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Lissington | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Market Rasen | 167.58 | 201.09 | 234.61 | 268.12 | 301.64 | 368.67 | 435.70 | 502.73 | 603.28 | 94.37 |
| Marton | 135.51 | 162.61 | 189.72 | 216.82 | 243.92 | 298.12 | 352.33 | 406.53 | 487.84 | 36.65 |
| Middle Rasen | 128.55 | 154.26 | 179.97 | 205.68 | 231.39 | 282.81 | 334.23 | 385.65 | 462.78 | 24.12 |
| Morton | 133.83 | 160.59 | 187.36 | 214.12 | 240.89 | 294.42 | 347.95 | 401.48 | 481.78 | 33.62 |
| Nettleham | 172.18 | 206.62 | 241.06 | 275.49 | 309.93 | 378.80 | 447.68 | 516.55 | 619.86 | 102.66 |
| Nettleton | 143.94 | 172.73 | 201.51 | 230.30 | 259.09 | 316.67 | 374.24 | 431.82 | 518.18 | 51.82 |
| Newball | 173.38 | 208.05 | 242.73 | 277.40 | 312.08 | 381.43 | 450.78 | 520.13 | 624.16 | 104.81 |
| Newton on Trent | 173.23 | 207.87 | 242.52 | 277.16 | 311.81 | 381.10 | 450.39 | 519.68 | 623.62 | 104.54 |
| Normanby By Spital | 126.00 | 151.20 | 176.40 | 201.60 | 226.80 | 277.20 | 327.60 | 378.00 | 453.60 | 19.53 |
| Normanby le Wold | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| North Carlton | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| North Kelsey | 138.01 | 165.61 | 193.21 | 220.81 | 248.41 | 303.61 | 358.81 | 414.02 | 496.82 | 41.14 |
| North Willingham | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Northorpe | 134.32 | 161.18 | 188.04 | 214.91 | 241.77 | 295.50 | 349.22 | 402.95 | 483.54 | 34.50 |
| Osgodby | 129.51 | 155.41 | 181.32 | 207.22 | 233.12 | 284.92 | 336.73 | 388.53 | 466.24 | 25.85 |
| Owersby | 127.06 | 152.47 | 177.88 | 203.29 | 228.70 | 279.52 | 330.34 | 381.17 | 457.40 | 21.43 |
| Owmbly by Spital | 135.28 | 162.34 | 189.40 | 216.45 | 243.51 | 297.62 | 351.74 | 405.85 | 487.02 | 36.24 |
| Pilham | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Rand | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Reepham | 128.17 | 153.80 | 179.43 | 205.07 | 230.70 | 281.97 | 333.23 | 384.50 | 461.40 | 23.43 |
| Riby | 117.05 | 140.46 | 163.87 | 187.28 | 210.69 | 257.51 | 304.33 | 351.15 | 421.38 | 3.42 |
| Riseholme | 124.68 | 149.62 | 174.56 | 199.49 | 224.43 | 274.30 | 324.18 | 374.05 | 448.86 | 17.16 |
| Rothwell | 146.44 | 175.73 | 205.02 | 234.31 | 263.60 | 322.18 | 380.76 | 439.33 | 527.20 | 56.33 |
| Saxby | 120.18 | 144.21 | 168.25 | 192.28 | 216.32 | 264.39 | 312.46 | 360.53 | 432.64 | 9.05 |
| Saxilby | 188.47 | 226.16 | 263.85 | 301.55 | 339.24 | 414.63 | 490.01 | 565.40 | 678.48 | 131.97 |
| Scampton | 126.91 | 152.29 | 177.67 | 203.05 | 228.43 | 279.19 | 329.95 | 380.72 | 456.86 | 21.16 |
| Scothern | 147.52 | 177.03 | 206.53 | 236.04 | 265.54 | 324.55 | 383.56 | 442.57 | 531.08 | 58.27 |
| Scotter | 139.05 | 166.86 | 194.67 | 222.48 | 250.29 | 305.91 | 361.53 | 417.15 | 500.58 | 43.02 |
| Scotton | 131.94 | 158.33 | 184.71 | 211.10 | 237.49 | 290.27 | 343.04 | 395.82 | 474.98 | 30.22 |
| Searby Cum Owmbly | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Sixhills | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Snarford | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Snelland | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Snitterby | 130.60 | 156.72 | 182.84 | 208.96 | 235.08 | 287.32 | 339.56 | 391.80 | 470.16 | 27.81 |
| South Carlton | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| South Kelsey | 131.27 | 157.52 | 183.77 | 210.03 | 236.28 | 288.79 | 341.29 | 393.80 | 472.56 | 29.01 |
| Spridlington | 134.26 | 161.11 | 187.97 | 214.82 | 241.67 | 295.37 | 349.08 | 402.78 | 483.34 | 34.40 |
| Springthorpe | 120.50 | 144.60 | 168.70 | 192.80 | 216.90 | 265.10 | 313.30 | 361.50 | 433.80 | 9.63 |
| Langworth | 173.38 | 208.05 | 242.73 | 277.40 | 312.08 | 381.43 | 450.78 | 520.13 | 624.16 | 104.81 |
| Stainton Le Vale | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Stainfield | 157.12 | 188.54 | 219.96 | 251.39 | 282.81 | 345.66 | 408.50 | 471.35 | 565.62 | 75.54 |
| Stow | 133.52 | 160.23 | 186.93 | 213.64 | 240.34 | 293.75 | 347.16 | 400.57 | 480.68 | 33.07 |
| Sturton by Stow | 145.56 | 174.67 | 203.78 | 232.89 | 262.00 | 320.22 | 378.44 | 436.67 | 524.00 | 54.73 |
| Sudbrooke | 136.57 | 163.88 | 191.19 | 218.51 | 245.82 | 300.45 | 355.07 | 409.70 | 491.64 | 38.55 |
| Swallow | 147.12 | 176.54 | 205.96 | 235.39 | 264.81 | 323.66 | 382.50 | 441.35 | 529.62 | 57.54 |
| Swinhope | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Tealby | 136.29 | 163.55 | 190.81 | 218.07 | 245.33 | 299.85 | 354.37 | 408.88 | 490.66 | 38.06 |
| Thonock | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Thoresway | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Thorganby | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Thorpe Le Fallows | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Toft Newton | 138.84 | 166.61 | 194.37 | 222.14 | 249.91 | 305.45 | 360.98 | 416.52 | 499.82 | 42.64 |
| Torksey | 140.81 | 168.97 | 197.13 | 225.29 | 253.45 | 309.77 | 366.09 | 422.42 | 506.90 | 46.18 |
| Upton | 139.18 | 167.02 | 194.86 | 222.69 | 250.53 | 306.20 | 361.88 | 417.55 | 501.06 | 43.26 |
| Waddingham | 136.78 | 164.14 | 191.50 | 218.85 | 246.21 | 300.92 | 355.64 | 410.35 | 492.42 | 38.94 |
| Walesby | 126.67 | 152.01 | 177.34 | 202.68 | 228.01 | 278.68 | 329.35 | 380.02 | 456.02 | 20.74 |
| Walkerith | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Welton | 170.01 | 204.01 | 238.01 | 272.01 | 306.01 | 374.01 | 442.01 | 510.02 | 612.02 | 98.74 |
| West Firsby | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| West Rasen | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Wickenby | 136.76 | 164.11 | 191.47 | 218.82 | 246.17 | 300.87 | 355.58 | 410.28 | 492.34 | 38.90 |
| Wildsworth | 115.15 | 138.18 | 161.21 | 184.24 | 207.27 | 253.33 | 299.39 | 345.45 | 414.54 | 0.00 |
| Willingham | 143.93 | 172.72 | 201.51 | 230.29 | 259.08 | 316.65 | 374.23 | 431.80 | 518.16 | 51.81 |
| Willoughton | 153.13 | 183.75 | 214.38 | 245.00 | 275.63 | 336.88 | 398.13 | 459.38 | 551.26 | 68.36 |

OVERALL LEVELS OF COUNCIL TAX

APPENDIX L

| Parish | A | B | C | D | E | F | G | H | Parish Band D |
|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Aisthorpe | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Apley | 1154.48 | 1346.89 | 1539.31 | 1731.72 | 2116.55 | 2501.37 | 2886.20 | 3463.44 | 75.54 |
| Bardney | 1154.48 | 1346.89 | 1539.31 | 1731.72 | 2116.55 | 2501.37 | 2886.20 | 3463.44 | 75.54 |
| Barlings | 1173.99 | 1369.66 | 1565.32 | 1760.99 | 2152.32 | 2543.65 | 2934.98 | 3521.98 | 104.81 |
| Bigby | 1132.06 | 1320.74 | 1509.41 | 1698.09 | 2075.44 | 2452.80 | 2830.15 | 3396.18 | 41.91 |
| Bishop Norton | 1137.39 | 1326.96 | 1516.52 | 1706.09 | 2085.22 | 2464.35 | 2843.48 | 3412.18 | 49.91 |
| Blyborough | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Blyton | 1162.61 | 1356.37 | 1550.14 | 1743.91 | 2131.45 | 2518.98 | 2906.52 | 3487.82 | 87.73 |
| Brampton | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Brattleby | 1128.67 | 1316.78 | 1504.89 | 1693.00 | 2069.22 | 2445.44 | 2821.67 | 3386.00 | 36.82 |
| Broadholme | 1110.99 | 1296.15 | 1481.32 | 1666.48 | 2036.81 | 2407.14 | 2777.47 | 3332.96 | 10.30 |
| Brocklesby | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Brookenby | 1176.40 | 1372.47 | 1568.53 | 1764.60 | 2156.73 | 2548.87 | 2941.00 | 3529.20 | 108.42 |
| Broxholme | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Bullington | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Burton | 1112.02 | 1297.36 | 1482.69 | 1668.03 | 2038.70 | 2409.38 | 2780.05 | 3336.06 | 11.85 |
| Buslingthorpe | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Cabourne | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Caenby | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Caistor | 1168.86 | 1363.67 | 1558.48 | 1753.29 | 2142.91 | 2532.53 | 2922.15 | 3506.58 | 97.11 |
| Cammeringham | 1116.45 | 1302.52 | 1488.60 | 1674.67 | 2046.82 | 2418.97 | 2791.12 | 3349.34 | 18.49 |
| Cherry Willingham | 1141.27 | 1331.49 | 1521.70 | 1711.91 | 2092.33 | 2472.76 | 2853.18 | 3423.82 | 55.73 |
| Claxby | 1152.50 | 1344.58 | 1536.67 | 1728.75 | 2112.92 | 2497.08 | 2881.25 | 3457.50 | 72.57 |
| Cold Hanworth | 1119.14 | 1305.66 | 1492.19 | 1678.71 | 2051.76 | 2424.80 | 2797.85 | 3357.42 | 22.53 |
| Corringham | 1131.89 | 1320.54 | 1509.19 | 1697.84 | 2075.14 | 2452.44 | 2829.73 | 3395.68 | 41.66 |
| Dunholme | 1143.75 | 1334.37 | 1525.00 | 1715.62 | 2096.87 | 2478.12 | 2859.37 | 3431.24 | 59.44 |
| East Ferry | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| East Stockwith | 1144.57 | 1335.34 | 1526.10 | 1716.86 | 2098.38 | 2479.91 | 2861.43 | 3433.72 | 60.68 |
| Faldingworth | 1135.52 | 1324.77 | 1514.03 | 1703.28 | 2081.79 | 2460.29 | 2838.80 | 3406.56 | 47.10 |
| Fenton | 1131.69 | 1320.31 | 1508.92 | 1697.54 | 2074.77 | 2452.00 | 2829.23 | 3395.08 | 41.36 |
| Fillingham | 1132.36 | 1321.09 | 1509.81 | 1698.54 | 2075.99 | 2453.45 | 2830.90 | 3397.08 | 42.36 |
| Fiskerton | 1146.81 | 1337.94 | 1529.08 | 1720.21 | 2102.48 | 2484.75 | 2867.02 | 3440.42 | 64.03 |
| Friesthorpe | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Fulnetby | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Gainsborough | 1173.55 | 1369.14 | 1564.73 | 1760.32 | 2151.50 | 2542.68 | 2933.87 | 3520.64 | 104.14 |
| Gate Burton | 1128.55 | 1316.65 | 1504.74 | 1692.83 | 2069.01 | 2445.20 | 2821.38 | 3385.66 | 36.65 |
| Glentham | 1138.73 | 1328.51 | 1518.30 | 1708.09 | 2087.67 | 2467.24 | 2846.82 | 3416.18 | 51.91 |
| Glentworth | 1159.53 | 1352.79 | 1546.04 | 1739.30 | 2125.81 | 2512.32 | 2898.83 | 3478.60 | 83.12 |
| Golto | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Grange de Lings | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Grasby | 1126.13 | 1313.82 | 1501.51 | 1689.20 | 2064.58 | 2439.96 | 2815.33 | 3378.40 | 33.02 |
| Grayingham | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Great Limber | 1177.21 | 1373.41 | 1569.61 | 1765.81 | 2158.21 | 2550.61 | 2943.02 | 3531.62 | 109.63 |
| Greetwell | 1115.95 | 1301.95 | 1487.94 | 1673.93 | 2045.91 | 2417.90 | 2789.88 | 3347.86 | 17.75 |
| Hackthorn | 1119.14 | 1305.66 | 1492.19 | 1678.71 | 2051.76 | 2424.80 | 2797.85 | 3357.42 | 22.53 |
| Hardwick | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Harpswell | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Heapham | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Hemswell | 1138.51 | 1328.27 | 1518.02 | 1707.77 | 2087.27 | 2466.78 | 2846.28 | 3415.54 | 51.59 |
| Hemswell Cliff | 1150.36 | 1342.09 | 1533.81 | 1725.54 | 2108.99 | 2492.45 | 2875.90 | 3451.08 | 69.36 |
| Holton Beckeringham | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Holton Le Moor | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Ingham | 1145.97 | 1336.96 | 1527.96 | 1718.95 | 2100.94 | 2482.93 | 2864.92 | 3437.90 | 62.77 |
| Keelby | 1123.16 | 1310.35 | 1497.55 | 1684.74 | 2059.13 | 2433.51 | 2807.90 | 3369.48 | 28.56 |
| Kettlethorpe | 1140.50 | 1330.58 | 1520.67 | 1710.75 | 2090.92 | 2471.08 | 2851.25 | 3421.50 | 54.57 |
| Kexby | 1114.86 | 1300.67 | 1486.48 | 1672.29 | 2043.91 | 2415.53 | 2787.15 | 3344.58 | 16.11 |
| Kirmond Le Mire | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Knaith | 1121.82 | 1308.79 | 1495.76 | 1682.73 | 2056.67 | 2430.61 | 2804.55 | 3365.46 | 26.55 |

OVERALL LEVELS OF COUNCIL TAX

APPENDIX L

| Parish | A | B | C | D | E | F | G | H | Parish Band D |
|--------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------------|
| | £ | £ | £ | £ | £ | £ | £ | £ | £ |
| Langworth | 1173.99 | 1369.66 | 1565.32 | 1760.99 | 2152.32 | 2543.65 | 2934.98 | 3521.98 | 104.81 |
| Laughton | 1129.91 | 1318.22 | 1506.54 | 1694.86 | 2071.50 | 2448.13 | 2824.77 | 3389.72 | 38.68 |
| Lea | 1132.35 | 1321.07 | 1509.80 | 1698.52 | 2075.97 | 2453.42 | 2830.87 | 3397.04 | 42.34 |
| Legsby | 1115.77 | 1301.73 | 1487.69 | 1673.65 | 2045.57 | 2417.49 | 2789.42 | 3347.30 | 17.47 |
| Linwood | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Lissington | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Market Rasen | 1167.03 | 1361.54 | 1556.04 | 1750.55 | 2139.56 | 2528.57 | 2917.58 | 3501.10 | 94.37 |
| Marton | 1128.55 | 1316.65 | 1504.74 | 1692.83 | 2069.01 | 2445.20 | 2821.38 | 3385.66 | 36.65 |
| Middle Rasen | 1120.20 | 1306.90 | 1493.60 | 1680.30 | 2053.70 | 2427.10 | 2800.50 | 3360.60 | 24.12 |
| Morton | 1126.53 | 1314.29 | 1502.04 | 1689.80 | 2065.31 | 2440.82 | 2816.33 | 3379.60 | 33.62 |
| Nettleham | 1172.56 | 1367.99 | 1563.41 | 1758.84 | 2149.69 | 2540.55 | 2931.40 | 3517.68 | 102.66 |
| Nettleton | 1138.67 | 1328.44 | 1518.22 | 1708.00 | 2087.56 | 2467.11 | 2846.67 | 3416.00 | 51.82 |
| Newball | 1173.99 | 1369.66 | 1565.32 | 1760.99 | 2152.32 | 2543.65 | 2934.98 | 3521.98 | 104.81 |
| Newton on Trent | 1173.81 | 1369.45 | 1565.08 | 1760.72 | 2151.99 | 2543.26 | 2934.53 | 3521.44 | 104.54 |
| Normanby by Spital | 1117.14 | 1303.33 | 1489.52 | 1675.71 | 2048.09 | 2420.47 | 2792.85 | 3351.42 | 19.53 |
| Normanby Le Wold | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| North Carlton | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| North Kelsey | 1131.55 | 1320.14 | 1508.73 | 1697.32 | 2074.50 | 2451.68 | 2828.87 | 3394.64 | 41.14 |
| North Willingham | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Northorpe | 1127.12 | 1314.97 | 1502.83 | 1690.68 | 2066.39 | 2442.09 | 2817.80 | 3381.36 | 34.50 |
| Osgodby | 1121.35 | 1308.25 | 1495.14 | 1682.03 | 2055.81 | 2429.60 | 2803.38 | 3364.06 | 25.85 |
| Owersby | 1118.41 | 1304.81 | 1491.21 | 1677.61 | 2050.41 | 2423.21 | 2796.02 | 3355.22 | 21.43 |
| Owmbly by Spital | 1128.28 | 1316.33 | 1504.37 | 1692.42 | 2068.51 | 2444.61 | 2820.70 | 3384.84 | 36.24 |
| Pilham | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Rand | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Reepham | 1119.74 | 1306.36 | 1492.99 | 1679.61 | 2052.86 | 2426.10 | 2799.35 | 3359.22 | 23.43 |
| Riby | 1106.40 | 1290.80 | 1475.20 | 1659.60 | 2028.40 | 2397.20 | 2766.00 | 3319.20 | 3.42 |
| Riseholme | 1115.56 | 1301.49 | 1487.41 | 1673.34 | 2045.19 | 2417.05 | 2788.90 | 3346.68 | 17.16 |
| Rothwell | 1141.67 | 1331.95 | 1522.23 | 1712.51 | 2093.07 | 2473.63 | 2854.18 | 3425.02 | 56.33 |
| Saxby | 1110.15 | 1295.18 | 1480.20 | 1665.23 | 2035.28 | 2405.33 | 2775.38 | 3330.46 | 9.05 |
| Saxilby | 1192.10 | 1390.78 | 1589.47 | 1788.15 | 2185.52 | 2582.88 | 2980.25 | 3576.30 | 131.97 |
| Scampton | 1118.23 | 1304.60 | 1490.97 | 1677.34 | 2050.08 | 2422.82 | 2795.57 | 3354.68 | 21.16 |
| Scothern | 1142.97 | 1333.46 | 1523.96 | 1714.45 | 2095.44 | 2476.43 | 2857.42 | 3428.90 | 58.27 |
| Scotter | 1132.80 | 1321.60 | 1510.40 | 1699.20 | 2076.80 | 2454.40 | 2832.00 | 3398.40 | 43.02 |
| Scotton | 1124.27 | 1311.64 | 1499.02 | 1686.40 | 2061.16 | 2435.91 | 2810.67 | 3372.80 | 30.22 |
| Searby Cum Owmbly | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Sixhills | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Snarford | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Snelland | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Snitterby | 1122.66 | 1309.77 | 1496.88 | 1683.99 | 2058.21 | 2432.43 | 2806.65 | 3367.98 | 27.81 |
| Somerby | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| South Carlton | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| South Kelsey | 1123.46 | 1310.70 | 1497.95 | 1685.19 | 2059.68 | 2434.16 | 2808.65 | 3370.38 | 29.01 |
| Spridlington | 1127.05 | 1314.90 | 1502.74 | 1690.58 | 2066.26 | 2441.95 | 2817.63 | 3381.16 | 34.40 |
| Springthorpe | 1110.54 | 1295.63 | 1480.72 | 1665.81 | 2035.99 | 2406.17 | 2776.35 | 3331.62 | 9.63 |
| Stainfield | 1154.48 | 1346.89 | 1539.31 | 1731.72 | 2116.55 | 2501.37 | 2886.20 | 3463.44 | 75.54 |
| Stainton Le Vale | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Stow | 1126.17 | 1313.86 | 1501.56 | 1689.25 | 2064.64 | 2440.03 | 2815.42 | 3378.50 | 33.07 |
| Sturton by Stow | 1140.61 | 1330.71 | 1520.81 | 1710.91 | 2091.11 | 2471.31 | 2851.52 | 3421.82 | 54.73 |
| Sudbrooke | 1129.82 | 1318.12 | 1506.43 | 1694.73 | 2071.34 | 2447.94 | 2824.55 | 3389.46 | 38.55 |
| Swallow | 1142.48 | 1332.89 | 1523.31 | 1713.72 | 2094.55 | 2475.37 | 2856.20 | 3427.44 | 57.54 |
| Swinhope | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Tealby | 1129.49 | 1317.74 | 1505.99 | 1694.24 | 2070.74 | 2447.24 | 2823.73 | 3388.48 | 38.06 |
| Thonock | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Thoresway | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Thorganby | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Thorpe Le Fallows | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Toft Newton | 1132.55 | 1321.30 | 1510.06 | 1698.82 | 2076.34 | 2453.85 | 2831.37 | 3397.64 | 42.64 |
| Torksey | 1134.91 | 1324.06 | 1513.21 | 1702.36 | 2080.66 | 2458.96 | 2837.27 | 3404.72 | 46.18 |
| Upton | 1132.96 | 1321.79 | 1510.61 | 1699.44 | 2077.09 | 2454.75 | 2832.40 | 3398.88 | 43.26 |
| Waddingham | 1130.08 | 1318.43 | 1506.77 | 1695.12 | 2071.81 | 2448.51 | 2825.20 | 3390.24 | 38.94 |
| Walesby | 1117.95 | 1304.27 | 1490.60 | 1676.92 | 2049.57 | 2422.22 | 2794.87 | 3353.84 | 20.74 |
| Walkerith | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Welton | 1169.95 | 1364.94 | 1559.93 | 1754.92 | 2144.90 | 2534.88 | 2924.87 | 3509.84 | 98.74 |
| West Firsby | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| West Rasen | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Wickenby | 1130.05 | 1318.40 | 1506.74 | 1695.08 | 2071.76 | 2448.45 | 2825.13 | 3390.16 | 38.90 |
| Wildsworth | 1104.12 | 1288.14 | 1472.16 | 1656.18 | 2024.22 | 2392.26 | 2760.30 | 3312.36 | 0.00 |
| Willingham | 1138.66 | 1328.44 | 1518.21 | 1707.99 | 2087.54 | 2467.10 | 2846.65 | 3415.98 | 51.81 |
| Willoughton | 1149.69 | 1341.31 | 1532.24 | 1724.24 | 2107.77 | 2491.00 | 2874.23 | 3449.08 | 68.36 |

Pay Policy Statement 2018/19

Date: December 2018

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. Chief Finance Officer (Section 151) and Monitoring Officer that are not included in this tier. These include;

The council currently have the following number of posts at the Chief Officer level:-
3 x Executive Directors (one of whom is designated as Chief Finance Officer (S151))
1 x Monitoring Officer, at Strategic Lead level

The management structure of the Council can be found in Appendix 1.

The policy for each group is as follows:-

Salaries in this policy are as at 1 March 2018.

Executive Director of Operations, Executive Director of Resources and Executive Director of Economic and Commercial Growth

The salary for the above three posts have been established as a fixed salary point of £93,240. 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 officers, as they are expected to undertake duties outside their normal hours and working patterns without additional payment.

Monitoring Officer

The salary for this post holder is paid at a spot salary of £65,256 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 and Chief Officers.

Chief Officer Recruitment

Recruitment to the posts of Executive Director 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 Executive Directors.

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 £15,613 to £16,123 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 Executive Directors 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 | 21 and over | 18-20 | Under 18 | Apprentice |
|------------|-------------|-------|----------|------------|
| April 2018 | £7.38 | £5.90 | £4.20 | £3.70 |

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

In the second year of an apprenticeship (if applicable) the salary rate increases in accordance with the persons age at that time.

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% 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 17.1% of pensionable pay, in addition the Council makes lump sum deficit payments to the local government pension fund which equate to approximately 7% 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 Executive Directors at £93,240

The ratio between the highest and lowest salary pay point is 1:6.9

The median salary of all the Council staff is £21,962

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.

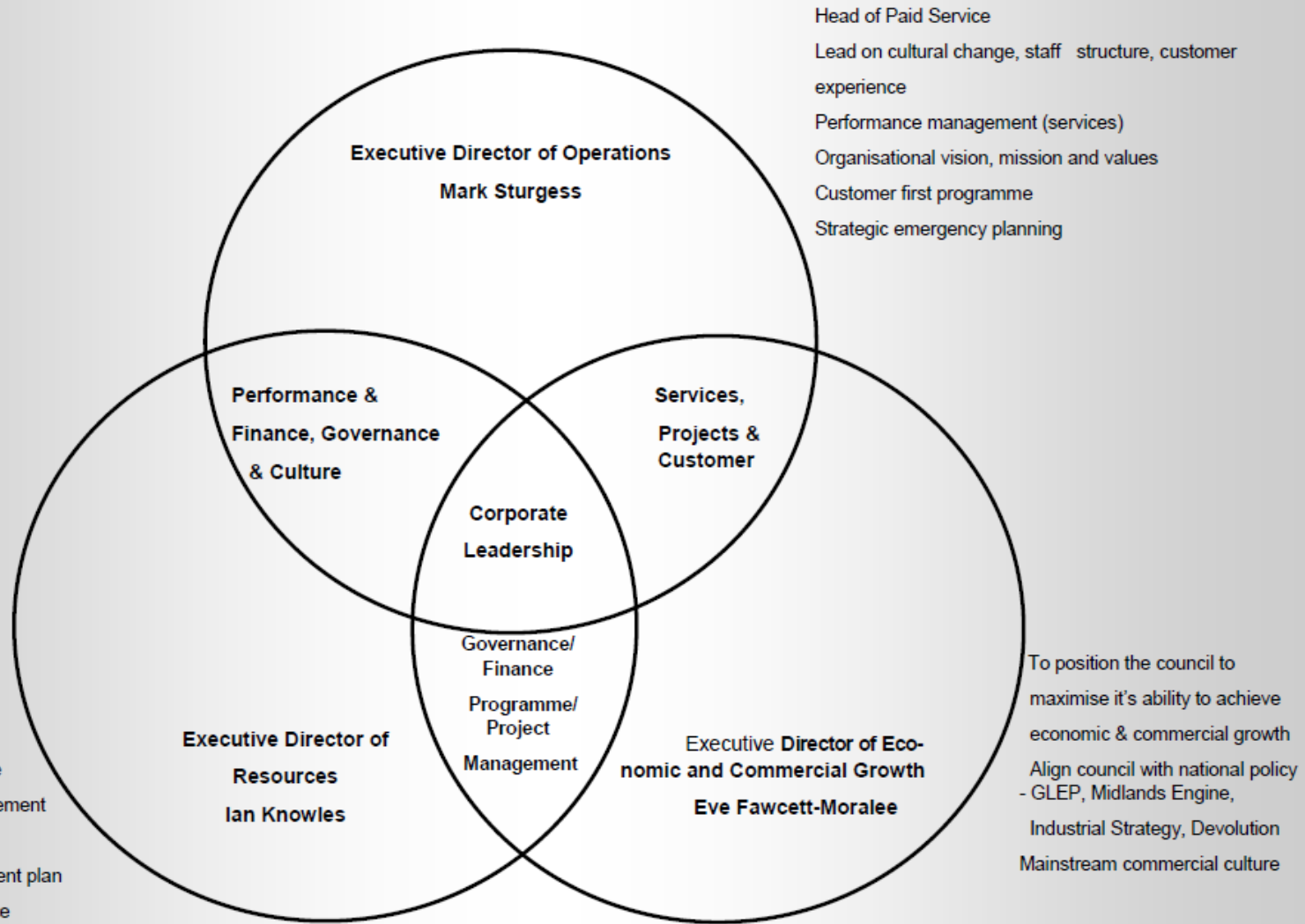
However, an individual in receipt of a severance payment and/or early retirement pension will not normally be immediately re-employed or re-engaged by the Council, either under a contract of employment or a contract for services. It is expected that the Council, when agreeing severance arrangements, 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 relevant director 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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Spidercharts for West Lindsey

Introduction:

Our financial position model, also known as the 'spidergram' model, was first issued in 2013. This model is designed as a tool to help councils assess their financial position compared to other councils. The model produces a report for each council alone.

It aims to do the following:

- Allow councils to gain an objective view of where they stand in comparison to other councils on a set of measures which have something to say about their financial position;
- Identify relative strengths and weaknesses, risks and opportunities which can be taken into account when considering a future financial strategy.

How to use the report:

This report is split into three sections, each is a suite of themed indicators: Strategic (present and future), Risk and Opportunity. There are two spidergraphs per section, one shows how West Lindsey is ranked within 'All English Authorities' and the second, how West Lindsey is ranked within All local authority districts in East Midlands.

The highest (or best) rank, of 1, on a spiderchart is the inner most point of the graph. The lowest (or worst) rank is 353 for all English authorities, and for All local authority districts in East Midlands the lowest rank will be 36, the lowest rank will be on the outer edge of the spiderchart.

Each section comes with a description of the metrics used and commentary as to why they are considered to be important. In the reference section there are tables showing additional comparison data and in the collection library there are links (when viewed in LG Inform) to the data collections used in the report and information on when they were last updated.

Please note that the data for the Whole of Government Accounts normally has a time lag of 18 months, this report uses the most recent available data. The data will automatically update every time there is a data release. If you are interested in viewing a time series for any of the metrics in the report please refer to the standard reports; the standard reports can be accessed when viewing the report in LG Inform by clicking on the metric titles within the tables.

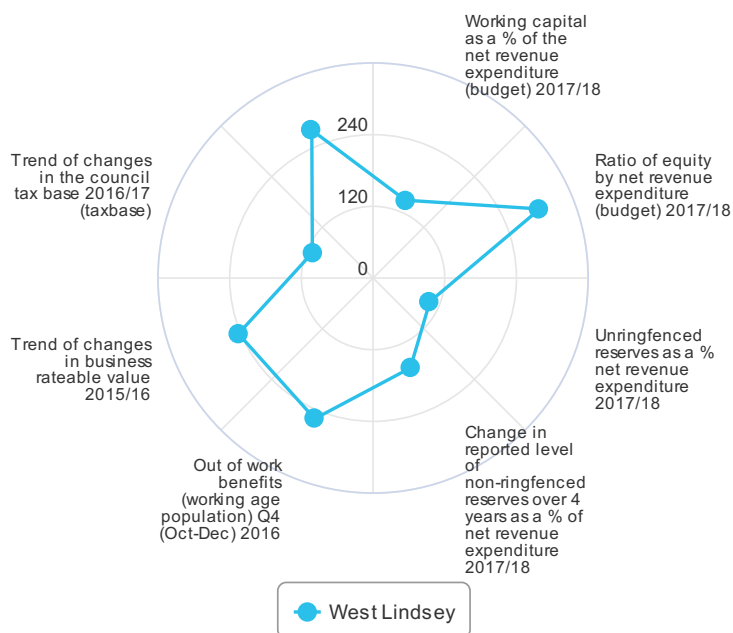
If any values are missing from the database a 'no value' will appear, this is because a figure was not available from published sources. Please contact lginform@local.gov.uk if you have any technical queries regarding the report or the data collections used.

Contents:

- Strategic Indicators: Present and Future
- Risk Indicators
- Opportunity Indicators
- Reference tables
- Collection library

STRATEGIC INDICATORS: PRESENT AND FUTURE

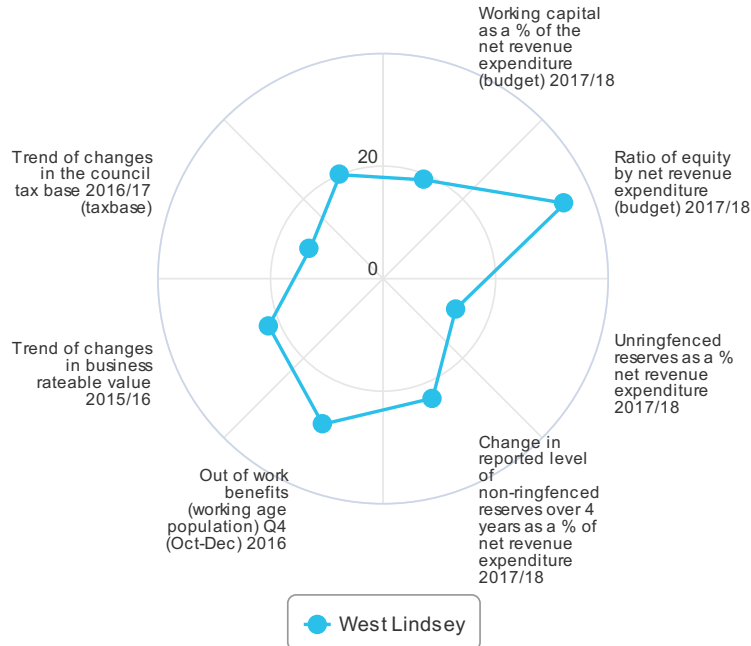
Strategic: All English authorities Rank (353)



West Lindsey

| Metric type | Period | West Lindsey | |
|--|-------------------|-------------------------------------|---------|
| | | Rank within All English authorities | % |
| Working capital as a % of the net revenue expenditure (budget) | 2017/18 | 141 | 102.36 |
| Ratio of equity by net revenue expenditure (budget) | 2017/18 | 302 | 0.58 |
| Unringfenced reserves as a % net revenue expenditure | 2017/18 | 103 | 86.86 |
| Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure | 2017/18 | 163 | 9.27 |
| Out of work benefits (working age population) | Q4 (Oct-Dec) 2016 | 255 | 8.7 |
| Trend of changes in business rateable value | 2015/16 | 244 | 135.48 |
| Percentage change in Core Spending Power from current period to period +4 | 2015/16 | 268 | -10.563 |
| Trend of changes in the council tax base | 2016/17 (taxbase) | 110 | 108.53 |

Strategic: All local authority districts in East Midlands Rank (36)



Strategic: West Lindsey and All local authority districts in East Midlands Rank

| Metric type | Period | West Lindsey | |
|--|-------------------|--|---------|
| | | Rank within All local authority districts in East Midlands | % |
| Working capital as a % of the net revenue expenditure (budget) | 2017/18 | 19 | 102.36 |
| Ratio of equity by net revenue expenditure (budget) | 2017/18 | 35 | 0.58 |
| Unringfenced reserves as a % net revenue expenditure | 2017/18 | 14 | 86.86 |
| Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure | 2017/18 | 23 | 9.27 |
| Out of work benefits (working age population) | Q4 (Oct-Dec) 2016 | 28 | 8.7 |
| Trend of changes in business rateable value | 2015/16 | 22 | 135.48 |
| Percentage change in Core Spending Power from current period to period +4 | 2015/16 | 20 | -10.563 |
| Trend of changes in the council tax base | 2016/17 (taxbase) | 14 | 108.53 |

STRATEGIC: PRESENT AND FUTURE

P1: Working capital as a percentage of the net revenue expenditure (budget)

This is the level of working capital weighted according to the total net revenue expenditure. The working capital for West Lindsey is 18,569.00 GBP (000) which equates to 102.36% of the net revenue expenditure (18,140 GBP (000)); in the previous period it was 113.66%.

Authorities with a strongly positive indicator would have less difficulty liquidating sufficient assets to operate in the event of a short term debt problem. The higher the working capital value as a percentage of the net revenue expenditure the higher the rank.

P2: Ratio of equity by net revenue expenditure (budget)

This is the level of net assets weighted according to total net revenue expenditure. West Lindsey has a net worth of 10,611.00 GBP (000), which is a ratio of 0.58:1 of the net revenue expenditure (18,140 GBP (000)). The ratio of equity has decreased since the last period when it was 0.65:1.

If an authority has a low level of net assets (equity) this may be because it has a low level of assets, a high level of liabilities or both. This indicator differentiates those authorities which over time have a relatively higher level of liabilities to fund and limited assets from which to do so, making additional financing costs likely in the years ahead. The higher the ratio of equity the higher the rank.

P3: Estimated unringfenced reserves as a % net revenue expenditure

The level of unringfenced reserves (earmarked and other unallocated) is weighted according to - or as a percentage of - total net revenue expenditure. In West Lindsey the unringfenced reserves stand at 15,757 GBP (000), lower than the last period when they were 16,871 GBP (000); currently it is 86.86% of the total net revenue expenditure (18,140 GBP (000)).

Some reserves, of course, are set aside against risks which are difficult to measure. The indicator therefore has a limitation in cases where unringfenced reserves include reserves set aside against risks that have a high likelihood of crystallising. The higher the relative value of the unringfenced reserves the higher the rank.

P4: Net change in reserves over 4 years as a % of net revenue expenditure

This is the change in total estimated unringfenced revenue reserves after a four year period weighted as a proportion of budgeted total net revenue expenditure. In West Lindsey the change in reserves has been 1,682.00 GBP (000) over the last four years (15,757 GBP (000) in the current period minus 14,075 GBP (000) 4 periods earlier), this represents 9.27% of the total net revenue expenditure (18,140 GBP (000)).

If an authority has historically contributed significantly to reserves it is likely the case that the immediate years pose less of a challenge. At the same time any use of reserves or contribution to reserves is likely to be the result of local strategic decisions. The greater the change the higher the level of contributions to reserves, and the higher the rank.

F1: % of working age individuals receiving benefits

This metric is the percentage of all working age individuals that are in receipt of key out of work benefits. 8.7% of working age residents in West Lindsey were receiving out of work benefits in 17/05/2017, this is an average across the months.

This indicator assumes that authorities where benefit claimants live will see higher financial pressure related to providing services such as homelessness, than those with fewer claimants. It is arguable that the impact of welfare reform will be to encourage claimants to move from current high density areas to low density areas. There is no easy way of modelling this. The lower the number of residents receiving the benefits the higher the rank. A report on the impacts of the Welfare Reform can be accessed here: [The impacts of the welfare reform.](#)

F2: Trend of changes in business rateable value

This is the change in the business rate taxbase since 2009. Currently the total business rateable value in West Lindsey is 42 GBP (millions), a change of 135.48% since 2009. This figure is an index, rather than a percentage change. An index number is an economic data figure reflecting price or quantity compared with a standard or base value, which in this case is the base year value from 2009. In the previous period the index was 138.71%.

This is a measure of relative economic growth in the recent past and the assumption is that this is a momentum indicator – growth is more likely to continue where it is already taking place. There is a risk that this indicator is affected by large one off developments or valuation appeals, especially in smaller authorities. The higher the trend change the higher the rank.

F3: Trend of changes in the council tax base

This is the change in the council taxbase since 2002. Currently the council tax base is 33,182 dwellings, a change of 108.53% since 2002. This figure is an index, rather than a percentage change. An index number is an economic data figure reflecting price or quantity compared with a standard or base value, which in this case is the base year value from 2002. In the previous period the index was 107.97%.

This is a measure of relative economic growth in the recent past and the assumption is that this is a momentum indicator – growth is more likely to continue where it is already taking place. Similar in principle to trend of changes in business rateable value, it is a momentum indicator. It measures relative growth in taxable property. The higher the trend change the higher the rank.

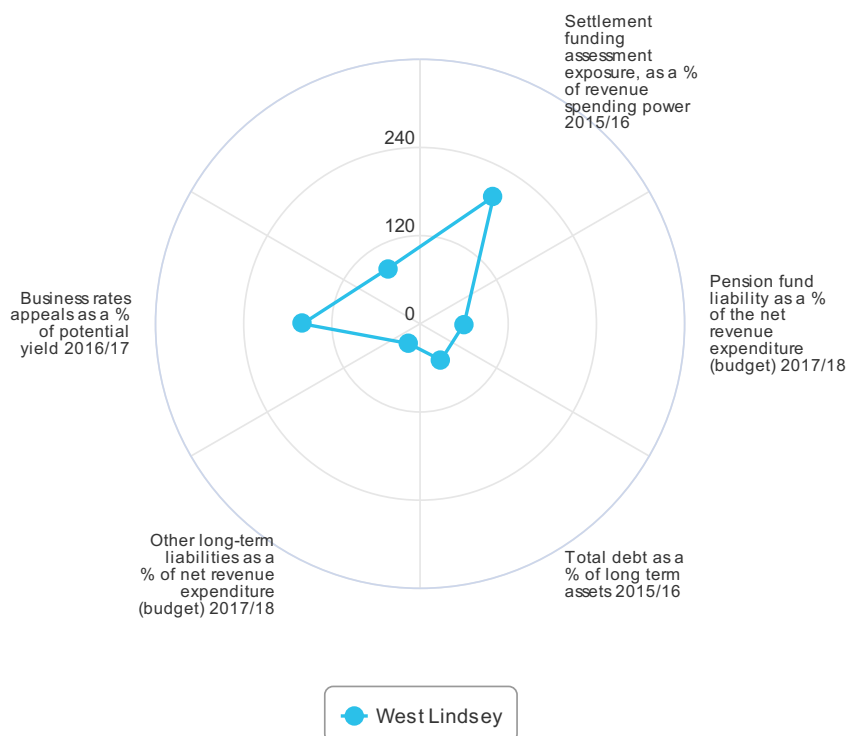
F4: Change in core spending power

This is the percentage change in core spending power from the local government finance settlement. It represents the percentage change from the current period (4.154 GBP (millions) in 2016/17), compared to that in four year's time: 2.952 GBP (millions) in 2019/20; this is a change of -10.563%. Calculated by DCLG in order to provide some certainty for the four year period. The local authority core spending power figures set out indicative figures for the potential income from core components that could be available to authorities over those four years.

Some authorities will have a negative change that signifies a drop in core spending, others have a positive change, which signifies an increase in core spending. The greater the positive change the higher the rank.

RISK INDICATORS

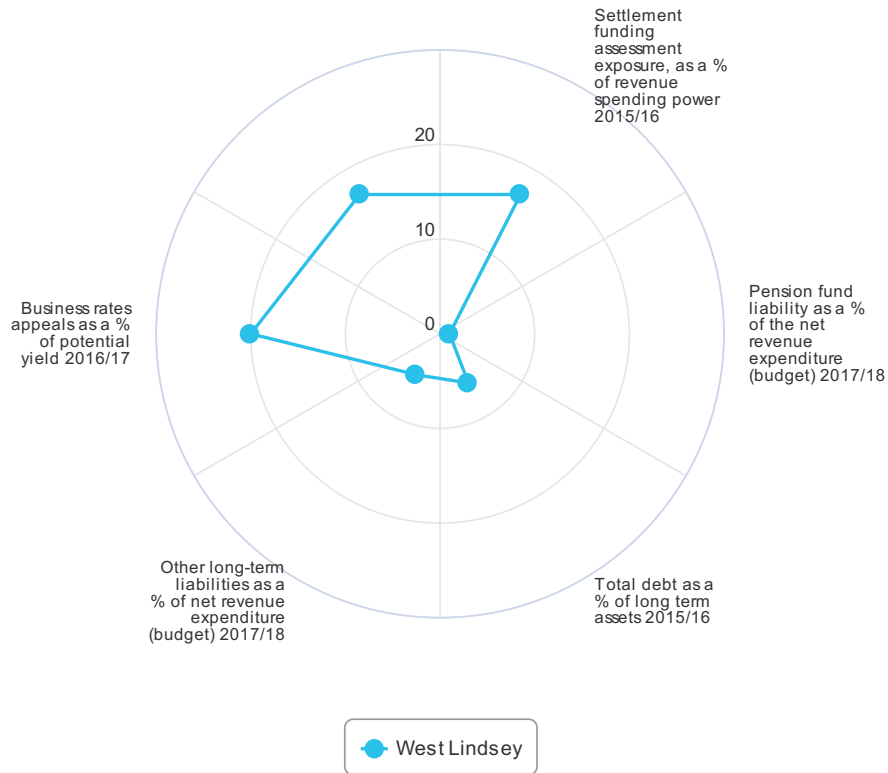
Risk: All English authorities Rank (353)



Risk: West Lindsey and All English authorities Rank

| Metric type | Period | West Lindsey | |
|---|---------|--------------|-------------------------------------|
| | | % | Rank within All English authorities |
| Settlement funding assessment exposure, as a % of revenue spending power | 2015/16 | 39.17 | 200 |
| Total debt as a % of long term assets | 2015/16 | -12.66 | 57 |
| Pension fund liability as a % of the net revenue expenditure (budget) | 2017/18 | 159.18 | 60 |
| Other long-term liabilities as a % of net revenue expenditure (budget) | 2017/18 | -9.70 | 31 |
| Short term liability pressure: Short term liabilities as a % of total liabilities | 2015/16 | 9.29 | 87 |
| Business rates appeals as a % of potential yield | 2016/17 | -1.77 | 160 |

Risk: All local authority districts in East Midlands Rank (36)



Risk: West Lindsey and All local authority districts in East Midlands Rank

| Metric type | Period | West Lindsey | |
|---|---------|--|--------|
| | | Rank within All local authority districts in East Midlands | % |
| Settlement funding assessment exposure, as a % of revenue spending power | 2015/16 | 17 | 39.17 |
| Total debt as a % of long term assets | 2015/16 | 6 | -12.66 |
| Pension fund liability as a % of the net revenue expenditure (budget) | 2017/18 | 1 | 159.18 |
| Other long-term liabilities as a % of net revenue expenditure (budget) | 2017/18 | 5 | -9.70 |
| Business rates appeals as a % of potential yield | 2016/17 | 20 | -1.77 |
| Short term liability pressure: Short term liabilities as a % of total liabilities | 2015/16 | 17 | 9.29 |

RISK INDICATORS

There are six risk metrics for West Lindsey.

R1: Settlement funding assessment exposure

This is the Settlement funding assessment as a share of total revenue spending power. In West Lindsey the Settlement Funding Assessment was 4.942 GBP (millions) in 11/01/2018 and the revenue spending power was 12.615 GBP (millions), resulting in the settlement funding assessment exposure of 39.17%. It was previously a settlement funding exposure of 44.53%.

High settlement funding assessment figures indicate a larger reliance on government grant funding, leaving an authority more exposed to grant reductions. The lower the figure, the lower the exposure to grant funding and therefore the higher the rank. Subsequent Government announcements can reduce the predictive value of this metric.

R2: Pension fund liability

Pension fund liability is weighted according to total net revenue expenditure. In West Lindsey the pension liability stands at -28,876 GBP (000), 159.18% of the net revenue expenditure (18,140 GBP (000)). This is an improvement the previous period when it was 176.74%.

Pension fund liabilities may not be an immediate concern but will have an impact on council finances in the future – for example affecting employer contribution rates. The lower the pension fund liability the higher the rank.

R3: Total debt

The total debt is the sum of short term and long term borrowing, weighted according to total long term assets. In West Lindsey the current total debt is -12.66% of the long term assets, which are 22,677 GBP (000). In the previous period the total debt stood at -20.24% of the long term assets which were 19,434 GBP (000).

Total debt can pose both short term liquidity risk and long term cash pressures, therefore the lower the relative debt the lower the risk to the authority. The lower the total debt, the higher the rank.

R4: Other long term liabilities

Other long term liabilities are liabilities that are not borrowing or pensions and in this indicator they are weighted according to the total net revenue expenditure. Other long term liabilities in West Lindsey are -1,759.00 GBP (000), that is -9.70% of the total net revenue (18,140 GBP (000)). This is an improvement the previous period when it was -10.77%.

Other long term liabilities also represent future costs of borrowing. They include such elements as PFI liabilities, provisions and receipts in advance. The lower the other long term liabilities the higher the rank. Multiple authorities share the top ranked value of 1.

R5: Business rate appeals

This is the estimated business rate appeals as a share of total collectable business rates in an area. The lower the value the lower the business rate appeal risk. In 25/04/2017 business rate appeals stood at -303,542 GBP, -1.77% of the potential yield. This is compared to the previous period when it was -227,450 GBP, -1.35% of the potential yield.

Appeals are a source of council income uncertainty and higher exposure means that councils have to prudently budget for less income, potentially harming services. The lower the rate of business rate appeals, the higher the rank. Multiple authorities share the top ranked value of 1.

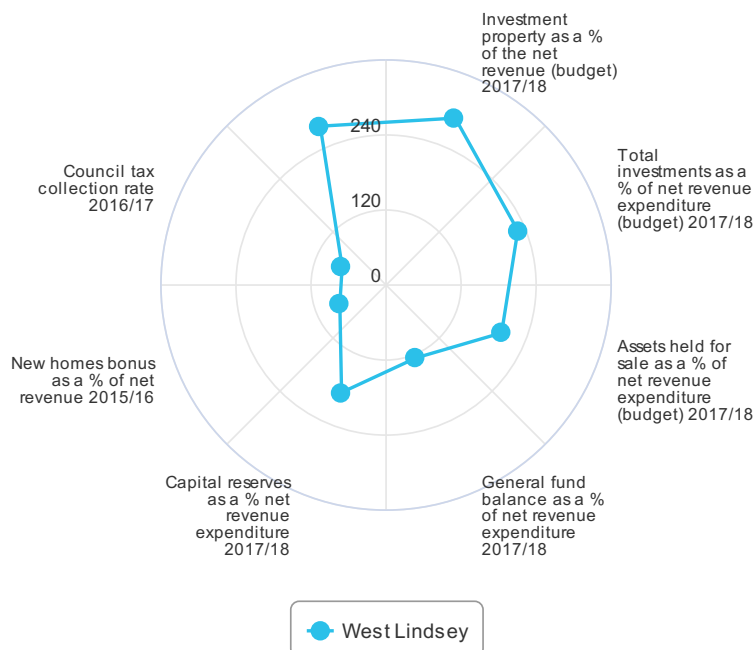
R6: Short term liability pressure

Short term liabilities in West Lindsey are -3,136 GBP (000) and long term liabilities are -30,635 GBP (000), total liabilities is the sum of short term and long term liabilities. Short term liabilities stand at 9.29% of the total liabilities. Short term liabilities have decreased since the last period when they were -4,260 GBP (000); total liabilities have decreased since the last period when they were -35,552 GBP (000).

Short term liability poses an immediate pressure on liquidity. This indicator does not scale the overall level of total liabilities, but more information about liabilities can be found through indicators R2, R3 and R4. The lower the figure, the relatively lower exposure to short term liabilities and therefore the higher the rank.

OPPORTUNITY INDICATORS

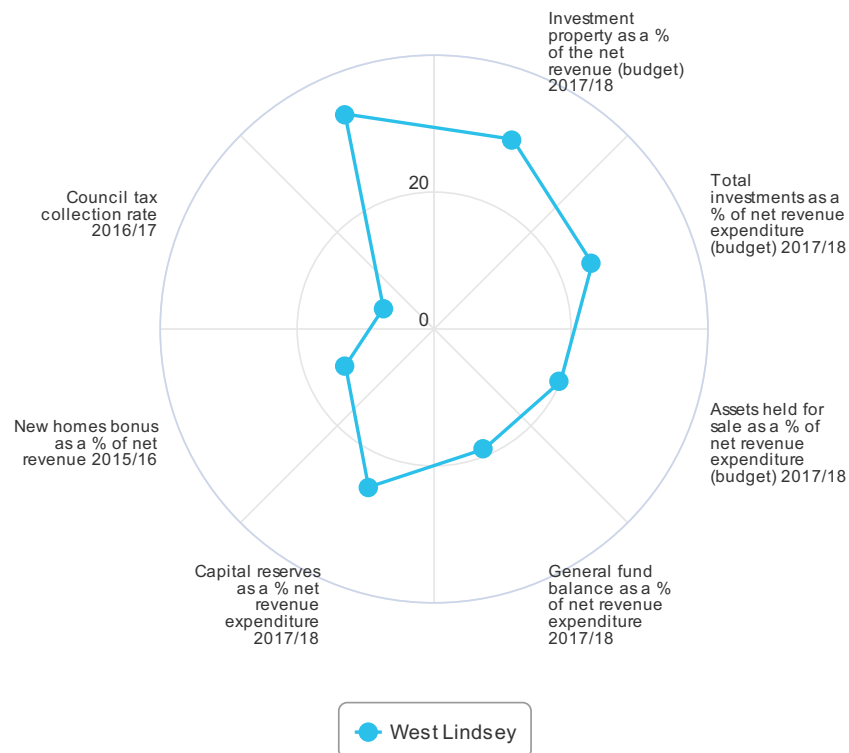
Opportunity: All English authorities Rank (353)



Opportunity: West Lindsey and All English authorities Rank

| Metric type | Period | West Lindsey | |
|---|---------|-------------------------------------|--------|
| | | Rank within All English authorities | % |
| Investment property as a % of the net revenue (budget) | 2017/18 | 289 | 0.90 |
| Total investments as a % of net revenue expenditure (budget) | 2017/18 | 228 | 65.39 |
| Assets held for sale as a % of net revenue expenditure (budget) | 2017/18 | 200 | 0.19 |
| Capital reserves as a % net revenue expenditure | 2017/18 | 186 | 19.07 |
| General fund balance as a % of net revenue expenditure | 2017/18 | 126 | -20.48 |
| Council tax collection rate | 2016/17 | 76 | 98.48 |
| Percentage of Business rates collected | 2016/17 | 275 | 97.34 |
| New homes bonus as a % of net revenue | 2015/16 | 80 | 15.81 |

Opportunity: All local authority districts in East Midlands Rank (36)



Opportunity: West Lindsey and All local authority districts in East Midlands Rank

| Metric type | Period | West Lindsey | |
|---|---------|--|--------|
| | | Rank within All local authority districts in East Midlands | % |
| Investment property as a % of the net revenue (budget) | 2017/18 | 30 | 0.90 |
| Total investments as a % of net revenue expenditure (budget) | 2017/18 | 25 | 65.39 |
| Assets held for sale as a % of net revenue expenditure (budget) | 2017/18 | 20 | 0.19 |
| General fund balance as a % of net revenue expenditure | 2017/18 | 19 | -20.48 |
| Capital reserves as a % net revenue expenditure | 2017/18 | 25 | 19.07 |
| New homes bonus as a % of net revenue | 2015/16 | 14 | 15.81 |
| Council tax collection rate | 2016/17 | 8 | 98.48 |
| Percentage of Business rates collected | 2016/17 | 34 | 97.34 |

OPPORTUNITY INDICATORS

There are eight headline metrics which show the potential opportunities for West Lindsey.

OP1: Investment property

Investment property value is weighted according to total net revenue expenditure. In the most recent period investment property in West Lindsey was worth 164 GBP (000), compared to 127 GBP (000) in the previous period. That is 0.90% of the total net revenue in the most recent period (18,140 GBP (000)), and 1.00% in the previous period.

A higher total value of investment property indicates more opportunity to raise income. However, return on investment can vary depending on the type of investment and an investment strategy. The higher the relative value of investment property the higher the rank. Multiple authorities share the lowest ranked value of 1.

OP2: Total investments

This is the short term investments, long term investments and investment property weighted according to total net revenue expenditure. Total investments have increased in West Lindsey by 28.52% since the last period, and is currently 11,861.00 GBP (000), that is 65.39% of the total net revenue (18,140 GBP (000)).

This indicator has a similar logic to OP1: Investment property as a percentage of the total net revenue, but also includes short term investments. The more investments relative to the net revenue expenditure the higher the rank. Multiple authorities share the lowest ranked value of 1.

OP3: Assets held for sale

This is the value of assets held for sale weighted according to total net revenue expenditure. There is a total of 35 GBP (000) assets in West Lindsey held for sale, that is 0.19% of the total net revenue (18,140 GBP (000)). In the previous period assets held for sale represented 0.21% of the net revenue expenditure.

Assets held for sale represent an immediate opportunity for a cash injection which can be used for further capital investment. The more assets the council has relative to total net revenue expenditure, held for sale, the higher the rank. Multiple authorities share the lowest ranked value of 1.

OP4: General fund balance

The general fund balance weighted according to total net revenue expenditure (due to accounting formatting positive figures are presented as negatives). In West Lindsey the general fund balance is -3,715 GBP (000), a decrease since the previous period when it was -4,160 GBP (000). It is currently -20.48% of the total net revenue expenditure (18,140 GBP (000)).

A higher general fund balance may indicate better preparedness for unexpected economic shocks. Alternatively, councils may make a decision to build up their general fund reserves in response to increased perceived risk. The relatively bigger the proportion of the general fund balance against the total net revenue expenditure the higher the rank. Multiple authorities share the lowest value of 1.

OP5: Capital reserves

This is the sum of capital grants unapplied and capital receipts reserves, weighted according to total net revenue expenditure. In West Lindsey the capital reserves stand at -3,460.00 GBP (000), that is 19.07% of the total net revenue expenditure. This is compared to the previous period when it was -2,893.00 GBP (000), 21.18% of the total net revenue expenditure (18,140 GBP (000)).

Higher capital reserves provide more scope for investment that can save costs or generate income in the future. The definition is limited to these two particular reserves due to data limitations. The higher the level of capital reserves against the net revenue expenditure the higher the rank.

OP6: New Homes Bonus

New Homes Bonus as a share of total revenue spending power. The New Homes Bonus in West Lindsey was 1.558 GBP (millions) in the previous period, 11.90% of the total net revenue expenditure. Currently New Homes Bonus stands at 1.995 GBP (millions), 15.81% of the total net revenue expenditure (18,140 GBP (000)).

Higher new homes bonus provides a stable source of income for councils and is a signal of a lively house building market. However, this funding stream is government policy, meaning that there is always a risk of it ending. Many authorities use new homes bonus for further investment instead of funding services as a result. The greater the relative value of the New Homes Bonus the higher the rank.

OP7: Council tax collection rate

This is the amount of council tax revenue collected as a share of total collectable council tax. West Lindsey collected 98.48% of the collectable council tax, this is an improvement on the previous period when West Lindsey collected 98.35% of the collectable council tax.

A lower council tax collection rate could also represent an opportunity in its own regard as there is room to increase annual income through better collection practices. In some cases a low collection rate can be explained by socioeconomic characteristics of an area, such as reliance on council tax support. A high collection rate of local taxes shows that an authority is close to maximising its income therefore the higher the rank.

OP8: Business rates collection rate

This is the amount of business rates collected as a share of total collectable business rates. West Lindsey collected 97.34% of the collectable business rates, this is worse than the previous period when West Lindsey collected 99.46% of the collectable business rates.

A high collection rate of business rates shows that an authority is close to maximising its income. The higher the collection rate, the higher the rank.

REFERENCE TABLES

The following reference tables show the current value of each metric used against the minimum, average (mean) and maximum for all English authorities and the selected comparison group.

Strategic: West Lindsey and All English authorities

| Metric type | Value type | Period | West Lindsey | Minimum for All English authorities | Mean for All English authorities | Maximum for All English authorities |
|--|------------|-------------------|--------------|-------------------------------------|----------------------------------|-------------------------------------|
| Working capital as a % of the net revenue expenditure (budget) | % | 2017/18 | 102.36 | -740.49 | 98.94 | 755.12 |
| Ratio of equity by net revenue expenditure (budget) | % | 2017/18 | 0.58 | -1.00 | 6.45 | 68.67 |
| Unringfenced reserves as a % net revenue expenditure | % | 2017/18 | 86.86 | 0.00 | 69.90 | 510.99 |
| Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure | % | 2017/18 | 9.27 | -259.02 | 13.55 | 193.43 |
| Out of work benefits (working age population) | % | Q4 (Oct-Dec) 2016 | 8.7 | 1.7 | 7.5 | 16.6 |
| Trend of changes in business rateable value | % | 2015/16 | 135.48 | 90.32 | 145.00 | 224.32 |
| Trend of changes in the council tax base | % | 2016/17 (taxbase) | 108.53 | 102.96 | 107.66 | 135.97 |
| Percentage change in Core Spending Power from current period to period +4 | % | 2015/16 | -10.563 | -25.358 | -5.910 | 6.241 |

Strategic: West Lindsey and All local authority districts in East Midlands

| Metric type | Value type | Period | West Lindsey | Minimum for All local authority districts in East Midlands | Mean for All local authority districts in East Midlands | Maximum for All local authority districts in East Midlands |
|--|-------------------|-------------------|---------------------|---|--|---|
| Working capital as a % of the net revenue expenditure (budget) | % | 2017/18 | 102.36 | -136.70 | 119.33 | 358.28 |
| Ratio of equity by net revenue expenditure (budget) | % | 2017/18 | 0.58 | -0.56 | 6.64 | 24.69 |
| Unringfenced reserves as a % net revenue expenditure | % | 2017/18 | 86.86 | 29.84 | 86.89 | 242.22 |
| Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure | % | 2017/18 | 9.27 | -29.47 | 24.07 | 127.45 |
| Out of work benefits (working age population) | % | Q4 (Oct-Dec) 2016 | 8.7 | 3.3 | 7.3 | 11.7 |
| Trend of changes in business rateable value | % | 2015/16 | 135.48 | 115.60 | 141.39 | 186.67 |
| Trend of changes in the council tax base | % | 2016/17 (taxbase) | 108.53 | 102.96 | 107.41 | 116.84 |
| Percentage change in Core Spending Power from current period to period +4 | % | 2015/16 | -10.563 | -15.157 | -10.056 | 0.077 |

Risk: West Lindsey and All English authorities

| Metric type | Value type | Period | West Lindsey | Minimum for All English authorities | Mean for All English authorities | Maximum for All English authorities |
|---|-------------------|---------------|---------------------|--|---|--|
| Settlement funding assessment exposure, as a % of revenue spending power | % | 2015/16 | 39.17 | 19.93 | 38.06 | 63.47 |
| Pension fund liability as a % of the net revenue expenditure (budget) | % | 2017/18 | 159.18 | 14.68 | 282.22 | 1,171.37 |
| Total debt as a % of long term assets | % | 2015/16 | -12.66 | -115.95 | -29.23 | -2.75 |
| Other long-term liabilities as a % of net revenue expenditure (budget) | % | 2017/18 | -9.70 | -272.01 | -41.06 | 0.00 |
| Business rates appeals as a % of potential yield | % | 2016/17 | -1.77 | -25.74 | -2.29 | 0.00 |
| Short term liability pressure: Short term liabilities as a % of total liabilities | % | 2015/16 | 9.29 | 3.89 | 14.11 | 64.22 |

Risk: West Lindsey and All local authority districts in East Midlands

| Metric type | Value type | Period | West Lindsey | Minimum for All local authority districts in East Midlands | Mean for All local authority districts in East Midlands | Maximum for All local authority districts in East Midlands |
|---|-------------------|---------------|---------------------|---|--|---|
| Settlement funding assessment exposure, as a % of revenue spending power | % | 2015/16 | 39.17 | 27.62 | 40.36 | 56.96 |
| Pension fund liability as a % of the net revenue expenditure (budget) | % | 2017/18 | 159.18 | 159.18 | 351.49 | 953.08 |
| Total debt as a % of long term assets | % | 2015/16 | -12.66 | -67.79 | -34.35 | -3.38 |
| Other long-term liabilities as a % of net revenue expenditure (budget) | % | 2017/18 | -9.70 | -172.78 | -34.25 | -0.74 |
| Business rates appeals as a % of potential yield | % | 2016/17 | -1.77 | -6.62 | -1.96 | -0.27 |
| Short term liability pressure: Short term liabilities as a % of total liabilities | % | 2015/16 | 9.29 | 4.24 | 11.62 | 28.89 |

Opportunity: West Lindsey and All English authorities

| Metric type | Value type | Period | West Lindsey | Minimum for All English authorities | Mean for All English authorities | Maximum for All English authorities |
|---|-------------------|---------------|---------------------|--|---|--|
| Investment property as a % of the net revenue (budget) | % | 2017/18 | 0.90 | 0.00 | 88.82 | 1,972.92 |
| Total investments as a % of net revenue expenditure (budget) | % | 2017/18 | 65.39 | 0.00 | 201.04 | 2,362.68 |
| Assets held for sale as a % of net revenue expenditure (budget) | % | 2017/18 | 0.19 | 0.00 | 3.26 | 73.15 |
| General fund balance as a % of net revenue expenditure | % | 2017/18 | -20.48 | -166.90 | -22.14 | 0.00 |
| Capital reserves as a % net revenue expenditure | % | 2017/18 | 19.07 | 0.00 | 40.64 | 498.08 |
| New homes bonus as a % of net revenue | % | 2015/16 | 15.81 | 0.39 | 9.13 | 32.19 |
| Council tax collection rate | % | 2016/17 | 98.48 | 90.01 | 97.41 | 99.61 |
| Percentage of Business rates collected | % | 2016/17 | 97.34 | 90.16 | 98.21 | 99.99 |

Opportunity: West Lindsey and All local authority districts in East Midlands

| Metric type | Value type | Period | West Lindsey | Minimum for All local authority districts in East Midlands | Mean for All local authority districts in East Midlands | Maximum for All local authority districts in East Midlands |
|---|------------|---------|--------------|--|---|--|
| Investment property as a % of the net revenue (budget) | % | 2017/18 | 0.90 | 0.00 | 80.17 | 609.80 |
| Total investments as a % of net revenue expenditure (budget) | % | 2017/18 | 65.39 | 1.34 | 186.22 | 836.35 |
| Assets held for sale as a % of net revenue expenditure (budget) | % | 2017/18 | 0.19 | 0.00 | 2.77 | 16.98 |
| General fund balance as a % of net revenue expenditure | % | 2017/18 | -20.48 | -100.85 | -28.32 | -9.40 |
| Capital reserves as a % net revenue expenditure | % | 2017/18 | 19.07 | 4.54 | 41.73 | 197.86 |
| New homes bonus as a % of net revenue | % | 2015/16 | 15.81 | 4.91 | 14.18 | 27.54 |
| Council tax collection rate | % | 2016/17 | 98.48 | 96.02 | 97.92 | 99.18 |
| Percentage of Business rates collected | % | 2016/17 | 97.34 | 97.00 | 98.54 | 99.58 |

COLLECTION LIBRARY

Below are links to the data collections used in the report and when they were last updated:

[Budgeted Revenue Accounts: 2017/18](#)

[Council Tax Collection Rates: 2016/17](#)

[Financial Sustainability Analysis: 2015/16](#)

[Labour Market Statistics: Q4 \(Oct-Dec\) 2016](#)

[Local Government Finance Settlement: 2015/16](#)

[Non Domestic Rates Collected by Local Councils in England: Forecast: 2016/17](#)

[Revenue Outturn Summary: 2016/17](#)

[Valuation Office: Central and Local rating lists: 2015/16](#)

[Whole of Government Accounts: 2015/16](#)

References

This report was generated using data from:

- Local Government Association [<http://www.local.gov.uk/>]
- HM Treasury [<https://www.gov.uk/government/collections/whole-of-government-accounts>]
- Communities and Local Government [<https://www.gov.uk/government/policies/local-government-spending>]
- Nomis [<https://www.nomisweb.co.uk/Default.asp>]

