

Guildhall Gainsborough

Lincolnshire DN21 2NA

Tel: 01427 676676 Fax: 01427 675170

## AGENDA

This meeting will be live streamed at the below link and the video archive published on our website

### Corporate Policy and Resources Committee

Thursday, 11th February, 2021 at 6.30 pm

Virtual - MS Teams

<https://west-lindsey.public-i.tv/core/portal/home>

#### Members:

Councillor Mrs Anne Welburn (Chairman)  
Councillor Paul Howitt-Cowan (Vice-Chairman)  
Councillor Owen Bierley  
Councillor Matthew Boles  
Councillor Stephen Bunney  
Councillor David Cotton  
Councillor Michael Devine  
Councillor Ian Fleetwood  
Councillor Giles McNeill  
Councillor John McNeill  
Councillor Mrs Mandy Snee  
Councillor Jeff Summers  
Councillor Robert Waller  
Councillor Trevor Young

1. **Register of Attendance**
2. **Public Participation Period**  
Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.
3. **Minutes of the Previous Meeting** (PAGES 3 - 9)  
To confirm as a correct record the Minutes of the previous meeting held on 14 January 2021.
4. **Declarations of Interest**

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

Large Clear Print: Braille: Audio: Native Language

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

5. **Matters Arising Schedule** (PAGES 10 - 12)  
Setting out current position of previously agreed actions as at 3 February.
6. **Public Reports for Approval:**
  - i) Progress and Delivery Measures and Targets 2021/22 - Change and Regulatory Services (PAGES 13 - 19)
  - ii) Committee Timetable 2021-2022 (PAGES 20 - 32)
  - iii) Budget and Treasury Monitoring Period 3 202/21 (PAGES 33 - 75)
  - iv) Corporate Policy and Resources Committee Draft Budget 2021/22 and estimates to 2025/26 (PAGES 76 - 134)
  - v) Executive Business Plan and Medium Term Financial Plan 2021/22 - 2025/26 and 2021/22 Budget (PAGES 135 - 226)
7. **Committee Work Plan** (PAGES 227 - 228)
8. **Exclusion of Public and Press**

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

  - i) 2021/22 Business Plans for Commercial Waste and Lea Fields Crematorium (PAGES 229 - 262)
  - ii) Surestaff Business Plan 2021/22 (PAGES 263 - 278)
  - iii) Executive Business Plan and Medium Term Financial Plan 2021/22 - 2025/26 and 2021/22 Budget - Exempt Appendix (PAGES 279 - 282)

Ian Knowles  
Head of Paid Service  
The Guildhall  
Gainsborough

Wednesday, 3 February 2021

Corporate Policy and Resources Committee- 14 January 2021  
Subject to Call-in. Call-in will expire at 5pm on 28 January 2021

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Virtual - MS Teams on 14 January 2021 commencing at 6.30 pm.

**Present:** Councillor Mrs Anne Welburn (Chairman)  
Councillor Paul Howitt-Cowan (Vice-Chairman)

Councillor Owen Bierley  
Councillor Matthew Boles  
Councillor Stephen Bunney  
Councillor David Cotton  
Councillor Mrs Tracey Coulson  
Councillor Michael Devine  
Councillor Ian Fleetwood  
Councillor Giles McNeill  
Councillor John McNeill  
Councillor Mrs Mandy Snee  
Councillor Trevor Young

**In Attendance:**  
Tracey Bircumshaw Assistant Director of Finance and Property Services and  
Section 151 Officer  
Ellen King Senior Performance Officer  
Ady Selby Assistant Director of Commercial and Operational Services  
Cara Markham Commercial Development Manager  
Katie Storr Senior Democratic & Civic Officer  
James Welbourn Democratic and Civic Officer

**Apologies:** Councillor Robert Waller

**Membership:** Councillor Tracey Coulson substituted for Councillor  
Robert Waller

### 62 PUBLIC PARTICIPATION PERIOD

There was no public participation.

### 63 MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 10 December were approved as a correct record.

### 64 DECLARATIONS OF INTEREST

Councillor David Cotton declared a personal interest in minute items 66 and 67 as due to his

role with the church, he spends a lot of time at the Crematorium.

## **65 MATTERS ARISING SCHEDULE**

The matter relating to numbers of users of the Market Rasen Leisure Centre was discussed, as Members again queried the catchment number for the centre.

After the committee were informed that the cost of including agency staff in the 'Staff Recognition – Extra Discretionary Day's Holiday' report would be in the region of £3,600, assurance was requested from the Chief executive for the next meeting that all staff would now receive this benefit

The remaining matters arising were noted.

## **66 PROGRESS AND DELIVERY PERFORMANCE MEASURES AND TARGETS 2021/22**

Members considered a report on the Council's proposed Progress and Delivery measures and corresponding financial targets for 2021/2022.

There had been a thorough review undertaken between September 2019 and January 2020 of all of the Progress and Delivery targets and measures with key stakeholders; these stakeholders included Members of the Corporate Policy and Resources Committee, the Progress and Delivery Working Group, the Chief Executive and senior members of staff.

To give the findings of this thorough review time to bed in, the Authority's Management Team carried out a light-touch review for 2021-2022, consulting with Team Managers and the Chairmen of several committees. This light-touch review saw each team in the Authority spoken to in isolation and where there was a strong business case to change a measure it had been included in this report.

Everything contained within the report was split into the portfolios of Directors and Assistant Directors, with the exception of the Assistant Director for Change Management and Regulatory Services, as she was not in post when the review was taking place.

The Senior Performance Officer outlined all of the changes to measures contained within the report, and invited comment from Members. The following information was highlighted:

- It was proposed to remove the measure related to 'IT helpdesk requests received', as it only provided data and not a measure of performance. However, the information on this measure would still be contained within the narrative of future Progress and Delivery reports;
- The 'number of change management requests received' measure was proposed to be removed as again, it only provided data and not performance figures;
- The 'average time taken to action an IT helpdesk request' was a new measure proposed to have its data tracked throughout the coming year. At the end of the financial year the performance data would be used as a baseline for future years. This action would be mirrored for 'number of change management requests



completed’;

- The ‘time taken to progress a search’ measure under the umbrella of Local Land Charges was set at 10 days; the 10 day target was an industry standard, and a government expectation. Currently, the Authority was not meeting this target, and was taking around 30 days to progress a search, but there were issues around staffing and the volume of requests coming into the service.

Additional resources had been put into this area of the Authority. During the first Covid-19 lockdown, private companies that would usually undertake personal searches were unable to enter the Guildhall, meaning that West Lindsey District Council (WLDC) staff were having to perform 100% of the searches. This situation had now changed, and some of the pressure on WLDC staff had been relieved; in addition manual records were being digitised to enable online access which would also result in efficiencies from time spent retrieving records manually;

- The ‘percentage of all planned maintenance’ figure under the portfolio of Finance and Property was currently reported quarterly; however the majority of planned maintenance tended to take place during quarters 2 and 3, so it was proposed to report on this measure annually;
- Under the portfolio of Homes and Communities – Home Choices, the measure ‘number of households placed in temporary accommodation’ currently had a target of 6 households, but it was proposed to change this target to 5 households, as it would then match the number of units available to the public;
- With regards to the measure ‘the number of people housed from the housing register’, the performance fluctuated throughout the year, so the acting manager proposed that this measure be reflected on a quarterly basis;
- There was a proposed new measure for the number of households using bed and breakfast accommodation, designed to provide additional context to the existing measure of ‘number of nights in bed and breakfast accommodation’. This approach matched other measures around temporary accommodation. As it was a new measure, the data would be baselined for 12 months before using that performance to set a target for the following year;
- The target for ‘number of households prevented from becoming homeless through action taken by the Council’ was proposed to be reduced from 90 households, as this target was unrealistic. The average over last year’s quarterly reports was 48 households;
- ‘Homeless prevention cases as a percentage of total approaches’ was a new measure introduced for 2020-2021, and the performance was still being baselined. The government’s recommended target for this measure was 65%, and it was proposed that this target was adopted for 2021/2022;
- The figures gathered from customer satisfaction surveys were proposed to be absorbed into the Council’s overall satisfaction measure. If there were any particular issues with customer satisfaction then they would still be highlighted within Progress

and Delivery reports;

- The measure 'total number of long-term empty properties' was proposed to be replaced with 'empty properties as a percentage of total housing stock in the District'. The target for this measure was 2% of total housing stock, which was based on benchmarking from other similar local authorities;
- The measure 'affordable housing starts on site' would include affordable housing completions. The target would need to be determined as the target was new; the target was likely to be measured annually;
- An additional measure had been added for the Crematorium to show how many cremations were direct funerals;
- The narrative of future Progress and Delivery reports would include other information that members had asked for in the past; examples of this would include the leisure centre, and the swimming pool within;
- There was not currently a metric on the number of individual users of the Leisure Centres, so the addition of this would give an indication of not just how many people used the sites but also an idea of different demographics, such as the age of users;
- The measure 'number of new users using the Leisure Centre three times a week' was so specific due to the recommendation for physical exercise being 150 minutes per week. It was easier to break this metric down into days a week rather than directly use the recommendation written in hours;
- There was a proposal for a new measure for the Trinity Arts Centre around the total number of performances and screenings. Audience figures were currently reported, but this new measure would provide context on additional activity at the Trinity Arts Centre.

There was also a proposed new measure on the subjects of the 'total number of engagement activities held', and a change of target for audience figures in line with restrictions placed on the Trinity Arts Centre by Covid-19;

- Currently all planning appeals were reported in the same way, but the proposal to split appeals up into 'major' and 'minor' appeals would bring reporting in line with statutory requirements;
- The reason that the target for 20% of contracts to be awarded to local suppliers was not set any higher was due to the complexity of certain contracts. Therefore it was not always possible to award contracts locally, although it would be the preferred route.

Prior to the written recommendations being considered, a third recommendation was proposed and seconded:

"the committee requests that the Overview and Scrutiny Committee look in detail at the Disabled Facilities Grants scheme that affects West Lindsey's residents and look for

appropriate ways of monitor outcomes; whilst looking at the ways in which the Council can ensure the best possible outcomes for our residents, and report back to this committee: a matter arising to be included on the Matters Arising Schedule for future meetings.”

Therefore this recommendation was added to a further two that were printed. They were all moved and seconded, and following a vote it was unanimously **RESOLVED** to:

- (1) Approve the proposed changes to those Progress and Delivery measures and targets outlined in the report;
- (2) Approve that the remaining Progress and Delivery measures and targets listed in Appendix A are carried over unchanged to 2021/2022;
- (3) Request that the Overview and Scrutiny Committee look in detail at the Disabled Facilities Grants scheme that affects West Lindsey's residents and look for appropriate ways of monitoring outcomes, whilst looking at the ways in which the Council can ensure the best possible outcomes for our residents, and report back to this committee. A matter arising is to be included on the Matters Arising Schedule for future meetings.

## **67 CREMATORIUM GARDEN OF REMEMBRANCE AND LANDSCAPING**

Members considered a report proposing a capital investment for landscaping works at Lea Fields Crematorium.

Since its opening, the Crematorium had become popular with local funeral directors. The management in place at the site had improved the business offering of the Crematorium, but one issue that had come to the fore was the need for a suitable area for loved ones to strew ashes; this was a statutory requirement. To facilitate this, officers commissioned a landscaping plan, which was attached to this report.

Following this introduction, Members asked questions of officers present and made comment on the Crematorium and the proposals. The following information was provided:

- During the pandemic staff at the Crematorium have been excellent and fully deserve the award that has come their way;
- When the site was developed officers thought that plans in place for strewing were adequate; however the Crematorium had an experienced manager in place who highlighted the need to be flexible and that people want different options for strewing ashes;
- Although there was always a planned phase 2 for this project, the proposed works would bring part of this phase forward;
- When looking at other large projects that the Authority was undertaking, such as the Depot and Market Rasen Leisure Centre, it would be important to use learning on this project to futureproof those sites;
- There would be the opportunity to have a Book of Remembrance and a tree for

relatives and friends to leave messages for the deceased;

- Because of the landscaping work and green areas there would be a climate impact from the site; however this did bring with it the opportunity to plant trees and create biodiversity.

**Note:** One Member wished to discuss the costs of the proposal, which were contained within exempt appendix 2. Therefore it was moved and seconded that the committee move to exclude the public and press whilst this appendix was discussed, and following a vote it was:

**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 paragraph 3 of Part 1 of Schedule 12A of the Act.

The meeting therefore moved into closed session to discuss this appendix.

Once the meeting reconvened into public session, there was a proposal to amend recommendation 2 by substituting the tolerance of '+ or – 20%' with '+ or – 10%', and this was duly seconded. This amendment was unanimously agreed, and therefore become the substantive recommendation 2.

Both recommendation 1 and the new recommendation 2 were moved and seconded, and following a vote it was **RESOLVED** to:

- (1) Approve a capital investment budget and subsequent expenditure in order to implement the work detailed in the Landscaping Strategy set out in section 2 of the report;
- (2) Delegate authority to the Chief Finance Officer in consultation with the Chairman of the Corporate Policy and Resources committee, in light of the estimated costs, to spend the capital budget with + or – 10% tolerance. Any additional funding required which falls outside of these parameters will be reported to the committee for further consideration.

## **68 COMMITTEE WORK PLAN**

The workplan was noted.

## **69 CREMATORIUM GARDEN OF REMEMBRANCE AND LANDSCAPING - EXEMPT APPENDIX**

The exempt appendix had earlier been discussed when committee resolved to exclude the public and press during item 67.

The meeting concluded at 8.04 pm.

Corporate Policy and Resources Committee- 14 January 2021  
Subject to Call-in. Call-in will expire at 5pm on 28 January 2021

Chairman

## Corporate Policy & Resources Committee Matters Arising Schedule

### Purpose:

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

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	<b>Cost of agency staff to additional day's leave in 2021</b>	Councillor Giles McNeill asked during CPR committee on the 10 December whether the costings in the Staff Recognition paper were based on all staff including those from agencies, or whether it was just those directly employed by WLDC.	<p><b>Ian agreed to circulate any additional costs of agency staff as part of this initiative by email to CPR Members.</b></p> <p><b>The cost of the agency staff receiving the additional day off will be in the region of £3.6k.</b></p> <p><b>UPDATE - at committee on 14 January Cllr Giles McNeill asked for assurance that all staff had benefitted from the committee decision. Chief Executive to supply update for committee on this for February 11 meeting.</b></p> <p><b>Email circulated by Ian Knowles on 21 January.</b></p>	14/01/21	Ian Knowles
Black	<b>Local Land Charge searches</b>	At the CPR committee on 14 January, the Chairman asked for an Appendix to be attached to the next P and D committee update (or related report) on the topic of local land charges, and specifically the time it was currently taking to resolve these.	<b>The Assistant Director for Operational and Commercial Services provided an update to committee on the night on the current turnaround time. There will be further information on this topic available through the upcoming Members' newsletter, in the Progress and Delivery Quarter 3 update.</b>	11/02/21	Ellen King
Black	<b>Letter of thanks-Crematorium Staff</b>	The Chairman and others requested that a letter of thanks be sent to the staff at the Crematorium for all of their (ongoing) hard work.	<b>This was signed by the Chairman and sent onto the Crematorium.</b>	11/02/21	Ady Selby

Black	<b>Age of leisure centre users (p and d)</b>	<p>One Member asked during the committee on 5th November during the P and D paper 'what is the age of users of the leisure centre?'</p>	<p><b>The Senior Performance Officer will include a fuller update for Members in January, through the next Members' Bulletin, but the answer to the specific question is below:</b></p> <p><b>Gainsborough</b>  The Centre currently has 1,819 individual users out of a total possible customer base of 128,734. The age breakdown for these users is as follows:</p> <ul style="list-style-type: none"> <li>• &lt;16 = 3.6%, 16-24 = 18.6%, 25 – 34 = 22.6%, 35 – 44 = 16.5%, 45 – 54 = 15.2%, 55 – 64 = 11.8%, 65+ = 9.1%</li> <li>• There is no age classification for the remaining 2.6% of users</li> </ul> <p><b>Market Rasen</b>  The Centre currently has 321 individual users out of a total possible customer base of 4,621. The age breakdown for users of the Market Rasen Leisure Centre is as follows:</p> <ul style="list-style-type: none"> <li>• &lt;16 = 0.6%, 16 – 24 = 17.1%, 25 – 34 = 24.6%, 35 – 44 = 20.9%, 45 – 54 = 19%, 55 – 64 = 10.9%, 65+ = 6.9%</li> </ul> <p>These figures have been subsequently double checked by the Senior Performance Officer who confirmed that the figures were sent directly from the Leisure Centre.</p>	29/01/21    Ellen King
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Green	Home Choices P and D	<p>At the committee meeting on 5 November, the Senior Performance Officer informed Members that a supplementary paper on Home Choices would be submitted for the next P and D report.</p> <p>The Home Choices Manager to be invited to committee to answer any questions.</p>	(blank)	17/06/21	Ellen King
Green	DFG referral to Overview and Scrutiny	<p>A recommendation was agreed at CPR to ask Overview and Scrutiny committee to look at Disabled Facility Grants:</p> <p>"That the committee requests that the Overview and Scrutiny Committee look in detail at the DFG scheme that affects West Lindsey's residents and look for appropriate ways of monitor outcomes; whilst looking at the ways in which the Council can ensure the best possible outcomes for our residents, and report back to this committee: a matter arising to be included on the Matters Arising Schedule for future meetings.</p>	Relayed to O&S Cttee 19 Jan 2021 and to be added to work plan when discussed at Chair's Briefing 3 Feb.	15/04/21	Ele Snow





**Corporate Policy and  
Resources Committee**

**Thursday, 11<sup>th</sup> February  
2021**

**Subject: Progress and Delivery Measures and Targets 2021/22 - Change  
Management and Regulatory Services**

Report by:	Assistant Director – Change Management & Regulatory Services
Contact Officer:	Ellen King Change and Performance Officer  Ellen.King@west-lindsey.gov.uk
Purpose / Summary:	To present for approval the Council's proposed 2021/22 Progress and Delivery measures and corresponding targets for Change Management and Regulatory Services.

**RECOMMENDATION(S):**

1. To approve the proposed set of 2021/22 Progress and Delivery measures and targets for the Change Management and Regulatory Services Portfolio.

## IMPLICATIONS

**Legal: N/A**

There are no legal implications as a result of this report

**Financial : FIN/135/21/A/SL**

Any financial measures and targets will be based on the approved budgets within the MTFP for 2021/22 and will be monitored through the budget monitoring process during the financial year.

**Staffing :**

There are no staffing implications as a result of this report

**Equality and Diversity including Human Rights :****Data Protection Implications : N/A****Climate Related Risks and Opportunities: N/A****Section 17 Crime and Disorder Considerations: N/A****Health Implications: N/A****Title and Location of any Background Papers used in the preparation of this report :**

Progress and Delivery Performance Measures and Targets 2021/22 – CPR Committee January 14 2021

**Risk Assessment : N/A**

**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**

**X**

**Key Decision:**

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

**Yes**

☐

**No**

**X**

## Executive Summary

This report is intended as a follow on to the Progress and Delivery (P & D) measures and targets paper considered by this committee on 14<sup>th</sup> January 2021. This report specifically focuses on those performance measures within the Change Management and Regulatory Services portfolio. Members are asked to approve the proposed measures and targets within this portfolio for 2021/22. The services that sit within this portfolio are as follows:

- Council Tax and National Non-Domestic Rates (NNDR)
- Enforcement
- Housing Benefit and Council Tax Support
- Licensing
- Local Land Charges
- Regulatory Services

## Introduction

During January 2021, the newly appointed Assistant Director of Change Management and Regulatory Services has reviewed all of the existing performance measures in these services, alongside the relevant Team Manager and supported by the Performance and Programmes Team. The proposed measures and targets are contained in the tables below, along with the justification for change where applicable.

As outlined in the main paper, this was a light touch review with the recommendation to carry over all P&D measures and targets unless there is a strong business case to make amendments. Where changes are recommended, these are outlined in the tables. A full review of all the Council's Progress and Delivery measures will be undertaken in the autumn of 2021 ready for implementation in 2022/23. This review will include all key stakeholders, including the Progress and Delivery Member Working Group.

Council Tax and NNDR Scorecard				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Number of properties on the Council Tax base per FTE	5,000	5,000	No change	• It is proposed that these measures and the targets are carried over unchanged.
Council Tax in-year collection rate	98%	98%	No change	
NNDR in-year collection rate	98.9%	98.9%	No change	
Amount of Council Tax collected	£34,144,625	To be confirmed	New target	• In line with previous years, the target will be determined in March 2021, based on the year end out-turn.
Amount of NNDR collected	£16,995,376	To be confirmed	New target	

Housing Benefit and Council Tax Support				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Cost per live claim	£5.52	£5.52	No change	<ul style="list-style-type: none"> <li>It is proposed that these measures and the targets are carried over unchanged.</li> </ul>
End to end processing times	5 days	5 days	No change	
The number of claims older than 30 days	12 per quarter	12 per quarter	No change	

Enforcement				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of planning enforcement cases where an initial response was provide to the customer within 20 working days	90%	90%	No change	<ul style="list-style-type: none"> <li>It is proposed that these measures and targets are carried over unchanged</li> </ul>
% of planning enforcement cases closed within 6 months	75%	75%	No change	
% of housing enforcement cases closed within 6 months	75%	75%	No change	
% of properties that are licensed within the Gainsborough South-West ward	95%	95%	No change	
The number of community safety cases closed following compliance	240	240	No change	

Regulatory Services				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of registered food premises rated at 3 stars of above	95%	95%	No change	<ul style="list-style-type: none"> <li>It is proposed that this measure and target is carried over unchanged</li> </ul>

Regulatory Services				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of Food Standards Agency scheduled inspections completed	98%	98%	No change	<ul style="list-style-type: none"> <li>It is proposed that these measures and targets are carried over unchanged</li> </ul>
Number of environmental protection requests received	500	500	No change	
% of Environmental Protection cases closed within 6 months	75%	75%	No change	

In addition to the Licensing performance indicator outlined below, Members will also continue to receive information relating to the number of licensing applications received, and the amount of income received in the narrative of each P&D report for additional context.

Licensing				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of licensing application processed within the target time	96%	96%	No change	<ul style="list-style-type: none"> <li>It is proposed that this measure and target is carried over unchanged</li> </ul>

Local Land Charges				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
Time taken to process a search (average number of days)	10 days	10 days	No change	<ul style="list-style-type: none"> <li>This measure currently includes all searches received and doesn't allow for differentiation in the average time taken to process straightforward and complex searches. For example, one complex search can significantly affect the average overall processing time.</li> <li>In addition to this measure, additional information will also be provided in the narrative of the P&amp;D report, breaking down the time taken to process searches by type.</li> <li>The target is set at 10 days in line with statutory guidelines from MHCLG.</li> </ul>

Local Land Charges				
Name of Measure	Current Target	Proposed Target	Proposed Change	Reason for change
% of searches processed within target time (10 days)	N/A	To be confirmed	New measure	<ul style="list-style-type: none"> <li>This measure is designed to show the percentage of searches that are processed within the target time of 10 days. It gives an indication of compliance in this work area.</li> <li>Target time is defined as 10 days, in line with the statutory target set by central government.</li> <li>Performance will be baselined over the next 12 months and the data will be used to set an appropriate target for 2022/23. Performance returns will therefore be included in all P&amp;D reports throughout 2021/22.</li> </ul>
Market Share	80%	40%	New target	<ul style="list-style-type: none"> <li>The definition of this measure has been changed to exclude Environmental Information Regulation searches which can only be conducted by the Council and therefore do not form part of the market base.</li> <li>Market share includes all paid for searches (defined as personal searches and local land charges searches). The target has been amended to reflect the Council's level of market share throughout 2020/21, and based on benchmarking data from other local authorities to ensure it is a stretch based target.</li> </ul>

# Agenda Item 6b



**Corporate Policy and  
Resources**

**Thursday 11 February 2021**

**Subject: Committee Timetable 2021-2022**

Report by:	Director of Corporate Services and Monitoring Officer
Contact Officer:	James Welbourn Democratic and Civic Officer  James.welbourn@west-lindsey.gov.uk
Purpose / Summary:	For Members to consider the timetable for the 2021-22 municipal year, and note the indicated dates for 2022-25

## **RECOMMENDATION(S):**

1. Members are asked to approve the timetable for 2021/2022 civic year and note the indicative committee dates for the years 2022-23, 2023-24 and 2024-25.
2. For Corporate Policy and Resources Committee to agree the attached indicative committee dates on a yearly basis, and each subsequent report will note any changes proposed.



## IMPLICATIONS

**Legal:**

None.

**Financial :**

**FIN/129/21/JA**

No financial implications arising as a result of this report. Any savings achieved through holding meetings virtually (currently until May 2021) will be reported through budget monitoring.

**Staffing :****Equality and Diversity including Human Rights :****Data Protection Implications :****Climate Related Risks and Opportunities:****Section 17 Crime and Disorder Considerations:****Health Implications:****Title and Location of any Background Papers used in the preparation of this report :**

None.

**Risk Assessment :**

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**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**

**x**

**Key Decision:**

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

**Yes**

☐

**No**

**x**

## **1 Introduction**

### **1.1 The timetable follows the rules as set out in the Constitution:**

There have to be convenient Council meetings to:

- set the Council Tax base before 31 January;
- set Council Tax on the first Monday in March.

### **1.2 There has to be a convenient Governance and Audit Committee meeting to adopt the Statement of Accounts by 31 July (Subject to any statutory extension period);**

### **1.3 In preparing the Committee Timetable consideration is also given to the timings of key conferences, including District Council Network, Chartered Institute of Public Finance and Accountancy (CIPFA) and Local Government Association (LGA) meetings, at which both Senior Member and Officer attendance is required.**

The Leader and Chief Executive are due to attend the LGA conference in July (subject to Covid 19 restrictions) from 5-9 July, so meetings in that week have been avoided.

Dates for other conferences are not yet known due to ongoing restrictions for Covid-19.

## **2. Changes and Issues**

### **2.1 The timetable for 2020/21 was approved under urgent delegated decision making provisions, in consultation with the Chairmen of Corporate Policy and Resources and Prosperous Communities Committees, and also the Leader of the Opposition on 23 April 2020, due to committee meetings being suspended at that time. As part of that decision the 2021-2022 timetable was noted.**

### **2.2 Since that time, it has been recognised that the LGA conference is due to take place week beginning 5 July – this would clash with Full Council;**

### **2.3 Whilst it is unclear whether the conference will go ahead in the traditional style, given the information set out in section 3, it is proposed that the Full Council meeting scheduled for 5 July be held on Monday 28 June, pre-empting any clash and avoiding any meeting overload week commencing 12 July.**

### **2.4 Annual Council was originally scheduled for 10 May; however, with a scheduled by-election on 6 May, Annual Council has now been proposed for 17 May, to allow more time for any political balance calculations to be made and to allow time for the new Councillor to be inducted.**

- 2.5 As a result of Annual Council moving a week into the future, the Overview and Scrutiny meeting planned for 18 May has been removed and an April 26 meeting has been added to the timetable. This means that Overview and Scrutiny still has 8 meetings in the timetable for the year;
- 2.6 Prosperous Communities Committee would normally meet in October, but the meeting has been moved to 2 November, with the aim of avoiding the half-term holidays;
- 2.7 No further changes to the timetable as “noted” on 23 April 2020 are proposed. The timetable, including the amended Council date is attached as Appendix 1.

### **3 Future Years**

- 3.1 Timetables for 2022-2023 onwards follow a similar pattern to previous years;
- 3.2 Bank holidays from 2023 onwards are not published on the government website at this stage, so provisional Bank Holidays have been input into the timetable for 2023 and beyond.

It is useful to note that there is a planned ‘4 day weekend’ bank holiday in June 2022 for the Queen’s Platinum Jubilee.

- 3.3 Future years proposed timetables are attached as follows:
  - Appendix 1 – 2021/22 (for approval)
  - Appendix 2 – 2022/23 (for noting)
  - Appendix 3 – 2023/24 (for noting)
  - Appendix 4 – 2024/25 (for noting)

### **4 Current Meeting Arrangements**

- 4.1 Members will be aware that Committee meetings and briefings are all currently being held virtually; as permitted by the Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020.
- 4.2 The Regulations expire on 7 May 2021; meaning Council and Committee meetings will need to return to being ‘physical’ in the Council Chamber for them to be legal.
- 4.3 The LGA have been lobbying for an extension of the Regulations and received a response from Government in December saying that there was no option under current legislation to extend the current regulations under the Coronavirus Act 2020 as section 78 (3) contains the sunset date of 7 May 2021.

- 4.4 The Government has also received representations from the LGA and others from the local government sector making the case for extending and making permanent the provision for local authorities to meet remotely and/or in hybrid form.
- 4.5 The Government have advised they are considering this carefully. To extend the facility for councils to continue to meet remotely, or in hybrid form would (they add) require primary legislation.
- 4.6 The situation will be continually monitored, whilst preparing appropriately for a return to physical meetings in May. Members will be kept abreast of planned future arrangements.

# WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2021

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MAY	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON ACL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU JSCC	FRI	SAT	SUN	MON BH
JUN	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE GA	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED LS	THU LS	FRI	SAT	SUN	MON CL	TUE	WED	
JUL	THU JSCC	FRI	SAT	SUN	MON LGA	TUE LGA	WED LGA	THU LGA	FRI LGA	SAT	SUN	MON	TUE PC	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT
AUG	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE
SEP	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE O&S	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	
OCT	FRI	SAT	SUN	MON	TUE	WED PL	THU JSCC	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
NOV	MON CL	TUE PC	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE	
DEC	WED PL	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE BH	WED	THU	FRI

## 2022

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN	SAT	SUN	MON BH	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE PC	WED	THU	FRI	SAT	SUN	MON
FEB	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON			
MAR	TUE	WED PL	THU	FRI	SAT	SUN	MON CL	TUE GA	WED	THU L&R	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE O&S	WED PL	THU
APR	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI BH	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED PL	THU	FRI	SAT	
MAY	SUN	MON BH	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN																

### KEY

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CPR	POLICY & RESOURCES	PL	PLANNING	BH	BANK HOLIDAY
PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		CONFERENCES/SCHOOL HOLIDAYS

Notes:

- Planning moved back a week in June due to Lincolnshire Show
- Council, originally planned for early July has moved back to 28 June due to LGA Conference

# WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2022

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MAY	SUN	MON BH	TUE PC	WED	THU	FRI	SAT	SUN	MON ACL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU JSCC	FRI	SAT	SUN	MON BH	TUE
JUN	WED	THU BH	FRI BH	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE GA	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED LS??	THU LS??	FRI	SAT	SUN	MON	TUE	WED	THU	
JUL	FRI	SAT	SUN	MON CL	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
AUG	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED
SEP	THU	FRI	SAT	SUN	MON CL	TUE O&S	WED PL	THU JSCC	FRI	SAT	SUN	MON	TUE PC	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI		
OCT	SAT	SUN	MON	TUE O&S	WED PL	THU JSCC	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON
NOV	TUE	WED PL	THU	FRI	SAT	SUN	MON CL	TUE O&S	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE	WED PL	
DEC	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE BH	WED	THU	FRI	SAT

## 2023

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN	SUN	MON BH	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC
FEB	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE			
MAR	WED PL	THU	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU L&R	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED PL	THU JSCC	FRI
APR	SAT	SUN	MON CL	TUE	WED	THU	FRI BH	SAT	SUN	MON BH	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED PL	THU	FRI	SAT	SUN	
MAY	MON BH	TUE	WED	THU ELECTION	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN																	

### KEY

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PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT	SCHOOL HOLIDAYS/CONFERENCES/OTHER	



## Notes:

- Platinum Jubilee bank holidays scheduled for 2-3 June.
- 2023 Bank Holidays are not yet confirmed;
- June Planning affected by possible Lincs Show dates
- 2023 is election year, so Prosperous Communities Committee has been moved back to late April as election day will likely be May 4 2023

# WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2023

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MAY	MON BH	TUE	WED	THU Election	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON ACL	TUE	WED PL	THU JSCC	FRI	SAT	SUN	MON BH	TUE	WED
JUN	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE GA	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED LS??	THU LS??	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	
JUL	SAT	SUN	MON CL	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON
AUG	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU
SEP	FRI	SAT	SUN	MON CL	TUE O&S	WED PL	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	
OCT	SUN	MON	TUE O&S	WED PL	THU JSCC	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE
NOV	WED PL	THU	FRI	SAT	SUN	MON CL	TUE O&S	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE	WED PL	THU	
DEC	FRI	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE BH	WED	THU	FRI	SAT	SUN

## 2024

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
JAN	MON BH	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED PL
FEB	THU	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU		
MAR	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU L&R	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED PL	THU JSCC	FRI BH	SAT	SUN
APR	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON CL	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED PL	THU	FRI	SAT	SUN	MON	TUE O&S	
MAY	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT	SUN																			

### KEY

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PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		SCHOOL HOLIDAYS/CONFERENCES/OTHER

## Notes:

- Lincolnshire Show not confirmed
- Election day due to be 4 May
- Annual Council pushed to 22 May due to election
- June Planning earlier due to Lincolnshire Show dates
- O&S has a late April date as its May 2023 date cannot happen due to the election and Annual Council being moved

# WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE 2024

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
MAY	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON ACL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU JSCC	FRI
JUN	SAT	SUN	MON	TUE PC	WED	THU L&R	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	
JUL	MON CL	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE O&S	WED
AUG	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT
SEP	SUN	MON CL	TUE O&S	WED	THU JSCC	FRI	SAT	SUN	MON	TUE PC	WED PL	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	
OCT	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED PL	THU JSCC	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED	THU
NOV	FRI	SAT	SUN	MON CL	TUE	WED PL	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	
DEC	SUN	MON	TUE PC	WED PL	THU L&R	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED BH	THU BH	FRI	SAT	SUN	MON	TUE

## 2025

DAY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					
JAN	WED BH	THU	FRI	SAT	SUN	MON	TUE O&S	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU CPR	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON CL	TUE PC	WED	THU	FRI					
FEB	SAT	SUN	MON	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI	SAT	SUN	MON	TUE O&S	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI								
MAR	SAT	SUN	MON CL	TUE	WED PL	THU	FRI	SAT	SUN	MON	TUE GA	WED	THU L&R	FRI	SAT	SUN	MON	TUE PC	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU JSCC	FRI	SAT	SUN	MON					
APR	TUE O&S	WED PL	THU	FRI	SAT	SUN	MON CL	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU CPR	FRI BH	SAT	SUN	MON BH	TUE GA	WED	THU	FRI	SAT	SUN	MON	TUE PC	WED PL						
MAY	THU	FRI	SAT	SUN	MON BH	TUE	WED	THU	FRI	SAT	SUN	MON ACL																								

### KEY

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**Corporate Policy and  
Resources Committee**

**Thursday, 11 February  
2021**

**Subject: Budget and Treasury Monitoring - Period 3 2020/21  
(1<sup>st</sup> April 2020 to 31<sup>st</sup> December 2020)**

Report by:	Assistant Director, Finance, Business and Property Services
Contact Officer:	Sue Leversedge Business Support Team Leader  sue.leversedge@west-lindsey.gov.uk
Purpose / Summary:	This report sets out the revenue, capital and treasury management activity from 1 April 2020 to 31 December 2020.

## **RECOMMENDATION(S):**

### **REVENUE**

- a) Members accept the forecast out-turn position of a £223k net contribution to reserves as at 31<sup>st</sup> December 2020 (see Section 2) relating to 'business as usual' activity.
- b) Members accept the use of Earmarked Reserves during the quarter approved by the Chief Finance Officer using delegated powers (2.4.1) and the contribution to Earmarked Reserves (2.4.2).
- c) Members approve the grant application for the FCC Communities Foundation's Community Action Fund of up to £100k, and to approve the allocation of up to £11k from the Match Funding Grant, in addition to the National Leisure Recovery Fund Bid for £209k. Details at 2.5.3.

### **CAPITAL**

- d) Members accept the current projected Capital Outturn as detailed in 3.1.2.

**TREASURY**

- e) Accept the report, the treasury activity and changes to the prudential indicators.

**IMPLICATIONS**

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

## Financial : FIN//124/B/SL

On the 5<sup>th</sup> November 2020, this Committee approved the revised budget for 2020/21, which resulted in a transfer of £783k to the General Fund Balance:

Movement (To) / From GFB £ 000	
Will Bequest - set aside for agreed purpose	(46)
Business as Usual	(859)
Covid-19 Implications	448
Carry Forwards	(326)
	(783)

This report identifies variances against that revised budget, and is therefore forecasting additional movement (to) / from General Fund Balances.

The draft revenue forecast out-turn position for 2020/2021 is currently reflecting an additional net contribution to reserves of £223k from business as usual activity as at 31<sup>st</sup> December 2020.

After taking account of approved revenue carry forwards of £53k, and carry forward requests from services pending future approval by Management Team of £40k (as detailed at Appendix 4) £223k will be the contribution to the General Fund Working Balance.

When then considering the impact of Covid-19 we are assuming that all grant funding towards additional expenditure will be utilised, and there will be a £384k pressure in relation to income losses which we will have to bear. A £448k pressure was forecast for the revised budget – this pressure has reduced by £64k, to be returned to General Fund Balances.

The net contribution to the General Fund Balance would then be £287k.

Summary of Out-turn Position 2020/21		
	£ 000	
FORECAST OUTTURN AS AT 31.12.20	(315)	BEFORE CARRY FORWARDS
CARRY FORWARDS : BASE BUDGET-APPROVED IN YEAR	36	ALREADY APPROVED
CARRY FORWARDS : USE OF EARMARKED RESERVES	17	ALREADY APPROVED
SUB-TOTAL:	(262)	
SERVICE CARRY FORWARD REQUESTS	40	
NET CONTRIBUTION (TO) / FROM RESERVES:	(223)	
FORECAST NET IMPACT ON GENERAL FUND BALANCES-COVID19	(64)	
NET CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES:	(287)	

The forecast total movement to General Fund Balances (including carry forwards) is;

Movement (To) / From GFB £ 000	
Will Bequest - set aside for agreed purpose	(46)
Business as Usual	(1,082)
Covid-19 Implications	384
Carry Forwards	(419)
	(1,163)

(Increase) / Decrease from Revised Budget 2020/21	(380)
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The forecast General Fund Balance as at 31 March 2021 is £5.1m (£2.6m above the minimum working balance of £2.5k agreed by this Committee).

The items with significant variances are contained within this report at 2.1 and 2.2.

The forecast financial implications of Covid-19 are contained within this report at 2.2.6.

The anticipated capital out-turn position 2020/21 is £9.738m. This is a movement of £4.375m on the approved budget. There are no requested amendments to the capital programme at this time.

The Treasury Management activities during the reporting period are disclosed in the body of this report. Total external borrowing is currently £20m.

There have been no breaches of Treasury or Prudential Indicators within the period of this report. However, to enable us to maintain effective cash management during a period of uncertainty on future cash flows, including the receipt of significant Government Grant Funding and anticipated variations on our income and expenditure levels as a consequence of the Covid-19 pandemic, on the 30 March 2020 an urgent Delegated Decision approved an increase to our Treasury Counterparty limits:

- Upper investment limits with AAA rated Money Market Funds raised to £7.5m from £5m
- Lloyds Bank, our bankers, raised to £2m current account, £7.5m deposit account (increased from £1m and £5m respectively)

Average investments for the period (Oct-Dec) was £22.724m, which achieved an average rate of interest of 0.745% (Jul-Sep £19.471m, 0.842%).



**Staffing:** Salary budgets for 2020/21 were set based on an estimated 2% pay award. The actual pay award for the year is 2.75%.

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

**Data Protection Implications:** None arising as a result of this report.

**Climate Related Risks and Opportunities:** None arising as a result if this report.

**Section 17 Crime and Disorder Considerations:** None arising as a result of this report.

**Health Implications:** None arising as a result of this report.

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

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

### 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

X

### Key Decision:

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

Yes

☐

No

X

## **Executive Summary**

**This report provides the oversight of financial performance for;**

### **REVENUE**

- Revised Budget 2020/21 report on the 5<sup>th</sup> November 2020 approved a net movement to General Fund Balances of £783k. Forecast movements against the revised budget are;
- 'Business as Usual' Revenue Forecast Out-Turn (after carry forwards) - Surplus £223k (1.12% of Net Revenue Stream) – See 2.1 for details of significant variances.
- Forecast pressure above Covid-19 LA Support Grants £384k. This is a reduction of £64k against the pressure forecast for the revised budget (see 2.2.6 for details).
- Carry forwards approved during the year of £53k, and carry forwards pending future approval by Management Team of £40k (see Appendix 4 for details).
- Remaining net surplus of £380k (including carry forwards) to be transferred to the General Fund Balance, in addition to the £783k movement approved for the Revised Budget 2020/21 – a total of £1,163k. This would result in a forecast Fund balance as at 31 March 2021 of £5.148m.

### **CAPITAL**

- Capital Forecast Out-Turn: £9.738m, a variance of £4.375m against current budget £14.113m, this is made up of:
  - Anticipated Slippage of £4.380m (see section 3.1.2).
  - Bring forward from 21/22 budget of £0.036m in relation to Private Sector Renewal (see section 3.1.2).
  - Underspend of £0.31m on three schemes (see section 3.1.2):
    - Vehicle Replacement Programme £0.01m
    - Capital Enhancements to Council Owned Assets £0.002m
    - Telephony £0.019m

There are no further requests to make any amendments to the capital programme at this time. Any adjustments will be detailed in the outturn report for 2020/21.

In addition, approval to spend is sought on Riverside Walkway – this committee has previously approved the budget.

## TREASURY MANAGEMENT

- Treasury Management Report and monitoring:
  - Average investment interest rate for October to December was 0.745%
  - Total Investments at the end of Quarter 3 £20.931m

The tables below reflect investment movements and prudential borrowing analysis:

	P1	P2	P3
Investment Movements	£'000	£'000	£'000
Investments B/fwd (at 31.3.2020 incl. bank)	11,670	13,490	19,122
(Less) Capital expenditure	-1,811	-1,313	-2,201
Add PWLB/Other LA Borrowing in year	0	0	0
Add/(Less) Net Revenue Expenditure	4,931	-1,026	159
Add/(Less) Net Collection Fund Movement (Ctax/NNDR)	-1,171	7,637	371
Add Working Capital Movement	-129	334	3,480
<b>Investments c/fwd (at Period end)</b>	<b>13,490</b>	<b>19,122</b>	<b>20,931</b>

Our prudential borrowing position reflects actual borrowing undertaken from the Public Works Loans Board/Other Local Authorities and the amount of internal borrowing required to meet the actual costs of borrowing up to the 31.12.2020.

	Period 3
<b>Prudential Borrowing</b>	<b>£'000</b>
Total External Borrowing (PWLB) and Other Local Authorities	16,500 3,500
Internal Borrowing	17,919
<b>Total Prudential Borrowing at 31.12.2020</b>	<b>37,919</b>

## REVENUE BUDGET MONITORING PERIOD 3 (1<sup>st</sup> April 2020 to 31<sup>st</sup> December 2020) Forecast Outturn for 2020/2021

2. The Revenue Budget forecast for 'business as usual' outturn currently stands at a net contribution to reserves of £223k as detailed in the table below. This is in addition to the £905k movement to reserves approved as part of the revised budget in November 2020, a total of £1,128k for the year.

This is after taking account of £93k of revenue budget carry forwards. This is in addition to the £326k carry forwards approved through the revised budget in November 2020, a total of £419k for the year. The details of which are provided at Appendix 4.

Details of headline variances by Cluster can be found below at 2.1 and 2.2.

Details of the Covid-19 financial implications and forecast net impact on the General Fund Balances can be found at 2.2.6.

SERVICE CLUSTER	Budget £	2020/2021 Forecast Outturn £	Forecast Outturn Variance £
Our People	2,537,600	2,406,856	(130,744)
Our Place	4,378,564	4,325,576	(52,988)
Our Council	7,492,100	7,389,514	(102,586)
<b>Controllable Total</b>	<b>14,408,264</b>	<b>14,121,946</b>	<b>(286,318)</b>
Corporate Accounting:			
Interest Receivable	(194,700)	(226,100)	(31,400)
Interest Payable	465,600	468,100	2,500
Investment Income	(1,260,100)	(1,260,018)	82
Precepts and Levies	2,508,400	2,508,400	0
Movement in Reserves:			
To / (From) General Fund	534,000	534,000	0
Use of Specific Reserves	(1,787,735)	(1,787,735)	0
Contribution to Specific Reserves	5,113,071	5,113,071	0
Repayment of Borrowing	243,700	243,700	0
<b>Net Revenue Expenditure</b>	<b>20,030,500</b>	<b>19,715,364</b>	<b>(315,136)</b>
Funding Total	(20,030,500)	(20,030,500)	0
<b>NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR</b>	<b>0</b>	<b>(315,136)</b>	<b>(315,136)</b>

Carry Forwards - approved in year	35,900
Carry Forwards - pending future approval	39,500
Carry Forwards - use of Earmarked Reserves	16,900
<b>Net Contribution (To) / From Reserves</b>	<b>(222,836)</b>
Forecast Net Impact on General Fund Balances-COVID19	(64,400)
<b>Net Contribution (To) / From General Fund Balances</b>	<b>(287,236)</b>

2.1 The significant movements being;

Cluster	EXPENDITURE	Total £000	Direction of Travel
	<b>BUDGET UNDERSPENDS</b>		
	Salary ( <b>savings</b> ) / pressure.	(£44)	New
	<b>PRESSURES</b>		
	Various forecast outturn variances <£10k	(£23)	New
		<b>(£67)</b>	

Cluster	INCOME	Total £000	Direction of Travel
	<b>BUDGETED INCOME EXCEEDED</b>		
Corporate Accounting-Interest Received	Interest Receivable.	(£31)	New
Our Council	Increase in bulky waste collections, and sale of new and replacement wheeled bins.	(£15)	New
Our People	Trinity Arts Centre - Cultural Recovery Fund.	(£91)	New
Our Place	Recharge to Outbreak and Prevention grant for officer time.	(£24)	New
Our Place	Shopping Trolley reclaimed income.	(£15)	New
	<b>BUDGETED INCOME NOT ACHIEVED</b>		
Our People	Housing Benefits - forecast net subsidy position.	£20	New
		<b>(£156)</b>	
	<b>TOTAL VARIANCE</b>	<b>(£223)</b>	

## **2.2 Significant items (>£10k) of note by Cluster:**

### **2.2.1 Interest & Investment Income**

- Interest receivable on investments is forecast to be £31k above budget for the year.

### **2.2.2 Our Council**

- £25k is an approved carry forward into 2021/22, £4k is a forecast carry forward request, pending approval at year-end (see Appendix 4 for details).
- Income from bulky waste collection has increased by £10k, and income from the sale of new and replacement wheeled bins has increased by £5k.

### **2.2.3 Our People**

- £28k are approved carry forwards into 2021/22, £8k is a forecast carry forward request, pending approval at year-end (see Appendix 4 for details).
- £91k of the £177k Cultural Recovery Fund bid by the Trinity Arts Centre has contributed towards the core costs of the centre, resulting in a saving on the base budget.
- A pressure of £20k reflects the Housing Benefits forecast net subsidy position.

### **2.2.4 Our Place**

- £28k are forecast carry forward requests into 2021/22, pending approval at year-end (see Appendix 4 for details).
- £24k of officer time has been recharged to the Outbreak and Prevention grant, resulting in a saving on the base budget.
- £15k of income has been received for the Shopping Trolley scheme. This scheme was not introduced to generate income but to help keep communities free of abandoned shopping trolleys, and we anticipate the number of reclaimed trolleys to reduce as supermarkets take action.

### **2.2.5 Establishment**

Current vacancy levels after costs of interim staffing resources is forecast to achieve a £44k budget underspend for the year, this represents 0.44% of the overall employee revised budget.

This is broken down by cluster as follows;

Cluster	Sum of variance £
Our Council	(62,162)
Our People	(4,200)
Our Place	22,000
<b>Grand Total</b>	<b>(44,362)</b>

## 2.2.6 Financial Implications of Covid-19

We are monitoring the ongoing financial implications of the Covid-19 pandemic and will update Members regularly.

The Government have issued/allocated the following grant funding to date which are expected to be fully expended or any remaining funds returned to Government;

Revenue Grants to WLDC	£
S31 Business Rates Reliefs Top-Up (estimate)	2,472,654
Covid Support Grant Tranche 1-4	1,496,322
Hardship Fund	793,000
Sales Fees and Charges Grant Support (estimate)	550,000
S31 Business Rates Reliefs (estimate)	523,878
Cultural Recovery Fund (incl. Covid expenses and sustainability)	196,690
New Burdens Local Restrictions Admin Grant	185,600
New Burdens from BEIS re: Business Grants	130,000
Outbreak Prevention Fund (via LCC)	100,000
High Street Recovery Grant	84,000
New Burdens BEIS Discretionary Fund Admin	58,500
Surge Outbreak Funding	48,888
Local Authority Compliance and Enforcement Grant	46,233
New Burdens Test and Trace Admin Grant	25,729
New Burdens Business Rate Relief Admin Grant	11,700
New Burdens Hardship Funds	11,160
Next Steps Accommodation Programme	5,063
Rough Sleeping Contingency Fund	1,650
New Burdens Reintroduction of Shielding	TBA
<b>Total WLDC Grants</b>	<b>6,741,067</b>



<b>Government Grants to our Communities</b>	<b>£</b>
Business Rate Support Grant	16,820,000
Lockdown One Off Top Up	3,987,000
S31 Business Rates Reliefs top-up (estimate)	2,241,515
Local Restrictions Support Grant Additional Top Up	1,994,274
Additional Restrictions Grant	1,913,340
Local Restrictions Support Grant	1,329,516
Business Rates Discretionary Fund	927,500
Additional Restrictions Grant Top Up	849,815
S31 Business Rates Reliefs (estimate)	523,000
S31 Local Restrictions Support Grant Post 2 Closed initial allocation	243,595
S31 Christmas Support Payments - Wet Pubs	64,000
Test and trace Support Payments £500	38,500
Discretionary Test and Trace Support Payments	23,131
S31 Local Restrictions Support Grant Post 2 Open initial allocation	22,837
<b>Total WLDC Grants</b>	<b>30,978,023</b>

In relation to direct support to WLDC towards the impact of Covid-19 we have been allocated £1.496m to cover additional expenditure. Forecast expenditure at this time is £1.201m. Whilst there remains £0.295m of this grant, the funding is to support costs for the full financial year and we are therefore assuming that we will fully expend this grant by the year-end.

The Government are also supporting Councils for losses of sales, fees and charges income, but not commercial property income. This is based on the premise that Council's will bear the first 5% of all budgeted income and the Government will support 75% of net losses thereafter. Based on Current estimations this grant will be £0.536m and we will need to absorb the pressure of £0.384m.

Detailed below are the financial impacts of Covid-19 on our Business Units;

Business Unit	Description	Variance (saving) / pressure £
Health & Wellbeing	Leisure Management Contractor support.	738,056
Local Tax Collection	Court costs summonses and virtual mail.	178,756
Car Parks	Income losses - reduced demand.	154,013
Delayed Capital Schemes	MR Leisure Centre and ERP implementation.	132,938
Net Investment Interest	Interest rate reductions.	126,790
Land Charges	Personal Searches and EIR requests income losses.	126,790
Investment Properties	Rental Income reduction due to CVA.	113,477
Housing Benefits	Reduction in overpayments, overtime and virtual mail.	109,606
Economic Development	High Street Recovery costs.	84,598
Commercial Waste Services	Trade Waste Income losses.	71,110
Financial Services	Bad debt provision and transactional banking costs.	63,220
Town Centre Markets	Income loss in support of recovery of the High Street. Consultant for long term proposals.	62,920
Waste Management	Additional resources and PPE.	60,500
Economic Development	Consultancy spend to scope next phase on growth projects. High Street business advisor. Grants administrator.	53,971
ICT Services	Costs of ICT firewalls etc. for working from home.	53,256
Building Control	Income losses reduced demand for service.	44,834
Street Cleansing	Additional fly tipping collection costs.	29,801
Community Safety	CCTV commercial customers, and Shopwatch customers may be unable to pay.	27,302
Communications	Communications support - capacity required to deliver.	25,000
Systems Development	System updates and virtual mail costs.	24,178
Crematorium	Estimated increase in direct funerals (less income).	22,800
General Grants etc.	Contribution to community centre may increase.	20,000
Licences - Community	Reduced income as licences not renewed for some premises.	17,186
Development Management	Reduction in planning fees.	14,063
Customer Services	Increase in cardnet charges.	14,000
Homelessness & Housing Advice	Costs of assisting homeless.	10,378
Democratic Representation	Civic events cancelled, and Members expenses.	(23,200)
Legal Services	Reduced costs of legal as service not working as usual.	(25,000)
Trinity Arts Centre	Various net impact after £35k Arts grant & Cultural Recovery Grant support.	(47,987)
Car Allowances & Mileage	Savings in employee travel costs.	(77,818)
<b>Grand Total:</b>		<b>2,205,538</b>

Forecast Grant Funding not yet Allocated	<b>295,200</b>
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Covid Pressure - Contribution (To) / From Reserves	<b>383,618</b>
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Movement from Reserves - Mid Year Review	<b>448,000</b>
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Forecast Additional Movement (To) / from Reserves	<b>(64,400)</b>
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## **2.3 Fees and Charges**

£2,885k has been received in Fees and Charges up to the end of the period against a budget for the period of £2,740k, £145k above budget for the period.

The most significant areas of additional income forecast for the year being:

- Bulky Waste Collections (£10k)
- Sale of New and Replacement Wheeled Bins (£5k)

## **2.4 2020/21 Use of and Contribution to Reserves**

### **2.4.1 Use of Reserves - Delegated Decisions**

The Chief Finance Officer has used delegated powers to approve the use of earmarked reserves up to £50k, new delegated decisions totalled £77.1k;

- £20k from Local Development Order (LDO) Reserve – grant funding not achieved in year to fund LDO and Major Projects Officer (grant-funded post).
- £20k from Maintenance of Facilities reserve:
  - £9.3k asbestos removal and demolition of Sandsfield Lane Sports Pavilion.
  - £10.7k The Plough - new boiler £7k plus other minor repairs and maintenance expenditure.
- £9k from IT reserve. Firmstep Licence Dec 20 to Mar 21. Approved by CPR 23.07.20 FIN/47/21 (£19K 2021/22 built into MTFP).

- **Request from General Fund Balances**

£28.1K for Local Government Reorganisation Work (CPR previously approved £100k for devolution costs – balance remaining after this movement £31.9k).

### **2.4.2 Contribution to Reserves**

- £5k to the Civic Reserve from in year budget underspends to fund the replacement of the civic car. The annual contribution of £5k pa has been built into the 2021/2022 to 2025/2026 MTFP to ensure sufficient funds for vehicle replacement in 2023/2024.

## **2.5 Grants**

As at 1st April 2020 we had an amount of £575k relating to grants received which had yet to be expended. Budget provision will be created throughout the financial year as required to deliver projects in accordance with grant terms. The forecast balance as at 31<sup>st</sup> March 2021 is £301.7k.

### **2.5.1 Successful Grant Bids and New Grant determinations**

The following grants have been received during this period:

Grant Issued By	Name of Grant	£
MHCLG	Compliance & Enforcement (Covid Marshalls)	46,233
MHCLG	New Homes Bonus	184,075
MHCLG	Covid - LA Support Grant (Tranche 4)	333,060
MHCLG	Covid - Income compensation for lost sales, fees & charges	117,615
DWP	Test & Trace Support Grant - Discretionary Scheme	23,131
MHCLG	Covid - Local and additional restrictions grant	3,242,856
DWP	HB Admin Grant	19,192
MHCLG	New Burdens Admin Grant	22,860
Gainsborough Town Council	Mayflower 400	2,000
Misc Developers	CIL -WLDC Admin	3,096
Various rail companies	Insurance Contribution	20,306
Cabinet Office	Firebrand Training Grant	7,200
MHCLG	Business Rates Relief Grant	502,096
MHCLG	Business Rates Relief Grant	2,406,786
DWP	Test & Trace - Admin Grant	25,729
		<b>6,956,235</b>

### **2.5.2 Grant Bids Approved Under Delegated Decision**

- Trinity Arts Centre – Cultural Recovery Fund

The second round funding has resulted in the opportunity to bid for a further £98k in support of the recovery and sustainability of the Trinity Arts Centre through the pandemic restrictions.

### **2.5.3 Grant Bid Requiring Member Approval**

- FCC Communities Foundation's Community Action Fund

West Lindsey District Council own and manage a number of green spaces in Gainsborough. We deliver routine management of these sites and seek opportunities to enhance the spaces with improved access, encourage volunteer/resident involvement and support environmental protection. A new funding opportunity has become available which the council is eligible to apply for, to support costs of green space improvements.

An application will be submitted to FCC Communities Foundation's Community Action Fund. This fund provides grants of between £2,000 and £100,000 for amenity projects eligible under Object D of the Landfill Communities Fund. Areas in Gainsborough now fall within the 10-mile eligibility radius of an FCC landfill site.

Activity costs are being scoped for the potential to make improvements at Pitt Hills and Theaker Avenue Nature Area. Officers will assess opportunities for improvements at each site and subject to costs and deliverability, the FCC application will be made for one of these sites. Improvement activity at both sites will be directed according to the Gainsborough Green Spaces Strategy, which contains activity recommendations following detailed assessments of our green spaces.

A project group will be established for officers working on the funding bid. Local ward Members will be invited to be part of this activity. The deadline for 2021 Round 1 is 3<sup>rd</sup> March 2021.

The FCC Community Action Fund requires a Contributing Third Party Payment of 10.75% of the total grant awarded. A full explanation of this can be viewed online: <https://fcccommunitiesfoundation.org.uk/terms/contributing-third-party-funding-explained>

Approval is requested to submit an application for up to £100,000.  
Approval is requested to allocate up to £10,750 from the Match Funding Grant to meet the Contributing Third Party Payment.

- National Leisure Recovery Grant

Sports England have recognised the financial pressure on Local Authority Leisure Management Companies due to the Covid-19 national and local lockdowns and restrictions. We have been allocated £180k within the fund and have submitted a bid of £209k to cover operational costs which would otherwise be covered by income.

### Other Items for information

## 2.6 Planning Appeals

In period 3 2020/21 there were 9 appeals determined – 1 allowed and 8 dismissed.

There are 3 live application for costs.

Period	Number of Appeals	Allowed	Dismissed
October	3	0	3
November	1	0	1
December	5	1	4
<b>Total for Period 3</b>	<b>9</b>	<b>1</b>	<b>8</b>

## 2.7 Aged Debt Summary – Sundry Debtors Aged Debt Summary Period 3 Monitoring Report

At the end of December 2020, there was a total of £346k outstanding debt in the system over 90 days. The majority of this debt was over 150 days old and mainly comprised of:

- Housing Benefits overpayments £36k the majority of which will look to be recovered through ongoing entitlement or where appropriate on agreed repayment schedules.
- Leisure £138k
- Property Services £82k – this is due to deferred rent payment and company voluntary agreements (CVA) to support businesses during the pandemic.
- Housing £36k
- Environmental Protection & Licensing £22k

Period	90 – 119 days £	120 – 149 days £	150+ days £	Total £
Period 1 - ending May 2020	79,469	6,064	142,405	227,938
Period 2 - ending Sept 2020	102,986	55,375	211,905	370,266
Period 3 - ending Dec 2020	9,434	42,203	294,203	345,840

## 2.8 Changes to the Organisation Structure

There were no approved changes to the organisation structure during this period.

## 3.1 CAPITAL BUDGET MONITORING – Quarter 3

3.1.1 The Capital Budget forecast out-turn for schemes approved to spend (includes Stage 3 and BAU) totals £7.622m against a revised budget of £9.760m. Reasons for variations are detailed below. Pipeline Schemes (Pre Stage 1, Stage 1 and Stage 2) are expected to spend £2.116m (subject to formal approval). This gives an overall total spend of £9.738m as detailed in the table below.

Capital Investment Programme 2020/21

Corporate Priority / Scheme	Actuals to 31/12/2020	Original Budget 2020/21	Revised Budget 2020/21	Forecast Outturn 2020/21	Over / (Underspend)	Carry Forward Requests/ Drawbacks
Total Capital Programme Gross Expenditure - Stage 3 and BAU	3,976,985	16,219,031	9,759,522	7,621,510	(31,400)	(2,106,612)
Stage 2	0	4,042,775	3,815,000	1,993,000	0	(1,822,000)
Stage 1	13,514	352,300	538,500	123,514	0	(414,986)
Pre-Stage 1	0	3,503,513	0	0	0	0
Total Capital Programme Gross Expenditure	3,990,499	24,117,619	14,113,022	9,738,024	(31,400)	(4,343,598)

3.1.2 The capital programme spend to date is £3.990m against a revised budget of £14.113m. Expenditure is forecast to be £9.738m resulting in an £4.375m variance. The variance consists of:

- An anticipated £4.344m to be re-phased at the financial year end. Of this amount £0.036m is to be brought forward from 21/22 relating to the Private Sector Renewal Scheme with £4.380m to be slipped to future financial years.
- There are net projected underspends of £0.031m which relates to £0.010m on the vehicle replacement programme, £0.019m on the Telephony Scheme which is now closed and £0.002m on Capital Enhancements to Council Owned Assets.

It is proposed that no amendments to the Capital Programme will take place at this time. The schemes will be adjusted at the financial year end when the Capital Financing will be finalised. Final amendments to the schemes will be reported at Quarter 4.

The committee are asked to approve spend on the Riverside Walkway acquisition, this committee has previously approved this budget. This will effectively move the scheme to Stage 3.

- 3.1.3 Individual schemes are detailed in the table below and commentary provided on performance.

### Capital Investment Programme 2020/21

Corporate Priority / Scheme	Stage (1 April 2020)	Stage	Actuals to 31/12/2020	Original Budget 2020/21	Revised Budget 2020/21	Forecast Outturn 2020/21	Over/ (Underspend)	Carry Forward Requests/ Drawbacks	Comments
			£	£	£	£	£	£	
<b>Vulnerable Groups &amp; Communities</b>									
Flooding Resilience	Stage 3	Stage 3	11,189	0	50,000	50,000	0	0	
<b>Health and Wellbeing</b>									
Disabled Facilities Grants	BAU	BAU	301,740	840,631	500,000	500,000	0	0	
Private Sector Renewal	Stage 3	Stage 3	147,791	100,000	141,640	177,791	0	36,151	If all planned individual schemes are completed in 20/21 a clawback of budget from 21/22 will be required
Social Housing Scheme	Stage 3	Stage 3	0	300,000	1,000,000	1,000,000	0	0	
Leisure Facilities - Market Rasen	Stage 3	Stage 3	994,217		1,104,182	1,104,182	0	0	
<b>Economy</b>									
Market Rasen 3 year vision	Stage 2	Stage 2	0	200,000	0	0		0	
Hemswell Masterplan - Public Realm Improvements	Stage 2	Stage 2	0	150,000	50,000	0	0	(50,000)	Scheme slipped to 21/22 report going to MT Feb 2021
Food Enterprise Zone infrastructure	Pre-Stage 1	Pre-Stage 1	0	1,983,513	0	0	0	0	
Crematorium	Stage 3	Stage 3	(10,920)	0	0	0	0	0	
Gainsborough Heritage Regeneration - THI	Stage 2	Stage 2	0	332,775	170,000	0	0	(170,000)	Delays on scheme due to covid, resulting in slippage to 21/22
Gainsborough Shop Front Improvement Scheme	Stage 3	Stage 3	0	40,000	15,000	15,000	0	0	
5-7 Market Place - Redevelopment	Stage 1	Stage 1	0	352,300	45,000	45,000	0	0	
Trinity Arts Centre Improvement Projects	Stage 3	Stage 3	63,191	250,000	102,800	102,800	0	0	
Gainsborough Growth - Grant for development (Cinema)	Stage 2	Stage 2	0	2,350,000	610,000	500,000	0	(110,000)	Slippage to 21/22 - only land acquisition anticipated in 20/21
Gainsborough Regeneration - Corringham Road Junction (Refcus)	Stage 2	Stage 2	0	1,010,000	1,010,000	1,010,000	0	0	
Riverside Walk Acquisition	Stage 1	Stage 1	13,514	0	493,500	78,514	0	(414,986)	Riverside Walk acquisition expected to complete in January 2020 with works on construction expected start of 2021/22.
Saxilby Industrial Units	Stage 3	Stage 3	(15,000)	0	0	0	0	0	
Riverside Gateway (CPO)	Pre-stage 1	Pre-stage 1	0	1,460,000	0	0	0	0	
Made in Gainsborough	Stage 3	Stage 3	60,041	0	60,000	60,000	0	0	
The Sun Inn - Capital Grant	Stage 3	Stage 3	25,413	0	58,269	25,413	0	(32,856)	Slippage to 21/22
<b>Public Safety &amp; Environment</b>									
Vehicle Replacement Programme	BAU	BAU	79,000	0	89,000	79,000	(10,000)		The final vehicle has now been delivered and was secured for a lower cost than anticipated
Depot Review	Stage 3	Stage 3	192,985	4,600,000	3,269,527	1,824,620	0	(1,444,907)	Land purchased at the end of August, work on site commenced in early November and site should be fully operational from November 2021. Slippage due to delays and review of cashflow to 21/22
CCTV Expansion	Stage 3	Stage 3	0	0	199,265	199,265	0	0	



### Capital Investment Programme 2020/21

Corporate Priority / Scheme	Stage (1 April 2020)	Stage	Actuals to 31/12/2020	Original Budget 2020/21	Revised Budget 2020/21	Forecast Outturn 2020/21	Over/ (Underspend)	Carry Forward Requests/ Drawbacks	Comments
			£	£	£	£	£	£	
<b>Housing Growth</b>									
Unlocking Housing - Living over the Shop	Stage 3	Stage 3	0	100,000	175,000	0		(175,000)	Applications have been received but spend is not anticipated to commence until 21/22
Gainsborough Regeneration - Bowling Green Road (Refcus)	Stage 3	Stage 3	1,975,030	2,162,000	2,162,000	2,162,000	0	0	
Housing Infrastructure (Southern SUE)	Stage 2	Stage 2	0	0	1,975,000	483,000	0	(1,492,000)	Work is on track - there are still some pre conditions to be signed so payment expected to slip until 21/22
<b>Finances</b>									
Car Park Strategy Investment	Stage 3	Stage 3	0	0	0	0	0	0	
Financial Management System	Stage 3	Stage 3	8,988	220,000	125,000	50,000	0	(75,000)	Slip to 21/22
Capital Enhancements to Council Owned Assets	BAU	BAU	0	110,000	15,000	13,000	(2,000)		underspend
Bus Station	Pre-stage 1	Pre-stage 1	0	60,000	0	0	0	0	
Carbon Efficiency	Stage 3	Stage 3	0	0	0	0	0	0	
<b>Customer</b>									
Telephony (incl. Contact Centre)	Stage 3	Stage 3	0	19,400	19,400	0	(19,400)	0	Stage 4 submitted to ICT board - new bid for 21/22
Customer Relationship Management System	Stage 3	Stage 3	106,530	280,000	366,000	161,000	0	(205,000)	Planning/AI/CRM projects to slip to 21/22
3 D Secure Payment Software	Stage 3	Stage 3	0	0	12,000	12,000	0	0	
Performance Management System	Stage 1	Stage 1	0	0	0	0	0	0	
Income Management	Stage 3	Stage 3	0	0	48,650	48,650	0	0	
<b>Staff &amp; Members</b>									
Public Sector Hub - Property	Stage 3	Stage 3	0	100,000	0	0	0	0	
Storage Refresh	BAU	BAU	0	80,000	210,000	0	0	(210,000)	Due to covid delaying the procurement process this expenditure will now be 21/22
Firewall Update	BAU	BAU	36,789	17,000	36,789	36,789	0	0	
Project Management Software	Stage 1	Stage 1	0	0	0	0	0	0	
<b>Investment</b>									
Commercial Investment - Property Portfolio	Stage 3	Stage 3	0	7,000,000	0	0	0	0	
<b>Total Capital Programme Gross Expenditure</b>			<b>3,990,499</b>	<b>24,117,619</b>	<b>14,113,022</b>	<b>9,738,024</b>	<b>(31,400)</b>	<b>(4,343,598)</b>	

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## **3.2 Acquisitions, Disposals and Capital Receipts**

3.2.1 The Council has not made any asset acquisitions during Quarter 3.

3.2.2 The Council has had no asset disposals during Quarter 3.

3.2.3 Capital Receipts - The total value of capital receipts at the end of Quarter 3 was £173k this was due to income of £125k from the Housing Stock Transfer Agreement share of Right to Buy receipts, £24k loan repayments and £24k repayments of DFG Grants

#### 4. TREASURY MONITORING – PERIOD 3 (Oct - Dec)

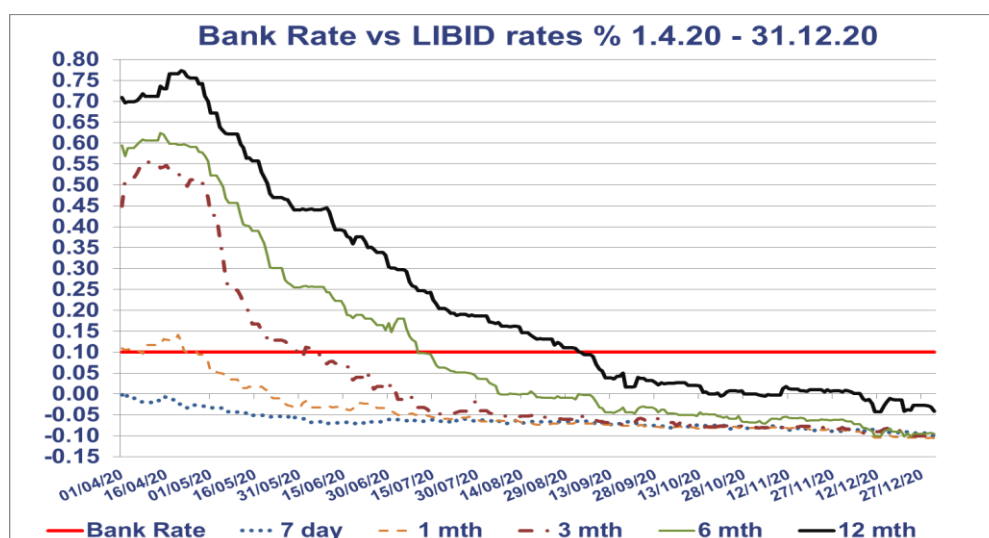
The Treasury Management Strategy Statement (TMSS) for 2020/21, which includes the Annual Investment Strategy, was approved by the Council on 02 March 2020. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield.

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with highly credit rated financial institutions, using our suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

- 4.1 Officers can confirm that there have been no breaches of Prudential Indicators as detailed at 4.7 below.
- 4.2 Interest received (Oct-Dec) has been in excess of the 7 day average libid (-0.07%) with an average yield of 0.745% (including CCLA) and 0.12% (excluding CCLA). It is now impossible to earn the level of interest rates commonly seen in previous decades as all investment rates are barely above zero now that Bank Rate is at 0.10%. Given this risk environment and the fact that increases in Bank Rate are unlikely to occur before the end of the current forecast horizon of 31<sup>st</sup> March 2023, investment returns are expected to remain low. The Council budgeted to receive £0.211m of investment income, the forecast outturn is now £0.163m.

**Quarter ended 31 December 2020:**



	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.10	0.00	0.14	0.56	0.62	0.77
High Date	01/04/2020	02/04/2020	20/04/2020	08/04/2020	14/04/2020	21/04/2020
Low	0.10	-0.10	-0.11	-0.10	-0.10	-0.04
Low Date	01/04/2020	31/12/2020	29/12/2020	23/12/2020	21/12/2020	11/12/2020
Average	0.10	-0.07	-0.04	0.04	0.12	0.23
Spread	0.00	0.10	0.25	0.66	0.73	0.82

### 4.3 Interest Rate Forecasts

The Council's treasury advisor, Link Group, have provided the following forecasts:

These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20													
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

Link Asset Services detailed economic commentary on developments during quarter ended 31 December 2020 is included in Appendix 1.

Appendix 2 details Link Asset Services detailed commentary on Interest Rate Forecasts (as at end Dec)

Appendix 3 details the Approved countries for investments as at 31 December 2020. (As at end December)

### 4.4 Investment in Local Authority Property Fund (CCLA)

The total the Council has invested now stands at £3m (of an approved £4m). Interest is receivable on a quarterly basis with Q3 due during January. The effects of Covid-19 (coronavirus) has resulted in a sharp fall in economic activity and in significant declines in the value of many assets.

Investments and redemptions from the property fund were placed on hold in the first half of the financial year. From the 28 September 2020 the fund re-opened for transactions, however redemptions are now subject to a 90 day notice period.

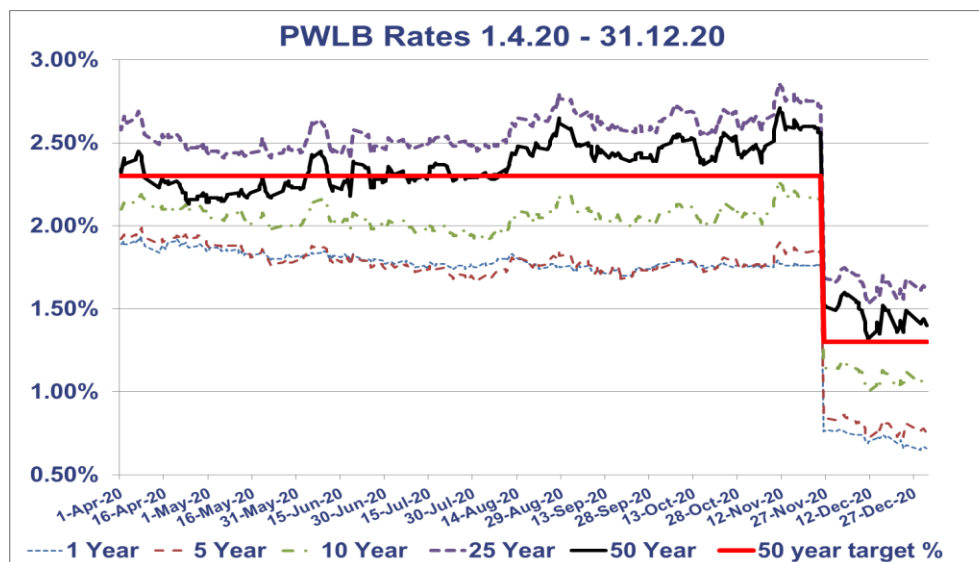
It is anticipated the fund value will drop this financial year by circa 6%-10%.

## 4.5 New External Borrowing

No new borrowing was undertaken in the third quarter of the financial year.

The Council's total external borrowing stands at £20m.

It is anticipated that no further borrowing will be undertaken during this financial year.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.65%	0.72%	1.00%	1.53%	1.32%
Date	29/12/2020	11/12/2020	11/12/2020	11/12/2020	11/12/2020
High	1.94%	1.99%	2.28%	2.86%	2.71%
Date	08/04/2020	08/04/2020	11/11/2020	11/11/2020	11/11/2020
Average	1.66%	1.68%	1.94%	2.46%	2.26%

## 4.6 Borrowing in advance of need

The Council has not borrowed in advance of need during the period ending 31 December 2020.

## 4.7 Compliance with Treasury and Prudential Limits

It is statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy (TMS).

During the financial year to date the Council has operated within these treasury and prudential indicators and in compliance with the Council's Treasury Management Practices.

The prudential and treasury Indicators are shown below and take into account the forecast outturn of the Capital Programme as detailed in section 3 of this report.

	Original £'000	P1 £'000	Q2 £'000	Q3 £'000
<b>Treasury Indicators</b>				
Authorised limit for external debt	55,307	55,307	55,307	55,307
Operational boundary for external debt	38,189	28,229	25,004	23,074
External Debt	38,189	24,220	23,004	20,000
Long term Leases	0	0	0	0
Investments	(13,321)	(12,066)	(14,726)	(16,481)
<b>Net Borrowing</b>	<b>24,868</b>	<b>12,154</b>	<b>8,278</b>	<b>3,519</b>
<b>Prudential Indicators</b>				
Capital Expenditure	24,118	14,028	14,023	9,738
Capital Financing Requirement (CFR)*	50,307	45,862	40,146	38,701
<i>Of Which Commercial Property</i>	<i>30,000</i>	<i>21,666</i>	<i>21,666</i>	<i>21,666</i>
Annual change in CFR*	9,937	7,956	2,240	795
In year borrowing requirement	38,189	24,220	23,004	20,000
Under/(over)borrowing	12,118	21,642	17,142	18,701
Ratio of financing costs to net revenue stream*	8.89%	6.07%	3.74%	3.66%
<b>Incremental impact of capital investment decisions:</b>				
Increase/(Reduction) in Council Tax (band change per annum)	£1.25	£0.74	£0.13	£0.01

- 4.8** The Monthly Investment Review report for December is attached below;



## West Lindsey District Council

### Monthly Investment Analysis Review

December 2020

### General Economy

The UK Flash (i.e. provisional) Manufacturing PMI rose to 57.3 in December from 55.6 in November, pointing to the strongest growth in the manufacturing sector since November 2017 as businesses brought forward orders to guard against potential disruption caused by the end of the Brexit transition period. The Flash Services PMI, meanwhile, rose to 49.9 in December from 47.6 in November but, by remaining below 50, still signalled a second consecutive month of decline in the sector. Ultimately, the manufacturing sector's growth enabled the Flash Composite PMI (which incorporates both sectors), to rise to 50.7 in December from 49.0 in November. Although the rise was less than market expectations of 51.3, it did suggest that private sector output rose during the month. The construction PMI, meanwhile, which is released one month behind, rose to 54.7 in November from 53.1 in October, supported by sharp increases in house building.

Monthly GDP data for October confirmed that the economy grew by 0.4% m/m, less than half the pace of that seen in September's 0.9% increase. The slower pace of growth reflected the gradual re-imposition of nationwide restrictions as COVID-19 cases began to climb once again. The reading suggested that growth was already slowing prior to the subsequent introduction of the second lockdown in November. However, quarterly GDP data confirmed that the economy expanded by a record 16% in the three months to September, compared to a preliminary estimate of 15.5%, largely reflecting the easing of lockdown restrictions earlier in the quarter. Nevertheless, this growth still left the UK economy 8.6% smaller than it was in last year's third quarter. Trade data, meanwhile, revealed that the UK's trade surplus fell from £0.61bn in September to a deficit of £1.74 billion in October, as exports declined by 3.6% on the month while imports rose by 1.2%.

The UK's unemployment rate rose to 4.9% in the three months to October, compared to 4.8% in the previous period and against market expectations of a rise to 5.1%. This represented the highest jobless rate since the three months to August 2016, as employers shed workers as the government's scheme shifted more of the support onus on firms for furloughed employees. Although the scheme was extended at month's end, redundancies still reaching a record 370,000, 56,000 higher than the previous record in the three months to September. More timely data showed that, after falling in each of the previous two months, the number of people claiming unemployment benefits in November rose by 64,300 to 2.7 million, 1.4 million higher than in March. Nevertheless, the continued return of staff from furlough for much of the period saw average weekly earnings (excluding bonuses) rise by 2.8% y/y in the three months to October - the largest rise since February.

UK inflation, as measured by the Consumer Price Index, dropped to 0.3% y/y in November from 0.7% y/y in October and lower than market expectations of a fall to 0.6% y/y. The greater than expected fall was largely attributable to increased discounting during Black Friday sales at month-end. This discounting also contributed to consumer prices falling by 0.1% m/m in November after a flat reading in October, compared to expectations of a 0.1% rise. Despite CPI inflation falling further away from the Bank of England's 2% target, the Monetary Policy Committee unanimously voted to maintain policy rates and its quantitative easing programme at its December meeting. The prospect of a subsequent "emergency" meeting in January to announce additional stimulus, which the market postulated might occur in the event of a "no-deal" Brexit, eventually dissipated once the UK signed a free trade agreement with the EU just prior to month end.



Retail sales, meanwhile, fell 3.8% m/m in November, falling short of market forecasts of a 2.8% contraction and October's 1.3% gain. This marked the first month of falling sales since April, reflecting the imposition of the second national lockdown which forced non-essential retail stores to close. Despite this, however, retail sales remain 2.4% y/y higher and above their pre-pandemic levels. Consumer confidence, meanwhile, rose to -26 in December from -33 in November, as the launch of the UK's COVID-19 vaccination programme boosted sentiment.

Reflecting the impact of public health measures and government policies to support the economy during the coronavirus pandemic, the UK reported a public sector budget deficit (excluding public sector banks) of £31.6 billion in November, £26.0 billion more than in November 2019 and the third-highest monthly deficit since records began in 1993. Borrowing in the first eight months of this financial year is estimated to have been £240.9 billion, a record in any April to November period. Borrowing looks set to remain elevated following the announcement of further support for the economy this month.

In the US, the imposition of COVID-19 restrictions saw the economy add 245,000 jobs in November, significantly below a downwardly revised 610,000 jobs in October and some way less than market forecasts of 469,000. Nevertheless, the gain was sufficient to nudge the US unemployment rate down to 6.7% in November from 6.9% in October, lower than forecasts of 6.8%. Prices (as measured by the Fed's preferred core Personal Consumption Expenditure deflator), rose just 1.1% y/y in November compared to expectations of 1.3% y/y and the Federal Reserve's 2% average target. Given the state of the economy, it was no surprise to see the Federal Reserve maintain their current ultra-accommodative monetary policy stance during December's meeting. Congress, meanwhile, finally approved an \$892bn aid package to support future growth.

The final estimate of Eurozone GDP revealed that the bloc's economy expanded by 12.5% q/q during Q3, rebounding from the record 11.8% q/q slump in Q2. However, the rise in December's Flash Composite PMI to just 49.8 from 45.3 in November – remaining below the expansion level of 50 – suggests that the bloc contracted again during Q4, as measures to counter rising coronavirus cases were reintroduced. With prices across the bloc falling by 0.3% y/y in November against this backdrop, the European Central Bank maintained interest rates at current levels. However, as expected, it increased the size and duration of its

### Housing

Both the Halifax and Nationwide house price indices continued to rise, the former by 1.2% m/m during November and the latter by 0.8% m/m during December – which were both up from the respective 0.3% m/m and 0.9% m/m rises witnessed during their prior months. On an annual basis, the indices have risen 7.6% y/y and 7.3% y/y respectively. Behavioural shifts as a result of COVID-19 may provide support for housing market activity, while the stamp duty holiday is expected to continue to provide a near term boost by bringing purchases forward.

### Currency

The commencement of distribution of COVID-19 vaccines in the UK (which dimmed the allure of the US Dollar as a safe haven), as well as the agreement of a post-Brexit UK-EU trade deal and further loosening of Eurozone monetary policy resulted in Sterling improving against both the Dollar and the Euro this month.

October	Start	End	High	Low
GBP/USD	\$1.3363	\$1.3670	\$1.3670	\$1.3211
GBP/EUR	€1.1106	€1.1172	€1.1172	€1.0907

### Forecast

Both Link Group and Capital Economics have made no change to their interest rate forecasts. Bank Rate is forecast to remain

Bank Rate	Now	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24
Link Group	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%
Capital Economics	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	-	-	-	-	-	-

## West Lindsey District Council

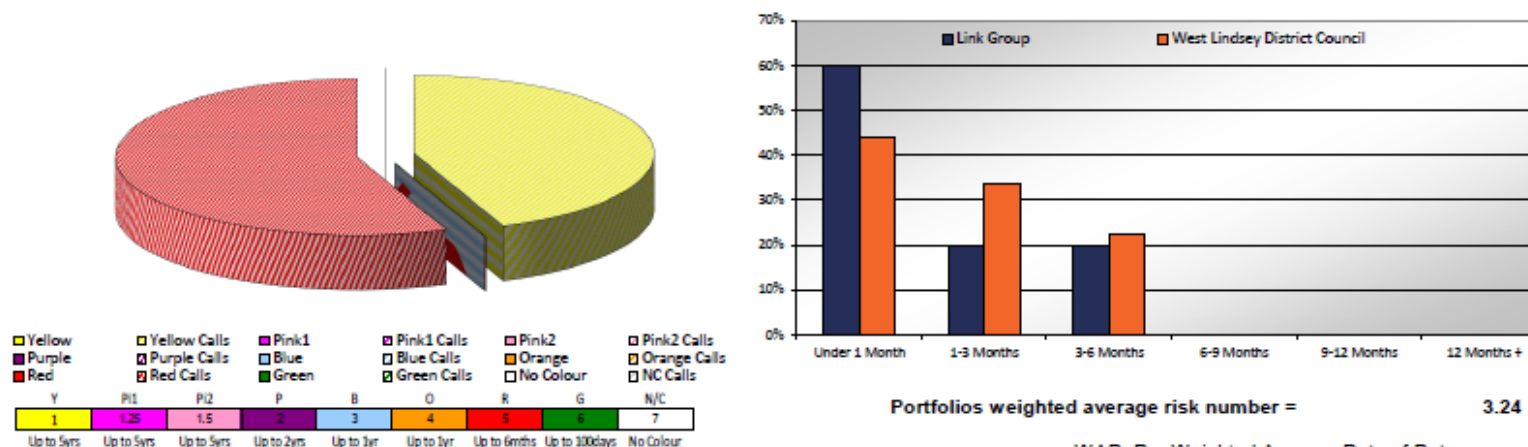
### Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default
MMF LGIM	930,000	0.01%		MMF	AAAm	
MMF Aberdeen Standard Investments	6,920,000	0.01%		MMF	AAAm	
Lloyds Bank Plc (RFB)	2,000,000	0.05%		Call32	A+	0.004%
Santander UK Plc	4,000,000	0.30%		Call35	A	0.005%
Lloyds Bank Plc (RFB)	2,000,000	0.20%		Call95	A+	0.013%
Santander UK Plc	1,000,000	0.40%		Call95	A	0.013%
Lloyds Bank Plc (RFB)	1,000,000	0.10%		Call95	A+	0.013%
<b>Borrower - Funds</b>	<b>Principal (£)</b>	<b>Interest Rate</b>	<b>Start Date</b>	<b>Maturity Date</b>		
Property Fund CCLA-LAPF	3,000,000	-2.60%				
<b>Total Investments</b>	<b>£20,850,000</b>	<b>-0.26%</b>				
<b>Total Investments - excluding Funds</b>	<b>£17,850,000</b>	<b>0.13%</b>				<b>0.008%</b>
<b>Total Investments - Funds Only</b>	<b>£3,000,000</b>	<b>-2.60%</b>				

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USD8F, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

## West Lindsey District Council

### Portfolio Composition by Link Group's Suggested Lending Criteria



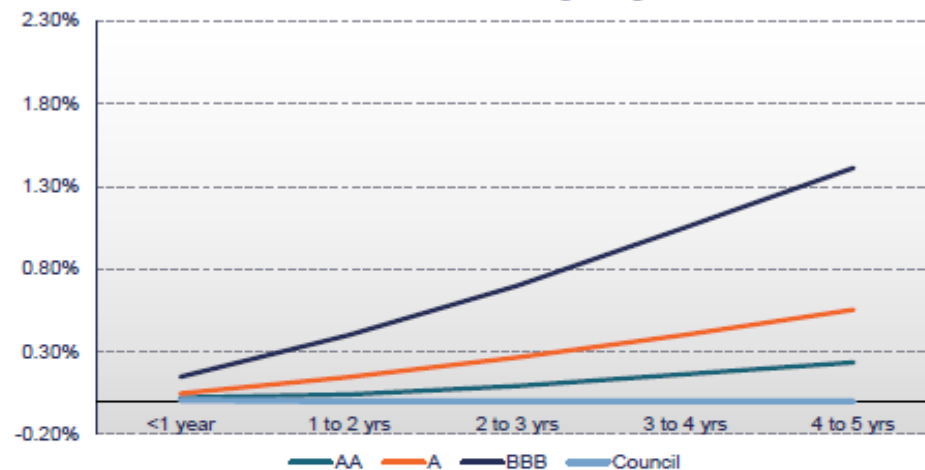
	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	Excluding Calls/MMFs/USDBFs	WAM	WAM at Execution
Yellow	43.98%	£7,850,000	100.00%	£7,850,000	43.98%	0.01%	0	0	0	0	0
Pink1	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
Pink2	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
Purple	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
Blue	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
Orange	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
Red	56.02%	£10,000,000	100.00%	£10,000,000	56.02%	0.22%	58	58	0	0	0
Green	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
No Colour	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0	0
	100.00%	£17,850,000	100.00%	£17,850,000	100.00%	0.13%	33	33	0	0	0

WARoR = Weighted Average Rate of Return  
WAM = Weighted Average Time to Maturity

## West Lindsey District Council

### Investment Risk and Rating Exposure

Investment Risk Vs. Rating Categories

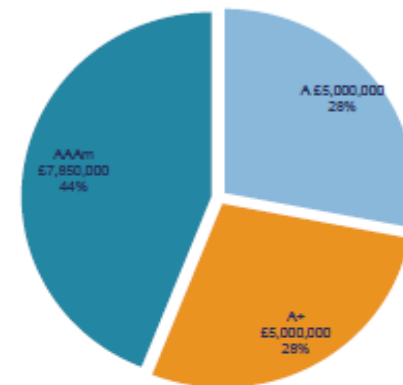


Historic Risk of Default

Rating/Years	<1 year	1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs
AA	0.02%	0.04%	0.09%	0.16%	0.24%
A	0.05%	0.15%	0.27%	0.40%	0.55%
BBB	0.15%	0.40%	0.70%	1.05%	1.41%
Council	0.008%	0.000%	0.000%	0.000%	0.000%

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

Rating Exposure



#### Historic Risk of Default

This is a proxy for the average % risk for each investment based on over 30 years of data provided by Fitch, Moody's and S&P. It simply provides a calculation of the possibility of average default against the historical default rates, adjusted for the time period within each year according to the maturity of the investment.

#### Chart Relative Risk

This is the authority's risk weightings compared to the average % risk of default for "AA", "A" and "BBB" rated investments.

#### Rating Exposures

This pie chart provides a clear view of your investment exposures to particular ratings.

## West Lindsey District Council

### Monthly Credit Rating Changes FITCH

Date	Update Number	Institution	Country	Rating Action
				No rating changes to report.

### Monthly Credit Rating Changes S&P

Date	Update Number	Institution	Country	Rating Action
				No rating changes to report.

### Monthly Credit Rating Changes MOODY'S

Date	Update Number	Institution	Country	Rating Action
01/12/2020	1787	Credit Suisse AG	Switzerland	The Long Term Rating was upgraded to 'Aa3' from A1'. At the same time, the Outlook was changed to Stable from Positive.

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## APPENDIX 1: Economics update

During the quarter ended 31st December 2020 (*quarter 3 of financial year 2020/21*):

- The UK and EU signed a last-minute Brexit deal;
  - Effective COVID-19 vaccines were announced and started to be rolled out;
  - A second lockdown in November and a strict tiering system was imposed in December;
  - The MPC announced an extra £150bn of Quantitative Easing (QE);
  - The Chancellor announced a new fiscal package worth £55bn (2.4% of GDP) to support the economy;
  - The positive news on Brexit and vaccines boosted the pound and the FTSE 100.
- 
- **The Brexit deal the EU and UK signed on 24.12.20 came too late to give a boost to GDP growth in Q4. In fact, GDP probably fell again in the final quarter.** The second COVID-19 lockdown imposed in November and the subsequent tier system, which kept hospitality businesses closed in much of the country, could mean that GDP fell by about 3.5% q/q in Q4. Indeed, our CE BICS Indicator suggests that the economy fell by 8.0% m/m in November and that the economy did not rebound by much in December.
  - **Admittedly, consumer spending appears to have held up much better than in the previous England-wide lockdown in March/April.** Retail sales “only” fell by 3.8% m/m in November, a fraction of the 18.1% m/m fall in April. This still left them 2.7% above their pre-crisis level and there was a much smaller drop in car sales in November than in April, (-29% m/m vs -98% m/m). What’s more, the mini-boom in the housing market meant mortgage approvals rose to 104,969 in November, leaving them 43% above their pre-crisis level.
  - However, much of the resilience of retail sales is because November’s lockdown was less strict as schools, factories and construction sites stayed open. This meant that petrol sales held up much better, “only” falling by 16.6% m/m compared to the 51.8% m/m contraction in April. Also firms have improved at selling online. Indeed, the value of all the goods sold on the internet rose by 6.3% m/m in November. **What’s more, the more widespread Tier 4 COVID-19 restrictions, which closely resemble November’s lockdown, raise the chances that the economy stagnates, if not contracts, in the first three months of 2021.**
  - The reduced ability of households to spend during November’s lockdown meant that they repaid £1.5bn of unsecured loans in that month. But lower debt and higher savings means that consumers will be in a good position to boost spending once COVID-19 restrictions are eased.
  - In response to the second lockdown, in November the Chancellor announced a further £55bn, (2.4% of GDP), of COVID-related spending in 2020/21 on top of the total £280bn, (14.5% of GDP), of policy support previously announced. He also extended the furlough scheme, which pays

up to 80% of an employee's wages and was due to end on 31.10.20, until 30.04.21, and announced that businesses forced to close would be able to get a grant of £3,000 per month.

- The extraordinary fiscal cost of the crisis is being reflected in public finance figures. Indeed, the government borrowed an extra £31.6bn in November, the third highest figure on record, taking total borrowing this financial year so far to £240.9bn compared to £57.4bn in the whole of 2019/20. What's more, borrowing is likely to remain high over the next few months as the new restrictions keep many businesses closed and millions of workers on the furlough scheme. We expect the budget deficit to reach about £420bn, (21.7% of GDP), in 2020/21, its highest since WW2 and slightly more than the £400bn the OBR forecast in its November report.
- **However, beyond the next few months we think the outlook is much brighter now a Brexit deal has been signed and an effective vaccine is being rolled out.** Indeed, we are now more optimistic than the OBR and the Bank of England. Admittedly, custom checks and procedures will still be required on goods moving between the UK and the EU for the first time since 1973, so there will probably be some disruption at the ports in early 2021.
- **Any disruption at the borders will probably be short-lived as firms will quickly become familiar with the new procedures.** The Brexit deal removes the uncertainty and downside risk of a no deal. and for the first time in four-and-a-half years, businesses can now plan knowing the shape of the UK/EU relationship.
- **What's more, in contrast to what most other forecasters appear to have assumed, we are not convinced that the COVID-19 crisis will significantly reduce the economy's supply capacity and prevent it from returning to the pre-crisis trend.** Our analysis suggests that permanent hits to supply are most likely to happen after recessions associated with financial crises and wars, as they reduce the supply of credit or destroy large parts of the capital stocks. Neither of those things has happened this time. As such, we expect the economy to be just 1% smaller in 2024/25 compared to if the pandemic had never happened and to get back to its pre-virus trend later in the decade.
- So, rather than running a deficit of 3.9% of GDP by 2025/26 as the OBR expects, we think the deficit may have returned to around 2.5% of GDP by then. In this case, there may not be much of a fiscal hole to fill. **In fact, the danger is that fiscal policy is tightened too soon to fill a perceived hole in the public finances caused by the crisis that never materialises.**
- As a result, we think that the £150bn of Quantitative Easing (QE) that the Bank committed to at its meeting on 4.11.20 may prove to be the last loosening of policy it will need to do. The risk to this view is that the Bank may want to respond to the latest lockdown, but even if it does, we think it will increase the pace of the asset purchases already announced, rather than increasing its total QE. The Bank is also probably not ready to implement negative rates yet so this currently limits its ability to cut rates.



- **However, unlike the financial markets, we do not think the Bank will raise rates in the next five years.** Admittedly, the end of the VAT cut for the hospitality industry on 31.3.21 and higher oil prices, will probably push inflation briefly above 2.0% in late 2021. But the time spent above 2.0% is likely to be fleeting. We expect inflation to be closer to 1.5% in 2022 than 2.0%. Even if inflation did rise to 2.0%, the Bank has said it would need to be convinced it will stay above 2.0% before it tightens policy. As such, Bank Rate may not rise above 0.10% for around five years. After all, in the minutes of its December meeting the MPC said risk management considerations implied that policy should lean strongly against downside risks to the outlook: we, therefore, expect the MPC to wait until the economy is fully recovered from the crisis before it considers raising rates.
- Record low interest rates for the next few years will keep equities looking attractive relative to bonds. The rotation away from the tech stocks which have benefited from COVID-19 lockdowns, towards more traditional consumer-facing and financial stocks, should boost UK equity prices over the next few years. But a stronger pound will keep any market exuberance in check. We expect the FTSE 100 to rise by about 13% from 6,650 now to 7,500 by end-2021.
- The key risk to our economic and financial views is if a third lockdown is implemented across the UK in Q1, (as has now been announced on 5<sup>th</sup> January, with some variations between nations). That would probably cause GDP to shrink again and would raise the risk of greater longer-term scarring effects on the economy, putting the onus on policymakers to do more. That said, we disagree with the markets' expectations that Bank Rate will be cut into negative territory in the coming months. If it were to act, we think the Bank would prop up demand through speeding up its asset purchases or boosting the uptake of its lending schemes, rather than negative rates.
- The story is similar in the eurozone where the additional COVID-19 restrictions which have been rolled out across Europe, will hamper growth in Q4 2020 and Q1 2021. However, now that a vaccine has been approved by European authorities, the economy should be able to rebound rapidly in the second half of 2021. The ECB's message that it will persist with its flexible asset purchase programme until at least early 2022, should reassure investors that there will not be a reversal of the compression of bond yields anytime soon to historically low levels.
- **Meanwhile, the outlook in the US is a bit rosier.** The vaccine rollout there is moving along swiftly and the \$900bn stimulus package passed by Congress in December means we have raised our GDP growth forecast for 2021 to 5.5%, from 5.0%. With Fed officials still projecting that inflation will only get back to 2.0% in 2023, the vast majority expect the Fed funds rate to be still at near-zero until 2024 or later.

## **APPENDIX 2: Interest rate forecasts**

The coronavirus outbreak has done huge economic damage to the UK and to economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected within the forecast horizon ending on 31<sup>st</sup> March 2024 as economic recovery is expected to be only gradual.

**GILT YIELDS / PWLB RATES.** There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been **the gradual lowering of the overall level of interest rates and bond yields in financial markets**. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession.

Gilt yields had, therefore, already been on a generally falling trend up until the coronavirus crisis hit western economies during March. After gilt yields initially spiked upwards in March, we have seen yields fall sharply in response to major western central banks taking rapid policy action to deal with excessive stress in financial markets during March, and starting massive quantitative easing driven purchases of government bonds: these actions also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. **At the close on 31<sup>st</sup> December, all gilt yields from 1 to 8 years were in negative territory, while even 25 year yields were only at 0.84% and the 50 year at 0.64%.**

- From the local authority borrowing perspective, HM Treasury imposed **two changes of margins over gilt yields for PWLB rates in 2019-20** without any prior warning. The first took place on 9.10.19, adding an additional 1% margin over gilts to all PWLB period rates. That

increase was then, at least partially, reversed for some forms of borrowing on 11.3.20, but not for mainstream non-HRA capital schemes. A consultation was then held with local authorities and **on 25.11.20, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates**; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -.

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)

As the interest forecast table for PWLB certainty rates, (gilts plus 80bps), above shows, there is likely to be little upward movement in PWLB rates over the next three years as it will take the UK a prolonged period to eliminate spare capacity in the economy so that inflation might start to become a sufficient concern for both the MPC to consider raising Bank Rate, and for gilt holders to require a higher yield.

## **APPENDIX 3: Approved countries for investments as at 31 December 2020**

### ***Based on lowest available rating***

#### AAA

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

#### AA+

- Canada
- Finland
- U.S.A.

#### AA

- Abu Dhabi (UAE)
- France

#### AA-

- Belgium
- Hong Kong
- Qatar
- **U.K.**

## APPENDIX 4

### REVENUE CARRY FORWARDS - ALREADY APPROVED

Budget underspends to be carried forward into 2021/2022 which have been approved during the year are provided below for information only.

\*please note the figures quoted are as forecast as at December 2020 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.

C/FWDS APPROVED - MID YEAR REVIEW			Dec 20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Corporate Policy & Resources	Our Council	Financial Services	86	May be required for system implementation.
Prosperous Communities	Our People	Homelessness & Housing Advice	24	Home connection letting software £12k 2021/22 £12k 2022/23.
Prosperous Communities	Our People	Private Sector Housing Renewal	7	To cover new post-Housing Technical Officer
Prosperous Communities	Our Place	Cemeteries and Churchyards	10	Planned maintenance of cemetery walls delayed due to Covid-19.
Prosperous Communities	Our Place	Culture & Heritage	70	Mayflower Project - Project Officer 2021/22 budget.
Prosperous Communities	Our People	General Grants etc	77	Forecast balance on Member Local Grants budget (£144k approved over 4 years 2019/20 - 2022/23).
Prosperous Communities	Our People	General Grants etc	39	Rural Transport Programme balance carried forward.
Prosperous Communities	Our People	General Grants etc	13	Use of EMR approved by CPR 06.02.19 (FIN/138/18). Remaining balance of Community Payback budget to be cfwd (approved by MT 14.04.20 FIN/7/21). 2 years' allocation at £6k pa.
TOTAL			326	

## PPENDIX 4

### REVENUE CARRY FORWARDS - ALREADY APPROVED

Budget underspends to be carried forward into 2021/2022 which have been approved during the year are provided below for information only.

\*please note the figures quoted are as forecast as at December 2020 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.

BASE BUDGET C/FWDS APPROVED IN YEAR			Dec 20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Corporate Policy & Resources	Our Council	Corporate Management - Finance	tbc	Any Board Budget savings (business case development) will be carried forward. Original funding from Earmarked Reserves.
Prosperous Communities	Our People	Community Action	9	Employment & Skills budget £10k 2019/20 - from CS04/4401. Balance to be cfwd approved by MT 25.11.19 FIN/126/20
Corporate Policy & Resources	Our Council	Financial Services	25	ERP finance implementation - approved budget from Business Planning budget.
Prosperous Communities	Our People	Housing Strategy	2	Selective Licensing - to fund fixed term posts.
TOTAL			36	

USE OF EARMARKED RESERVES			Dec 20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Grant White	Our People	Prosperous Communities	12	Rural Transport Programme balance carried forward.
Grant White	Our People	Prosperous Communities	5	Hemswell Cliff Regeneration - delayed due to Covid-19.
TOTAL			17	

## APPENDIX 4

### REVENUE CARRY FORWARDS – PENDING APPROVAL BY MANAGEMENT TEAM

Bids for budget underspends to be carried forward into 2021/2022, which require Management Team approval are as follows:

\*please note the figures quoted are as forecast as at December 2020 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.

BASE BUDGET C/FWDS PENDING APPROVAL BY MT			Dec 20	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Prosperous Communities	Our Place	Environmental Initiatives	tbc	Project spend - woodland nature reserves (delay due to Covid-19)
Prosperous Communities	Our Place	Cemeteries and Churchyards	18	Planned cemeteries maintenance work delayed due to Covid-19.
Prosperous Communities	Our Place	Cemeteries and Churchyards	10	Planned memorial testing delayed due to Covid-19.
Corporate Policy & Resources	Our Council	Register of Electors	4	Unspent agency budget due to postponed elections. To be utilised when elections take place in 2021/22.
Corporate Policy & Resources	Our People	Housing Benefits Admin	8	Track and Trace Funding overtime - request for carry forward may be required at year-end - approx. 8k.
TOTAL			40	

# Agenda Item 6d



**Corporate Policy and  
Resources Committee**

**Thursday, 11 February  
2021**

**Subject: Corporate Policy and Resources Committee Draft Budget  
2021/22 and estimates to 2025/26**

Report by:

Assistant Director, Finance, Business and  
Property Services (S151)

Contact Officer:

Sue Leversedge  
Business Support Team Leader

[sue.leversedge@west-lindsey.gov.uk](mailto:sue.leversedge@west-lindsey.gov.uk)

Purpose / Summary:

The report sets out details of the overall Draft Revenue Budget 2021/22 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2021/22, and estimates to 2025/26 to be included in the Medium Term Financial Plan.

## **RECOMMENDATION(S):**

- a) That Members accept the Corporate Policy and Resources Committee budget 2021/22 and **recommend to Council** for inclusion in the overall Council budget 2021/22.
- b) That Members accept the Prosperous Communities Committee Budget 2021/22 and **recommend to Council** for inclusion in the overall Council budget for 2021/22.
- c) That Members approve any minor changes be delegated to the Chief Finance Officer in consultation with the Chairman of the Corporate Policy and Resources Committee.
- d) That Members **recommend to Council** the 2022/23 to 2025/26 estimates for both this Committee and those of Prosperous Communities Committee for inclusion in the Medium Term Financial Plan 2021/22 to 2025/26.



## IMPLICATIONS

### **Legal:**

The Council has a responsibility to set a balanced and 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.

### **Financial : FIN/130/21/B/SL**

The 2021/22 base budget and variance to the 2020/21 base budget are explained in the body of this report.

After taking a robust approach to the estimations within the budget for this Committee the total cost of services for 2021/22 will be £5.633m (£4.902m 2020/21).

This has resulted in base budget increases of £0.157m, and an income reduction of £0.575m, resulting in an overall increase £0.731m.

Included within the movement of £0.731m is £0.032m relating to Secondary Employer Pension Contribution payments (Pension Deficit contribution).

In addition, there are £0.031m of budgets relating to Earmarked Reserves to support one off project resources in 2021/22 (£0.074m in 2020/21). This is a decrease of £0.044m from 2020/21 to 2021/22.

Services within this Committee have also contributed to Earmarked Reserves £0.173m in 2021/22 for asset replacement programmes (£0.175m in 2020/21). This is a decrease of £0.002m from 2020/21 to 2021/22.

Excluding pension deficit and earmarked reserves, there is an increase of £0.743m on the base budgets for this Committee, further details of which are contained within the report at section 2.

**Staffing:** Salary budgets reflect the approved organisational establishment for this Committee. Rates applied include the 2.75% pay award agreed for 2020/21, with a 0% increase for 2021/22 as per the Spending Review Announcement in November 2020. An estimated increase of 2% pa has been applied from 2022/23 onwards.

### **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.

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**Data Protection Implications:** None arising as a result of this report.

**Climate Related Risks and Opportunities :**

The Council intends to create an Earmarked Reserve within its overall 2021/22 budget to support investment in environmental and carbon reduction initiatives and the mitigation of climate change financial risk.

**Section 17 Crime and Disorder Considerations :**

Some fees and charges are set to discourage anti-social behaviour i.e. the bulky waste service and impact on fly tipping.

CCTV service charges are set to encourage take up of the service to increase public safety in the district and reduce anti-social behaviour.

Fixed Penalty Notices are fees set by the Government to enable Local Authorities to take action against anti-social behaviour.

**Health Implications:** None arising as a result of 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 (2018 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, Marshall's Yard, Gainsborough.

**Risk Assessment :** N/A

**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**

**X**

**Key Decision:**

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

**Yes**

**X**

**No**

☐

## **Introduction**

1.1 This report sets out the Corporate Policy and Resources Committee base budget position for 2021/22 – 2025/26, incorporating the medium term financial planning principals;

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

1.2 The process for the preparation of this budget has included the following;

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals, which can be delivered to ensure a sustainable budget.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £24.6k across both Committees. Full Details of proposed fees and charges were presented to this Committee on the 10<sup>th</sup> December 2020.
- Regular updates have been provided to the Management Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by the Corporate Policy and Resources Committee. These are in addition to the assumptions included within the budget i.e. pay award levels, inflation on utilities, Business Rates (NNDR) growth etc.
- Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
- Inclusion of the revenue implications of the DRAFT Capital Programme 2021/22 – 2025/26.
- Consultation with Parish Councils, residents and business ratepayers has been undertaken.

- The review of Earmarked Reserves and approved additional resources being funded from these reserves and/or external grant income.
  - Consideration of other Strategies i.e. Car Parking Strategy, Housing Strategy etc.
- 1.3 This Budget Preparation process has achieved a High Assurance rating from our Internal Auditors in September 2018.
- 1.4 Where additional expenditure and unavoidable costs have been identified, Business Units try to accommodate these extra costs by working more efficiently, generating extra income or reducing base budgets in non-priority areas. These items of additional expenditure and unavoidable costs, together with budget reductions are described below and have been built into the base budgets.
- 1.5 The budgets are based on prudent pre-Covid-19 activity, to enable any future impacts of the pandemic to be monitored against our base budgets and reported to Government, as we do in the current financial year.
- 1.6 **The Corporate Policy and Resources base budgets (Appendix 1 – 2)** have been developed from the forecast budgets presented to Council in March 2020.

Service budgets have been aligned to the strategic focus for each of the Clusters outlined within the Corporate Plan 2019-2023, namely; Our People, Our Place and Our Council.

To aid comparison capital charges and central support recharges have been omitted to present only revenue related controllable costs.

- 1.7 **The Corporate Policy and Resources Business Unit budgets (Appendix 3)** provide a more detailed analysis.
- 1.8 No allowance has been made for price increases within general budgets for 2021/22 other than contractual obligations. Pay budgets for 2021/22 have been frozen at 2020/21 rates, following the Government Spending Review announcement on the 25<sup>th</sup> November 2020, and employer's superannuation increased in line with that provided by the Actuary.
- 1.9 **Secondary Pension Contribution (Pension Deficit)** – the Lincolnshire Pension Fund's Actuary (Hymans Robertson LLP) carries out a tri-annual review of the pension scheme to establish the overall deficit and minimum employer contributions required by the Fund.

The results of the latest review were issued November 2019 and provided employer contribution rates for the years 2020/21 to 2022/23.

The Primary Pension Contribution is a percentage of pay (17.2% 2020/21 to 2022/23). The Secondary Pension Contribution (Pension Deficit Contribution) is a set annual amount, paid as a lump sum monthly to the Pension Fund.

The overall movement in the Secondary Pension Contribution is;

	Year	£m payable	£m increase
	2019/20	0.863	
Actuarial	2020/21	0.940	0.077
Review	2021/22	1.028	0.088
Nov 19	2022/23	1.119	0.091

£0.43m (41.9%) of the 2021/22 amount payable is attributable to services within Corporate Policy and Resources Committee, allocated to services on the basis of staffing levels (FTE).

## 2. Significant Variations

When compared to the 2020/21 base budget, the 2021/22 base budget shows a budget increase of £743k, excluding use of Earmarked Reserves and Pension Contribution payments. The major variances to the 2020/21 base budget are detailed below;

### 2.1 Corporate Management-Finance –

We have received notification that Covid-19 expenditure support grant of £510k and Covid-19 loss of income through sales, fees and charges support grant of £165k (estimate) is payable for 2021/22.

The expenditure budget and income loss budget are held centrally and are reflected in the Committee budgets, these are offset by government grant income within funding budgets held outside of this Committee (Covid-19 grants). There is no impact on the bottom line for the Council.

Additional contract costs relate to external audit fees - £8k, and bank charges - £9.6k.

### 2.2 Investment Properties –

Investment property rental income has been reduced by £203k, being the notional net rent income of the remaining £7m approved capital budget, which we can no longer fund from borrowing has been removed from the Capital Programme. Interest payable budgets have been reduced by the corresponding amount as it is expected that no new acquisitions will be made, resulting in zero net impact on the bottom line.

The base budget for rental income has been increased by £14.2k to reflect the current portfolio and tenants.

### **2.3 Housing Benefit Payments –**

Rent allowance recovered budget has been reduced by £116.3k. This is primarily due to the transfer of service users to universal credit resulting from a change in circumstances. Universal Credit is administered by the Department for Work and Pensions (DWP), and as we are therefore not administering housing benefit to those individuals there will be no overpayments, and therefore recovery of overpayments will reduce accordingly.

### **2.4 Local Tax Collection -**

Renewal of the NNDR shared service (WLDC, North Kesteven District Council and City of Lincoln Council) contract has resulted in an increase in costs of £11.8k.

There has been a reduction in court summonses income budget of £18k following change in court costs and reduction in court case volumes (this is positive as it means less people going to court so more income into collection fund).

Budget of £25k for credit card charges has been moved to the receiving service, Local Tax Collection, from Customer Services, to show the true cost of service.

### **2.5 Housing Benefit Admin –**

Housing Benefit administration grant is expected to reduce by £30.4k.

### **2.6 Customer Services -**

The budget for credit card charges has been allocated out to services to reflect the costs within individual departments. This has resulted in a reduction on the customer services budget of £46k, but has no overall impact in the budget.

### **2.7 Commercial Properties –**

Commercial property rental income has been reviewed to reflect current tenancies and expected contractual increases. The rental income budget has been increased by £33.5k.

### **2.8 Establishment –**

From 2021/22, a vacancy factor of 2% of total establishment salary budgets has been built into the base budgets. The 2% vacancy factor of £184.4k is held within Corporate Management-Finance and will be included in the budget monitoring of staffing costs during 2021/22.

In addition, approved changes to the establishment during the year for services within Corporate Policy and Resources Committee have resulted in a net decrease in budget of £60.6k.

- 2.9 Remaining decrease in expenditure budgets of £15.4k consists of several small budgetary increases across services.
- 2.10 Other significant variances within individual Business Units are the result of budget movements within the Committee, and do not impact on the overall Committee budget.

### **3. Prosperous Communities Base Budget (Appendix 4 – 6)**

- 3.1 The Prosperous Communities Committee considered their draft report at their meeting on 26<sup>th</sup> January 2021. The Business Unit Budgets are attached at **Appendix 6**.

When compared to the 2020/21 base budget the 2021/22 base budget shows a budget increase of £114.6k, excluding use of Earmarked Reserves and Pension Contribution payments. The major variances to the 2020/21 base budget are detailed below:

#### **3.2 Green Waste Charging –**

Additional income of £63k has been built into the MTFP from 2021/22 based on current subscriptions to the service. Maintaining the current charge of £35 per annum was approved by this Committee as part of the review of fees and charges on 10<sup>th</sup> December 2020.

#### **3.3 Leisure Management Contract –**

The leisure management fee has reduced by £15.8k in line with the final contract.

#### **3.4 Development Management –**

Planning fee income has been re-profiled to reflect the Local Plan cycle, with a reduction in budgeted income for 2021/22 of £49.5k.

#### **3.5 Trade Waste Service –**

Income has been decreased by £22.5k for 2021/22 to reflect the end of a 2-year contract secured during 2019/20, for the period 2019/20 to 2020/21. Work is underway to secure service provision for the individual customers who were covered by the previous overarching contract.

#### **3.6 Community Licences –**

Income has been increased by £19.3k to reflect cyclical increases in demand on licence fee income.

#### **3.7 Waste Management –**

Fuel expenditure has been increased by £14.7k to reflect current consumption and pricing.



### **3.8 Building Control –**

Income has been increased by £16.3k to reflect anticipated demand, and future opportunities for income generation.

### **3.9 Industrial Estates –**

Rental income budgets have been increased by £9.9k based on forecast occupation of the units.

### **3.10 Town Centre Markets –**

The budget reflects a full year of stallage fee income (£36.3k). However, the decision to re-introduce full rental charges for traders has been deferred to March 2021 by Prosperous Communities Committee. Any budgetary pressure arising from the deferral will be offset by Covid-19 grant in support of high street recovery.

3.11 Approved changes to the establishment during the year have resulted in a net increase in budget of £143.9k.

3.12 Remaining decrease in expenditure budgets of £29.2k consists of several small budgetary increases across services.

3.13 Other significant variances within individual Business Units are the result of budget movements within the Committee, and do not impact on the budget movement for the Committee overall.

## **4. Budget Consultation**

Due to restrictions around avoiding public gatherings due to the Covid-19 pandemic, face-to-face events were not held this year. Instead, an online video, online and paper surveys and written submissions were put in place,

The objectives of the engagement were to:

- Raise awareness of the financial challenges
- Raise awareness of the diversity of services the Council provides
- Identify what areas of the Corporate Plan and the Business Plan should be prioritised.

The budget consultation report is attached at Appendix 7 for information.

## APPENDIX 1

### Policy and Resources Income and Expenditure Budgets (Excluding Capital Charges and Recharges)

Policy and Resources	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(2,260,400)	(2,067,700)	(2,121,100)	(2,192,400)	(2,204,700)	(2,227,700)
Government Grants	(16,779,100)	(16,544,100)	(16,526,200)	(16,506,100)	(16,496,600)	(16,496,600)
Other Grants and Contributions	(608,300)	(461,300)	(452,500)	(443,700)	(433,700)	(423,700)
<b>Total Income</b>	<b>(19,647,800)</b>	<b>(19,073,100)</b>	<b>(19,099,800)</b>	<b>(19,142,200)</b>	<b>(19,135,000)</b>	<b>(19,148,000)</b>
<b>Expenditure</b>						
Employees	5,111,100	4,910,400	5,048,800	5,136,800	5,283,300	5,429,200
Premises	450,400	498,100	505,200	532,500	519,900	528,000
Supplies and Services	1,479,100	1,940,800	1,390,400	1,443,100	1,384,700	1,390,400
Third Party Payments	867,200	939,000	776,100	856,300	775,300	779,000
Transfer Payments	16,583,400	16,363,700	16,363,700	16,363,700	16,363,700	16,363,700
Transport	58,700	54,200	54,200	54,200	54,200	54,200
<b>Total Expenditure</b>	<b>24,549,900</b>	<b>24,706,200</b>	<b>24,138,400</b>	<b>24,386,600</b>	<b>24,381,100</b>	<b>24,544,500</b>
<b>Net Total</b>	<b>4,902,100</b>	<b>5,633,100</b>	<b>5,038,600</b>	<b>5,244,400</b>	<b>5,246,100</b>	<b>5,396,500</b>

## APPENDIX 2

### Policy and Resources Base Budget – Cluster Analysis (Excluding Capital Charges and Recharges)

Cluster and Business Unit	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Our People</b>	<b>123,000</b>	<b>238,900</b>	<b>279,700</b>	<b>316,400</b>	<b>349,800</b>	<b>374,300</b>
Housing Benefits Admin	330,500	321,400	352,200	378,900	402,300	416,800
Housing Benefits Payments	(207,500)	(82,500)	(72,500)	(62,500)	(52,500)	(42,500)
<b>Our Place</b>	<b>232,800</b>	<b>177,500</b>	<b>167,800</b>	<b>170,200</b>	<b>172,500</b>	<b>175,100</b>
Commercial Development	77,900	0	0	0	0	0
Emergency Planning	21,400	30,300	30,900	31,600	32,100	32,700
Operational Buildings	77,100	78,500	61,300	61,900	62,500	63,300
Public Conveniences	56,400	68,700	75,600	76,700	77,900	79,100
<b>Our Council</b>	<b>6,171,000</b>	<b>6,651,600</b>	<b>6,063,800</b>	<b>6,296,300</b>	<b>6,273,700</b>	<b>6,419,200</b>
Admin Buildings	206,500	234,700	244,000	247,100	250,200	253,600
Business Improvement & Commercial Development	335,300	375,600	389,000	404,500	414,900	425,900
Chief Operating Officer	136,200	2,200	2,200	2,200	2,200	2,200
Commercial Director	136,000	2,200	2,200	2,200	2,200	2,200
Commercial Properties	(304,900)	(337,000)	(345,100)	(353,500)	(351,000)	(348,300)
Communications	165,300	172,300	177,900	184,800	190,300	195,400
Corporate Management - Apprentices	147,000	150,000	154,400	160,300	165,300	170,600
Corporate Management - Finance	666,100	1,204,700	524,600	520,400	517,300	514,400
Corporate Systems	118,900	41,800	41,800	41,600	41,600	41,600
Customer Services	700,400	753,800	756,600	708,600	728,700	748,300
Debtors	42,000	47,200	49,400	52,200	54,800	56,700
Democratic Representation	624,800	651,500	663,900	686,000	689,700	702,700
Director of Resources	138,700	172,300	175,900	180,700	184,400	188,200
Elections	0	700	700	160,700	700	700
Financial Services	764,700	731,300	698,500	708,500	727,400	745,900
Fraud	5,200	5,200	5,200	5,200	5,200	5,200
Human Resources	293,400	295,100	299,900	306,300	311,400	316,900
ICT Services	350,900	372,800	377,600	384,100	389,400	394,900
Legal Services	(8,000)	0	0	0	0	0
Local Tax Collection	312,800	371,100	389,700	410,000	426,800	443,000
Other Council Properties	(11,600)	(10,700)	(10,700)	(10,700)	(10,700)	(10,700)
Precepts	8,200	8,000	8,000	8,000	8,000	8,000
Property Services	374,300	384,800	413,700	424,400	435,500	446,400
Register of Electors	183,700	183,800	187,100	191,400	195,000	198,900
Support Services - Admin	0	400	400	400	400	400
Support Services - Corporate	197,300	193,100	199,000	207,300	213,500	219,400
Systems Development	587,800	644,700	657,900	663,600	680,500	696,700
<b>Investment Income - Property Portfolio</b>	<b>(1,624,700)</b>	<b>(1,434,900)</b>	<b>(1,472,700)</b>	<b>(1,538,500)</b>	<b>(1,549,900)</b>	<b>(1,572,100)</b>
Investment Properties	(1,624,700)	(1,434,900)	(1,472,700)	(1,538,500)	(1,549,900)	(1,572,100)
<b>Grand Total</b>	<b>4,902,100</b>	<b>5,633,100</b>	<b>5,038,600</b>	<b>5,244,400</b>	<b>5,246,100</b>	<b>5,396,500</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Admin Buildings</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Premises	158,900	186,900	196,200	199,300	202,400	205,800
Supplies and Services	47,600	47,800	47,800	47,800	47,800	47,800
<b>Total Expenditure</b>	<b>206,500</b>	<b>234,700</b>	<b>244,000</b>	<b>247,100</b>	<b>250,200</b>	<b>253,600</b>
<b>Net Total</b>	<b>206,500</b>	<b>234,700</b>	<b>244,000</b>	<b>247,100</b>	<b>250,200</b>	<b>253,600</b>

<i>Business Improvement &amp; Commercial Development</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,200)	(1,600)	(1,600)	0	0	0
<b>Total Income</b>	<b>(1,200)</b>	<b>(1,600)</b>	<b>(1,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	325,400	367,300	380,700	394,600	405,000	416,000
Supplies and Services	7,700	6,600	6,600	6,600	6,600	6,600
Third Party Payments	1,500	1,400	1,400	1,400	1,400	1,400
Transport	1,900	1,900	1,900	1,900	1,900	1,900
<b>Total Expenditure</b>	<b>336,500</b>	<b>377,200</b>	<b>390,600</b>	<b>404,500</b>	<b>414,900</b>	<b>425,900</b>
<b>Net Total</b>	<b>335,300</b>	<b>375,600</b>	<b>389,000</b>	<b>404,500</b>	<b>414,900</b>	<b>425,900</b>

<i>Chief Operating Officer</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,800)	0	0	0	0	0
<b>Total Income</b>	<b>(1,800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	130,500	2,200	2,200	2,200	2,200	2,200
Premises	500	0	0	0	0	0
Supplies and Services	7,000	0	0	0	0	0
<b>Total Expenditure</b>	<b>138,000</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Net Total</b>	<b>136,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Commercial Development</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	77,500	0	0	0	0	0
Transport	400	0	0	0	0	0
<b>Total Expenditure</b>	<b>77,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>77,900</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<i>Commercial Director</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	130,200	2,200	2,200	2,200	2,200	2,200
Premises	1,000	0	0	0	0	0
Supplies and Services	2,800	0	0	0	0	0
Transport	2,000	0	0	0	0	0
<b>Total Expenditure</b>	<b>136,000</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>
<b>Net Total</b>	<b>136,000</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>	<b>2,200</b>

<i>Commercial Properties</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(440,400)	(483,800)	(498,500)	(508,200)	(508,200)	(508,200)
Other Grants and Contributions	(38,800)	(42,300)	(43,500)	(44,700)	(44,700)	(44,700)
<b>Total Income</b>	<b>(479,200)</b>	<b>(526,100)</b>	<b>(542,000)</b>	<b>(552,900)</b>	<b>(552,900)</b>	<b>(552,900)</b>
<b>Expenditure</b>						
Premises	134,400	148,300	156,100	158,600	161,100	163,800
Supplies and Services	35,300	35,800	35,800	35,800	35,800	35,800
Third Party Payments	4,600	5,000	5,000	5,000	5,000	5,000
<b>Total Expenditure</b>	<b>174,300</b>	<b>189,100</b>	<b>196,900</b>	<b>199,400</b>	<b>201,900</b>	<b>204,600</b>
<b>Net Total</b>	<b>(304,900)</b>	<b>(337,000)</b>	<b>(345,100)</b>	<b>(353,500)</b>	<b>(351,000)</b>	<b>(348,300)</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Communications</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	155,000	162,300	167,900	174,800	180,300	185,400
Supplies and Services	9,700	9,400	9,400	9,400	9,400	9,400
Transport	600	600	600	600	600	600
<b>Total Expenditure</b>	<b>165,300</b>	<b>172,300</b>	<b>177,900</b>	<b>184,800</b>	<b>190,300</b>	<b>195,400</b>
<b>Net Total</b>	<b>165,300</b>	<b>172,300</b>	<b>177,900</b>	<b>184,800</b>	<b>190,300</b>	<b>195,400</b>

<i>Corporate Management - Apprentices</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	147,000	150,000	154,400	160,300	165,300	170,600
<b>Total Expenditure</b>	<b>147,000</b>	<b>150,000</b>	<b>154,400</b>	<b>160,300</b>	<b>165,300</b>	<b>170,600</b>
<b>Net Total</b>	<b>147,000</b>	<b>150,000</b>	<b>154,400</b>	<b>160,300</b>	<b>165,300</b>	<b>170,600</b>

<i>Corporate Management - Finance</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
<b>Total Income</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>
<b>Expenditure</b>						
Employees	160,400	28,600	26,800	23,500	21,000	18,700
Supplies and Services	111,100	662,300	152,300	152,300	152,300	152,300
Third Party Payments	411,600	530,800	362,500	361,600	361,000	360,400
<b>Total Expenditure</b>	<b>683,100</b>	<b>1,221,700</b>	<b>541,600</b>	<b>537,400</b>	<b>534,300</b>	<b>531,400</b>
<b>Net Total</b>	<b>666,100</b>	<b>1,204,700</b>	<b>524,600</b>	<b>520,400</b>	<b>517,300</b>	<b>514,400</b>

<i>Corporate Systems</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Supplies and Services	118,900	41,800	41,800	41,600	41,600	41,600
<b>Total Expenditure</b>	<b>118,900</b>	<b>41,800</b>	<b>41,800</b>	<b>41,600</b>	<b>41,600</b>	<b>41,600</b>
<b>Net Total</b>	<b>118,900</b>	<b>41,800</b>	<b>41,800</b>	<b>41,600</b>	<b>41,600</b>	<b>41,600</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Customer Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(2,500)	(2,500)	(2,500)	(2,300)	(2,300)	(2,300)
Other Grants and Contributions	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
<b>Total Income</b>	<b>(55,200)</b>	<b>(55,200)</b>	<b>(55,200)</b>	<b>(55,000)</b>	<b>(55,000)</b>	<b>(55,000)</b>
<b>Expenditure</b>						
Employees	600,900	681,500	704,900	656,700	676,800	696,400
Supplies and Services	129,800	121,600	101,000	101,000	101,000	101,000
Third Party Payments	22,000	3,000	3,000	3,000	3,000	3,000
Transport	2,900	2,900	2,900	2,900	2,900	2,900
<b>Total Expenditure</b>	<b>755,600</b>	<b>809,000</b>	<b>811,800</b>	<b>763,600</b>	<b>783,700</b>	<b>803,300</b>
<b>Net Total</b>	<b>700,400</b>	<b>753,800</b>	<b>756,600</b>	<b>708,600</b>	<b>728,700</b>	<b>748,300</b>

<i>Debtors</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(500)	(800)	(800)	0	0	0
<b>Total Income</b>	<b>(500)</b>	<b>(800)</b>	<b>(800)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	35,100	39,200	41,400	43,400	46,000	47,900
Supplies and Services	7,400	8,800	8,800	8,800	8,800	8,800
<b>Total Expenditure</b>	<b>42,500</b>	<b>48,000</b>	<b>50,200</b>	<b>52,200</b>	<b>54,800</b>	<b>56,700</b>
<b>Net Total</b>	<b>42,000</b>	<b>47,200</b>	<b>49,400</b>	<b>52,200</b>	<b>54,800</b>	<b>56,700</b>

<i>Democratic Representation</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(6,300)	(8,300)	(8,300)	(8,300)	(8,300)	(8,300)
<b>Total Income</b>	<b>(6,300)</b>	<b>(8,300)</b>	<b>(8,300)</b>	<b>(8,300)</b>	<b>(8,300)</b>	<b>(8,300)</b>
<b>Expenditure</b>						
Employees	281,800	302,200	309,700	319,800	327,900	336,200
Supplies and Services	319,800	330,200	335,100	347,100	342,700	347,400
Third Party Payments	100	0	0	0	0	0
Transport	29,400	27,400	27,400	27,400	27,400	27,400
<b>Total Expenditure</b>	<b>631,100</b>	<b>659,800</b>	<b>672,200</b>	<b>694,300</b>	<b>698,000</b>	<b>711,000</b>
<b>Net Total</b>	<b>624,800</b>	<b>651,500</b>	<b>663,900</b>	<b>686,000</b>	<b>689,700</b>	<b>702,700</b>



## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Director of Resources</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	130,500	163,200	166,800	171,600	175,300	179,100
Supplies and Services	5,200	6,100	6,100	6,100	6,100	6,100
Transport	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditure</b>	<b>138,700</b>	<b>172,300</b>	<b>175,900</b>	<b>180,700</b>	<b>184,400</b>	<b>188,200</b>
<b>Net Total</b>	<b>138,700</b>	<b>172,300</b>	<b>175,900</b>	<b>180,700</b>	<b>184,400</b>	<b>188,200</b>

<i>Elections</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Premises	0	0	0	20,000	0	0
Supplies and Services	0	700	700	55,700	700	700
Third Party Payments	0	0	0	85,000	0	0
<b>Total Expenditure</b>	<b>0</b>	<b>700</b>	<b>700</b>	<b>160,700</b>	<b>700</b>	<b>700</b>
<b>Net Total</b>	<b>0</b>	<b>700</b>	<b>700</b>	<b>160,700</b>	<b>700</b>	<b>700</b>

<i>Emergency Planning</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	0	8,900	9,100	9,400	9,500	9,700
Supplies and Services	21,400	21,400	21,800	22,200	22,600	23,000
<b>Total Expenditure</b>	<b>21,400</b>	<b>30,300</b>	<b>30,900</b>	<b>31,600</b>	<b>32,100</b>	<b>32,700</b>
<b>Net Total</b>	<b>21,400</b>	<b>30,300</b>	<b>30,900</b>	<b>31,600</b>	<b>32,100</b>	<b>32,700</b>



## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Financial Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(4,600)	(13,000)	(13,100)	(10,600)	(10,700)	(10,800)
<b>Total Income</b>	<b>(4,600)</b>	<b>(13,000)</b>	<b>(13,100)</b>	<b>(10,600)</b>	<b>(10,700)</b>	<b>(10,800)</b>
<b>Expenditure</b>						
Employees	593,000	559,200	543,300	553,300	569,000	584,600
Supplies and Services	53,100	78,600	58,000	58,400	58,800	59,200
Third Party Payments	119,900	103,200	107,000	104,100	107,000	109,600
Transport	3,300	3,300	3,300	3,300	3,300	3,300
<b>Total Expenditure</b>	<b>769,300</b>	<b>744,300</b>	<b>711,600</b>	<b>719,100</b>	<b>738,100</b>	<b>756,700</b>
<b>Net Total</b>	<b>764,700</b>	<b>731,300</b>	<b>698,500</b>	<b>708,500</b>	<b>727,400</b>	<b>745,900</b>

<i>Fraud</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Supplies and Services	2,200	2,200	2,200	2,200	2,200	2,200
Third Party Payments	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditure</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>
<b>Net Total</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>	<b>5,200</b>

<i>Housing Benefits Admin</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Government Grants	(211,500)	(189,800)	(171,900)	(151,800)	(142,300)	(142,300)
<b>Total Income</b>	<b>(211,500)</b>	<b>(189,800)</b>	<b>(171,900)</b>	<b>(151,800)</b>	<b>(142,300)</b>	<b>(142,300)</b>
<b>Expenditure</b>						
Employees	487,700	457,900	470,800	477,400	491,300	505,800
Supplies and Services	31,900	31,900	31,900	31,900	31,900	31,900
Third Party Payments	18,800	17,900	17,900	17,900	17,900	17,900
Transport	3,600	3,500	3,500	3,500	3,500	3,500
<b>Total Expenditure</b>	<b>542,000</b>	<b>511,200</b>	<b>524,100</b>	<b>530,700</b>	<b>544,600</b>	<b>559,100</b>
<b>Net Total</b>	<b>330,500</b>	<b>321,400</b>	<b>352,200</b>	<b>378,900</b>	<b>402,300</b>	<b>416,800</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Housing Benefits Payments</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Government Grants	(16,462,600)	(16,249,300)	(16,249,300)	(16,249,300)	(16,249,300)	(16,249,300)
Other Grants and Contributions	(315,400)	(183,700)	(173,700)	(163,700)	(153,700)	(143,700)
<b>Total Income</b>	<b>(16,778,000)</b>	<b>(16,433,000)</b>	<b>(16,423,000)</b>	<b>(16,413,000)</b>	<b>(16,403,000)</b>	<b>(16,393,000)</b>
<b>Expenditure</b>						
Transfer Payments	16,570,500	16,350,500	16,350,500	16,350,500	16,350,500	16,350,500
<b>Total Expenditure</b>	<b>16,570,500</b>	<b>16,350,500</b>	<b>16,350,500</b>	<b>16,350,500</b>	<b>16,350,500</b>	<b>16,350,500</b>
<b>Net Total</b>	<b>(207,500)</b>	<b>(82,500)</b>	<b>(72,500)</b>	<b>(62,500)</b>	<b>(52,500)</b>	<b>(42,500)</b>

<i>Human Resources</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	261,400	259,000	263,800	270,200	275,300	280,800
Supplies and Services	9,100	13,400	13,400	13,400	13,400	13,400
Third Party Payments	20,200	20,000	20,000	20,000	20,000	20,000
Transfer Payments	1,700	1,700	1,700	1,700	1,700	1,700
Transport	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total Expenditure</b>	<b>293,400</b>	<b>295,100</b>	<b>299,900</b>	<b>306,300</b>	<b>311,400</b>	<b>316,900</b>
<b>Net Total</b>	<b>293,400</b>	<b>295,100</b>	<b>299,900</b>	<b>306,300</b>	<b>311,400</b>	<b>316,900</b>

<i>ICT Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(2,500)	(600)	(600)	(600)	(600)	(600)
<b>Total Income</b>	<b>(2,500)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>
<b>Expenditure</b>						
Employees	165,500	194,800	199,600	206,100	211,400	216,900
Supplies and Services	139,900	138,200	138,200	138,200	138,200	138,200
Third Party Payments	47,600	40,000	40,000	40,000	40,000	40,000
Transport	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>353,400</b>	<b>373,400</b>	<b>378,200</b>	<b>384,700</b>	<b>390,000</b>	<b>395,500</b>
<b>Net Total</b>	<b>350,900</b>	<b>372,800</b>	<b>377,600</b>	<b>384,100</b>	<b>389,400</b>	<b>394,900</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Investment Properties</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,662,300)	(1,473,100)	(1,511,700)	(1,578,400)	(1,590,600)	(1,613,500)
Other Grants and Contributions	(17,400)	(18,600)	(18,600)	(18,600)	(18,600)	(18,600)
<b>Total Income</b>	<b>(1,679,700)</b>	<b>(1,491,700)</b>	<b>(1,530,300)</b>	<b>(1,597,000)</b>	<b>(1,609,200)</b>	<b>(1,632,100)</b>
<b>Expenditure</b>						
Employees	34,400	34,600	35,400	36,300	37,100	37,800
Premises	18,100	19,200	19,200	19,200	19,200	19,200
Third Party Payments	2,500	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditure</b>	<b>55,000</b>	<b>56,800</b>	<b>57,600</b>	<b>58,500</b>	<b>59,300</b>	<b>60,000</b>
<b>Net Total</b>	<b>(1,624,700)</b>	<b>(1,434,900)</b>	<b>(1,472,700)</b>	<b>(1,538,500)</b>	<b>(1,549,900)</b>	<b>(1,572,100)</b>

<i>Legal Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Total Income</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>
<b>Expenditure</b>						
Supplies and Services	4,000	4,000	4,000	4,000	4,000	4,000
Third Party Payments	8,000	16,000	16,000	16,000	16,000	16,000
<b>Total Expenditure</b>	<b>12,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Net Total</b>	<b>(8,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<i>Local Tax Collection</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Government Grants	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
Other Grants and Contributions	(184,000)	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)
<b>Total Income</b>	<b>(289,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>
<b>Expenditure</b>						
Employees	418,500	423,100	440,100	458,700	473,800	488,300
Supplies and Services	95,000	116,900	116,900	116,900	116,900	116,900
Third Party Payments	82,700	94,000	95,600	97,300	99,000	100,700
Transfer Payments	3,000	3,500	3,500	3,500	3,500	3,500
Transport	2,600	2,600	2,600	2,600	2,600	2,600
<b>Total Expenditure</b>	<b>601,800</b>	<b>640,100</b>	<b>658,700</b>	<b>679,000</b>	<b>695,800</b>	<b>712,000</b>
<b>Net Total</b>	<b>312,800</b>	<b>371,100</b>	<b>389,700</b>	<b>410,000</b>	<b>426,800</b>	<b>443,000</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Operational Buildings</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Premises	72,700	67,400	50,500	51,100	51,700	52,500
Supplies and Services	4,400	4,400	4,100	4,100	4,100	4,100
Third Party Payments	0	6,700	6,700	6,700	6,700	6,700
<b>Total Expenditure</b>	<b>77,100</b>	<b>78,500</b>	<b>61,300</b>	<b>61,900</b>	<b>62,500</b>	<b>63,300</b>
<b>Net Total</b>	<b>77,100</b>	<b>78,500</b>	<b>61,300</b>	<b>61,900</b>	<b>62,500</b>	<b>63,300</b>

<i>Other Council Properties</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(20,300)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
<b>Total Income</b>	<b>(20,300)</b>	<b>(18,500)</b>	<b>(18,500)</b>	<b>(18,500)</b>	<b>(18,500)</b>	<b>(18,500)</b>
<b>Expenditure</b>						
Premises	8,700	7,800	7,800	7,800	7,800	7,800
<b>Total Expenditure</b>	<b>8,700</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>	<b>7,800</b>
<b>Net Total</b>	<b>(11,600)</b>	<b>(10,700)</b>	<b>(10,700)</b>	<b>(10,700)</b>	<b>(10,700)</b>	<b>(10,700)</b>

<i>Precepts</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Transfer Payments	8,200	8,000	8,000	8,000	8,000	8,000
<b>Total Expenditure</b>	<b>8,200</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>
<b>Net Total</b>	<b>8,200</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>

<i>Property Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	272,000	303,000	331,900	345,400	356,500	367,400
Supplies and Services	17,200	16,000	16,000	15,900	15,900	15,900
Third Party Payments	79,400	60,100	60,100	57,400	57,400	57,400
Transport	5,700	5,700	5,700	5,700	5,700	5,700
<b>Total Expenditure</b>	<b>374,300</b>	<b>384,800</b>	<b>413,700</b>	<b>424,400</b>	<b>435,500</b>	<b>446,400</b>
<b>Net Total</b>	<b>374,300</b>	<b>384,800</b>	<b>413,700</b>	<b>424,400</b>	<b>435,500</b>	<b>446,400</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Public Conveniences</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Premises	56,100	68,500	75,400	76,500	77,700	78,900
Supplies and Services	300	200	200	200	200	200
<b>Total Expenditure</b>	<b>56,400</b>	<b>68,700</b>	<b>75,600</b>	<b>76,700</b>	<b>77,900</b>	<b>79,100</b>
<b>Net Total</b>	<b>56,400</b>	<b>68,700</b>	<b>75,600</b>	<b>76,700</b>	<b>77,900</b>	<b>79,100</b>

<i>Register Of Electors</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,800)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
<b>Total Income</b>	<b>(1,800)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>(1,500)</b>
<b>Expenditure</b>						
Employees	108,800	115,700	118,800	122,900	126,300	130,000
Supplies and Services	32,200	35,100	35,300	35,500	35,700	35,900
Third Party Payments	43,900	33,900	33,900	33,900	33,900	33,900
Transport	600	600	600	600	600	600
<b>Total Expenditure</b>	<b>185,500</b>	<b>185,300</b>	<b>188,600</b>	<b>192,900</b>	<b>196,500</b>	<b>200,400</b>
<b>Net Total</b>	<b>183,700</b>	<b>183,800</b>	<b>187,100</b>	<b>191,400</b>	<b>195,000</b>	<b>198,900</b>

<i>Support Services - Admin</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(49,600)	(3,000)	(3,000)	(3,000)	(3,000)	(3,000)
<b>Total Income</b>	<b>(49,600)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>	<b>(3,000)</b>
<b>Expenditure</b>						
Supplies and Services	48,200	2,400	2,400	2,400	2,400	2,400
Third Party Payments	1,400	1,000	1,000	1,000	1,000	1,000
<b>Total Expenditure</b>	<b>49,600</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>	<b>3,400</b>
<b>Net Total</b>	<b>0</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>



## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Support Services - Corporate</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	194,100	180,300	186,200	194,500	200,700	206,600
Supplies and Services	2,500	12,100	12,100	12,100	12,100	12,100
Transport	700	700	700	700	700	700
<b>Total Expenditure</b>	<b>197,300</b>	<b>193,100</b>	<b>199,000</b>	<b>207,300</b>	<b>213,500</b>	<b>219,400</b>
<b>Net Total</b>	<b>197,300</b>	<b>193,100</b>	<b>199,000</b>	<b>207,300</b>	<b>213,500</b>	<b>219,400</b>

<i>Systems Development</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(29,600)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
<b>Total Income</b>	<b>(29,600)</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>(24,000)</b>	<b>(24,000)</b>
<b>Expenditure</b>						
Employees	401,400	475,200	492,800	513,500	530,400	546,600
Supplies and Services	215,400	192,900	188,500	173,500	173,500	173,500
Transport	600	600	600	600	600	600
<b>Total Expenditure</b>	<b>617,400</b>	<b>668,700</b>	<b>681,900</b>	<b>687,600</b>	<b>704,500</b>	<b>720,700</b>
<b>Net Total</b>	<b>587,800</b>	<b>644,700</b>	<b>657,900</b>	<b>663,600</b>	<b>680,500</b>	<b>696,700</b>

## APPENDIX 4

### Prosperous Communities Income and Expenditure Budgets (Excluding Capital Charges and Recharges)

Prosperous Communities	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(4,578,700)	(4,701,900)	(4,817,400)	(4,411,200)	(4,415,600)	(4,418,800)
Government Grants	(85,900)	(208,900)	(211,800)	(215,500)	(219,700)	(208,300)
Other Grants and Contributions	(303,600)	(272,700)	(272,300)	(297,300)	(297,300)	(297,300)
<b>Total Income</b>	<b>(4,968,200)</b>	<b>(5,183,500)</b>	<b>(5,301,500)</b>	<b>(4,924,000)</b>	<b>(4,932,600)</b>	<b>(4,924,400)</b>
<b>Expenditure</b>						
Employees	6,515,100	6,702,500	6,766,900	6,568,900	6,758,400	6,950,300
Premises	481,800	534,600	551,800	548,400	557,100	558,200
Supplies and Services	882,400	931,000	863,500	845,900	866,900	847,000
Third Party Payments	770,300	553,300	589,000	605,700	613,000	594,500
Transfer Payments	157,400	163,400	163,400	74,600	74,600	74,600
Transport	869,300	907,100	913,800	866,300	866,300	866,300
<b>Total Expenditure</b>	<b>9,676,300</b>	<b>9,791,900</b>	<b>9,848,400</b>	<b>9,509,800</b>	<b>9,736,300</b>	<b>9,890,900</b>
<b>Net Total</b>	<b>4,708,100</b>	<b>4,608,400</b>	<b>4,546,900</b>	<b>4,585,800</b>	<b>4,803,700</b>	<b>4,966,500</b>

## APPENDIX 5

### Prosperous Communities Base Budget – Cluster Analysis (Excluding Capital Charges and Recharges)

Cluster and Business Unit	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Our People</b>	<b>1,390,200</b>	<b>1,290,100</b>	<b>1,240,800</b>	<b>1,236,500</b>	<b>1,291,100</b>	<b>1,302,900</b>
Community Action	327,300	287,800	276,200	290,600	298,900	306,800
General Grants etc	292,700	312,100	283,200	183,200	183,200	183,200
Health & Wellbeing	(218,300)	(209,400)	(208,800)	(233,800)	(233,500)	(233,400)
Homelessness & Housing Advice	490,500	430,600	411,500	409,600	420,500	430,600
Housing Strategy	168,900	207,100	215,600	226,300	254,700	241,200
Parish Lighting	49,700	51,200	51,800	52,400	53,000	53,700
Parks & Open Spaces	66,400	71,200	72,500	72,500	72,500	72,500
Private Sector Housing Renewal	156,300	71,500	73,300	75,400	76,700	78,100
Trinity Arts Centre	144,800	147,100	154,900	160,300	165,100	170,200
Wellbeing	(88,100)	(79,100)	(89,400)	0	0	0
<b>Our Place</b>	<b>3,637,300</b>	<b>3,689,000</b>	<b>3,731,000</b>	<b>3,802,000</b>	<b>3,945,800</b>	<b>4,076,400</b>
Building Control	97,800	61,900	70,800	82,600	92,300	100,900
Car Parks	(113,500)	(134,500)	(151,700)	(149,900)	(148,200)	(146,100)
Cemeteries and Churchyards	93,400	93,100	95,600	95,800	100,000	96,300
Community Safety	154,500	184,400	166,100	164,400	168,100	172,800
Culture & Heritage	7,200	7,000	7,000	7,000	7,000	7,000
Development Management	124,500	180,100	161,900	149,100	188,000	227,800
Economic Development	354,900	273,500	279,000	286,100	292,900	300,100
Environmental Initiatives	60,700	60,900	61,000	61,100	61,200	61,300
Food Safety	213,100	221,400	229,300	236,800	242,900	249,000
Industrial Estates	(10,600)	(20,700)	(20,700)	(20,700)	(20,700)	(20,700)
Licences - Community	30,500	(10,700)	(4,100)	(3,600)	(2,100)	(400)
Neighbourhood Planning & Local Plans	47,300	47,600	48,600	49,900	50,900	52,000
Other Council Properties - Housing	(18,300)	(21,100)	(21,100)	(21,100)	(21,100)	(21,100)
Pest and Dog Control	24,500	25,500	25,600	25,600	25,800	25,800
Planning Policy - Forward Planning	97,200	99,200	101,000	104,200	106,900	109,700
Pollution Control	157,300	151,200	155,100	159,900	169,100	168,500
Property Services-Town Centre Management	2,800	2,800	2,800	2,800	2,800	2,800
Strategic Manager-Services	37,300	94,800	98,500	101,700	104,200	106,900
Street Cleansing	614,500	617,600	631,900	649,600	664,900	680,700
Street Naming and Numbering	0	27,100	27,800	28,500	29,200	29,800
Visitor Economy	27,300	50,700	52,300	54,400	55,500	56,800
Waste Management	1,634,900	1,677,200	1,714,300	1,737,800	1,776,200	1,816,500
<b>Our Council</b>	<b>(319,400)</b>	<b>(370,700)</b>	<b>(424,900)</b>	<b>(452,700)</b>	<b>(433,200)</b>	<b>(412,800)</b>
Commercial Waste Services	(327,600)	(397,000)	(385,900)	(381,500)	(372,600)	(362,700)
Crematorium	(142,000)	(146,200)	(177,300)	(215,100)	(208,700)	(202,700)
Health and Safety	65,100	71,200	72,800	74,900	76,700	78,500
Land Charges	9,300	15,700	16,900	18,700	19,900	21,000
Other Council Properties	(500)	200	100	0	0	0
Town Centre Markets	76,300	85,400	48,500	50,300	51,500	53,100
<b>Grand Total</b>	<b>4,708,100</b>	<b>4,608,400</b>	<b>4,546,900</b>	<b>4,585,800</b>	<b>4,803,700</b>	<b>4,966,500</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(223,100)	(239,400)	(239,400)	(239,400)	(239,400)	(239,400)
<b>Total Income</b>	<b>(223,100)</b>	<b>(239,400)</b>	<b>(239,400)</b>	<b>(239,400)</b>	<b>(239,400)</b>	<b>(239,400)</b>
<b>Expenditure</b>						
Employees	274,600	254,200	263,100	274,900	284,600	293,200
Premises	15,000	15,000	15,000	15,000	15,000	15,000
Supplies and Services	14,800	15,500	15,500	15,500	15,500	15,500
Transport	16,500	16,600	16,600	16,600	16,600	16,600
<b>Total Expenditure</b>	<b>320,900</b>	<b>301,300</b>	<b>310,200</b>	<b>322,000</b>	<b>331,700</b>	<b>340,300</b>
<b>Net Total</b>	<b>97,800</b>	<b>61,900</b>	<b>70,800</b>	<b>82,600</b>	<b>92,300</b>	<b>100,900</b>

Car Parks	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(294,900)	(302,100)	(302,100)	(302,100)	(302,100)	(302,100)
<b>Total Income</b>	<b>(294,900)</b>	<b>(302,100)</b>	<b>(302,100)</b>	<b>(302,100)</b>	<b>(302,100)</b>	<b>(302,100)</b>
<b>Expenditure</b>						
Employees	66,800	41,900	23,800	24,800	25,700	26,800
Premises	56,900	60,700	61,600	62,400	63,200	64,200
Supplies and Services	6,100	5,800	5,800	5,800	5,800	5,800
Third Party Payments	50,400	58,400	58,400	58,400	58,400	58,400
Transport	1,200	800	800	800	800	800
<b>Total Expenditure</b>	<b>181,400</b>	<b>167,600</b>	<b>150,400</b>	<b>152,200</b>	<b>153,900</b>	<b>156,000</b>
<b>Net Total</b>	<b>(113,500)</b>	<b>(134,500)</b>	<b>(151,700)</b>	<b>(149,900)</b>	<b>(148,200)</b>	<b>(146,100)</b>

Cemeteries and Churchyards	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(5,900)	(6,800)	(6,900)	(7,000)	(7,100)	(7,200)
<b>Total Income</b>	<b>(5,900)</b>	<b>(6,800)</b>	<b>(6,900)</b>	<b>(7,000)</b>	<b>(7,100)</b>	<b>(7,200)</b>
<b>Expenditure</b>						
Employees	14,300	9,200	9,500	9,800	10,100	10,500
Premises	84,600	90,300	92,600	92,600	96,600	92,600
Supplies and Services	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>99,300</b>	<b>99,900</b>	<b>102,500</b>	<b>102,800</b>	<b>107,100</b>	<b>103,500</b>
<b>Net Total</b>	<b>93,400</b>	<b>93,100</b>	<b>95,600</b>	<b>95,800</b>	<b>100,000</b>	<b>96,300</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Commercial Waste Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,379,300)	(1,424,900)	(1,430,500)	(1,440,900)	(1,450,700)	(1,460,600)
<b>Total Income</b>	<b>(1,379,300)</b>	<b>(1,424,900)</b>	<b>(1,430,500)</b>	<b>(1,440,900)</b>	<b>(1,450,700)</b>	<b>(1,460,600)</b>
<b>Expenditure</b>						
Employees	613,800	578,200	591,500	614,500	633,200	653,000
Supplies and Services	197,500	209,500	209,500	209,400	209,400	209,400
Third Party Payments	1,000	0	0	0	0	0
Transport	239,400	240,200	243,600	235,500	235,500	235,500
<b>Total Expenditure</b>	<b>1,051,700</b>	<b>1,027,900</b>	<b>1,044,600</b>	<b>1,059,400</b>	<b>1,078,100</b>	<b>1,097,900</b>
<b>Net Total</b>	<b>(327,600)</b>	<b>(397,000)</b>	<b>(385,900)</b>	<b>(381,500)</b>	<b>(372,600)</b>	<b>(362,700)</b>

<i>Community Action</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(15,300)	(20,100)	(20,200)	0	0	0
<b>Total Income</b>	<b>(15,300)</b>	<b>(20,100)</b>	<b>(20,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	253,700	289,300	282,700	282,100	290,400	298,300
Supplies and Services	3,700	3,000	3,000	3,000	3,000	3,000
Third Party Payments	79,700	10,100	5,200	0	0	0
Transport	5,500	5,500	5,500	5,500	5,500	5,500
<b>Total Expenditure</b>	<b>342,600</b>	<b>307,900</b>	<b>296,400</b>	<b>290,600</b>	<b>298,900</b>	<b>306,800</b>
<b>Net Total</b>	<b>327,300</b>	<b>287,800</b>	<b>276,200</b>	<b>290,600</b>	<b>298,900</b>	<b>306,800</b>

<i>Community Safety</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(49,400)	(47,800)	(48,900)	(50,200)	(51,200)	(51,800)
<b>Total Income</b>	<b>(49,400)</b>	<b>(47,800)</b>	<b>(48,900)</b>	<b>(50,200)</b>	<b>(51,200)</b>	<b>(51,800)</b>
<b>Expenditure</b>						
Employees	170,300	200,600	183,400	183,000	187,700	193,000
Premises	200	200	200	200	200	200
Supplies and Services	28,000	24,400	24,400	24,400	24,400	24,400
Third Party Payments	400	0	0	0	0	0
Transfer Payments	1,500	5,000	5,000	5,000	5,000	5,000
Transport	3,500	2,000	2,000	2,000	2,000	2,000
<b>Total Expenditure</b>	<b>203,900</b>	<b>232,200</b>	<b>215,000</b>	<b>214,600</b>	<b>219,300</b>	<b>224,600</b>
<b>Net Total</b>	<b>154,500</b>	<b>184,400</b>	<b>166,100</b>	<b>164,400</b>	<b>168,100</b>	<b>172,800</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Crematorium</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(467,900)	(508,000)	(554,700)	(598,700)	(600,000)	(600,400)
<b>Total Income</b>	<b>(467,900)</b>	<b>(508,000)</b>	<b>(554,700)</b>	<b>(598,700)</b>	<b>(600,000)</b>	<b>(600,400)</b>
<b>Expenditure</b>						
Employees	122,600	123,700	127,600	132,600	136,900	140,700
Premises	119,800	153,700	161,500	166,400	168,900	171,500
Supplies and Services	77,100	82,100	86,000	82,300	83,200	83,200
Third Party Payments	4,100	0	0	0	0	0
Transport	2,300	2,300	2,300	2,300	2,300	2,300
<b>Total Expenditure</b>	<b>325,900</b>	<b>361,800</b>	<b>377,400</b>	<b>383,600</b>	<b>391,300</b>	<b>397,700</b>
<b>Net Total</b>	<b>(142,000)</b>	<b>(146,200)</b>	<b>(177,300)</b>	<b>(215,100)</b>	<b>(208,700)</b>	<b>(202,700)</b>

<i>Culture &amp; Heritage</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(6,600)	0	0	0	0	0
<b>Total Income</b>	<b>(6,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	6,800	0	0	0	0	0
Transfer Payments	7,000	7,000	7,000	7,000	7,000	7,000
<b>Total Expenditure</b>	<b>13,800</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>
<b>Net Total</b>	<b>7,200</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>	<b>7,000</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Development Management</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,011,800)	(967,900)	(1,014,300)	(1,060,700)	(1,047,100)	(1,033,500)
Government Grants	(17,700)	(100)	0	0	0	0
Other Grants and Contributions	(11,800)	(12,000)	(12,200)	(12,200)	(12,200)	(12,200)
<b>Total Income</b>	<b>(1,041,300)</b>	<b>(980,000)</b>	<b>(1,026,500)</b>	<b>(1,072,900)</b>	<b>(1,059,300)</b>	<b>(1,045,700)</b>
<b>Expenditure</b>						
Employees	921,000	921,000	949,300	980,300	1,005,600	1,031,800
Premises	4,000	4,000	4,000	4,000	4,000	4,000
Supplies and Services	65,700	62,900	62,900	62,800	62,800	62,800
Third Party Payments	156,500	153,600	153,600	156,300	156,300	156,300
Transfer Payments	300	300	300	300	300	300
Transport	18,300	18,300	18,300	18,300	18,300	18,300
<b>Total Expenditure</b>	<b>1,165,800</b>	<b>1,160,100</b>	<b>1,188,400</b>	<b>1,222,000</b>	<b>1,247,300</b>	<b>1,273,500</b>
<b>Net Total</b>	<b>124,500</b>	<b>180,100</b>	<b>161,900</b>	<b>149,100</b>	<b>188,000</b>	<b>227,800</b>

<i>Economic Development</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Government Grants	(65,000)	(103,800)	(106,800)	(110,500)	(114,700)	(103,300)
<b>Total Income</b>	<b>(65,000)</b>	<b>(103,800)</b>	<b>(106,800)</b>	<b>(110,500)</b>	<b>(114,700)</b>	<b>(103,300)</b>
<b>Expenditure</b>						
Employees	394,400	339,500	348,100	359,000	367,700	377,000
Supplies and Services	1,100	700	700	600	600	600
Third Party Payments	7,000	19,300	19,200	19,200	21,500	8,000
Transfer Payments	11,900	11,900	11,900	11,900	11,900	11,900
Transport	5,500	5,900	5,900	5,900	5,900	5,900
<b>Total Expenditure</b>	<b>419,900</b>	<b>377,300</b>	<b>385,800</b>	<b>396,600</b>	<b>407,600</b>	<b>403,400</b>
<b>Net Total</b>	<b>354,900</b>	<b>273,500</b>	<b>279,000</b>	<b>286,100</b>	<b>292,900</b>	<b>300,100</b>

<i>Environmental Initiatives</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Supplies and Services	5,800	6,000	6,100	6,200	6,300	6,400
Third Party Payments	37,000	37,000	37,000	37,000	37,000	37,000
Transfer Payments	17,900	17,900	17,900	17,900	17,900	17,900
<b>Total Expenditure</b>	<b>60,700</b>	<b>60,900</b>	<b>61,000</b>	<b>61,100</b>	<b>61,200</b>	<b>61,300</b>
<b>Net Total</b>	<b>60,700</b>	<b>60,900</b>	<b>61,000</b>	<b>61,100</b>	<b>61,200</b>	<b>61,300</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Food Safety</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(6,700)	(6,800)	(6,900)	(7,000)	(7,100)	(7,200)
<b>Total Income</b>	<b>(6,700)</b>	<b>(6,800)</b>	<b>(6,900)</b>	<b>(7,000)</b>	<b>(7,100)</b>	<b>(7,200)</b>
<b>Expenditure</b>						
Employees	209,000	217,700	225,700	233,300	239,500	245,700
Supplies and Services	1,700	1,400	1,400	1,400	1,400	1,400
Transport	9,100	9,100	9,100	9,100	9,100	9,100
<b>Total Expenditure</b>	<b>219,800</b>	<b>228,200</b>	<b>236,200</b>	<b>243,800</b>	<b>250,000</b>	<b>256,200</b>
<b>Net Total</b>	<b>213,100</b>	<b>221,400</b>	<b>229,300</b>	<b>236,800</b>	<b>242,900</b>	<b>249,000</b>

<i>General Grants etc</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Supplies and Services	79,700	104,100	75,200	64,000	64,000	64,000
Third Party Payments	124,200	119,200	119,200	119,200	119,200	119,200
Transfer Payments	88,800	88,800	88,800	0	0	0
<b>Total Expenditure</b>	<b>292,700</b>	<b>312,100</b>	<b>283,200</b>	<b>183,200</b>	<b>183,200</b>	<b>183,200</b>
<b>Net Total</b>	<b>292,700</b>	<b>312,100</b>	<b>283,200</b>	<b>183,200</b>	<b>183,200</b>	<b>183,200</b>

<i>Health and Safety</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	64,000	70,100	71,700	73,800	75,600	77,400
Supplies and Services	300	300	300	300	300	300
Transport	800	800	800	800	800	800
<b>Total Expenditure</b>	<b>65,100</b>	<b>71,200</b>	<b>72,800</b>	<b>74,900</b>	<b>76,700</b>	<b>78,500</b>
<b>Net Total</b>	<b>65,100</b>	<b>71,200</b>	<b>72,800</b>	<b>74,900</b>	<b>76,700</b>	<b>78,500</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Health &amp; Wellbeing</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Other Grants and Contributions	(272,200)	(256,400)	(256,400)	(281,400)	(281,400)	(281,400)
<b>Total Income</b>	<b>(272,200)</b>	<b>(256,400)</b>	<b>(256,400)</b>	<b>(281,400)</b>	<b>(281,400)</b>	<b>(281,400)</b>
<b>Expenditure</b>						
Employees	14,300	4,600	4,800	4,800	5,100	5,200
Premises	28,300	24,000	24,400	24,400	24,400	24,400
Supplies and Services	400	6,000	6,000	6,000	6,000	6,000
Third Party Payments	10,500	12,000	12,000	12,000	12,000	12,000
Transport	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>53,900</b>	<b>47,000</b>	<b>47,600</b>	<b>47,600</b>	<b>47,900</b>	<b>48,000</b>
<b>Net Total</b>	<b>(218,300)</b>	<b>(209,400)</b>	<b>(208,800)</b>	<b>(233,800)</b>	<b>(233,500)</b>	<b>(233,400)</b>

<i>Homelessness &amp; Housing Advice</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)
<b>Total Income</b>	<b>(15,400)</b>	<b>(15,400)</b>	<b>(15,400)</b>	<b>(15,400)</b>	<b>(15,400)</b>	<b>(15,400)</b>
<b>Expenditure</b>						
Employees	296,200	378,600	359,500	357,600	368,500	378,600
Supplies and Services	14,600	14,100	14,100	14,100	14,100	14,100
Third Party Payments	190,400	48,600	48,600	48,600	48,600	48,600
Transport	4,700	4,700	4,700	4,700	4,700	4,700
<b>Total Expenditure</b>	<b>505,900</b>	<b>446,000</b>	<b>426,900</b>	<b>425,000</b>	<b>435,900</b>	<b>446,000</b>
<b>Net Total</b>	<b>490,500</b>	<b>430,600</b>	<b>411,500</b>	<b>409,600</b>	<b>420,500</b>	<b>430,600</b>

<i>Housing Strategy</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(36,400)	(44,000)	(44,800)	(45,600)	(46,600)	(47,600)
<b>Total Income</b>	<b>(36,400)</b>	<b>(44,000)</b>	<b>(44,800)</b>	<b>(45,600)</b>	<b>(46,600)</b>	<b>(47,600)</b>
<b>Expenditure</b>						
Employees	191,900	238,300	247,600	259,100	268,500	276,000
Supplies and Services	4,700	5,500	5,500	5,500	25,500	5,500
Third Party Payments	4,800	4,000	4,000	4,000	4,000	4,000
Transport	3,900	3,300	3,300	3,300	3,300	3,300
<b>Total Expenditure</b>	<b>205,300</b>	<b>251,100</b>	<b>260,400</b>	<b>271,900</b>	<b>301,300</b>	<b>288,800</b>
<b>Net Total</b>	<b>168,900</b>	<b>207,100</b>	<b>215,600</b>	<b>226,300</b>	<b>254,700</b>	<b>241,200</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Industrial Estates</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(19,300)	(29,200)	(29,200)	(29,200)	(29,200)	(29,200)
<b>Total Income</b>	<b>(19,300)</b>	<b>(29,200)</b>	<b>(29,200)</b>	<b>(29,200)</b>	<b>(29,200)</b>	<b>(29,200)</b>
<b>Expenditure</b>						
Premises	7,900	8,500	8,500	8,500	8,500	8,500
Third Party Payments	800	0	0	0	0	0
<b>Total Expenditure</b>	<b>8,700</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
<b>Net Total</b>	<b>(10,600)</b>	<b>(20,700)</b>	<b>(20,700)</b>	<b>(20,700)</b>	<b>(20,700)</b>	<b>(20,700)</b>

<i>Land Charges</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(135,700)	(116,800)	(119,100)	(121,500)	(123,900)	(126,300)
<b>Total Income</b>	<b>(135,700)</b>	<b>(116,800)</b>	<b>(119,100)</b>	<b>(121,500)</b>	<b>(123,900)</b>	<b>(126,300)</b>
<b>Expenditure</b>						
Employees	113,500	112,600	116,100	120,300	123,900	127,400
Supplies and Services	3,600	3,600	3,600	3,600	3,600	3,600
Third Party Payments	27,600	16,000	16,000	16,000	16,000	16,000
Transport	300	300	300	300	300	300
<b>Total Expenditure</b>	<b>145,000</b>	<b>132,500</b>	<b>136,000</b>	<b>140,200</b>	<b>143,800</b>	<b>147,300</b>
<b>Net Total</b>	<b>9,300</b>	<b>15,700</b>	<b>16,900</b>	<b>18,700</b>	<b>19,900</b>	<b>21,000</b>

<i>Licences - Community</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(115,300)	(129,700)	(132,100)	(134,800)	(136,000)	(137,200)
Other Grants and Contributions	(300)	(3,800)	(3,200)	(3,200)	(3,200)	(3,200)
<b>Total Income</b>	<b>(115,600)</b>	<b>(133,500)</b>	<b>(135,300)</b>	<b>(138,000)</b>	<b>(139,200)</b>	<b>(140,400)</b>
<b>Expenditure</b>						
Employees	116,000	89,800	92,800	96,000	98,700	101,600
Supplies and Services	23,800	25,200	30,600	30,600	30,600	30,600
Third Party Payments	3,300	5,000	5,000	5,000	5,000	5,000
Transport	3,000	2,800	2,800	2,800	2,800	2,800
<b>Total Expenditure</b>	<b>146,100</b>	<b>122,800</b>	<b>131,200</b>	<b>134,400</b>	<b>137,100</b>	<b>140,000</b>
<b>Net Total</b>	<b>30,500</b>	<b>(10,700)</b>	<b>(4,100)</b>	<b>(3,600)</b>	<b>(2,100)</b>	<b>(400)</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Neighbourhood Planning &amp; Local Plans</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	47,200	47,500	48,500	49,800	50,800	51,900
Supplies and Services	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>47,300</b>	<b>47,600</b>	<b>48,600</b>	<b>49,900</b>	<b>50,900</b>	<b>52,000</b>
<b>Net Total</b>	<b>47,300</b>	<b>47,600</b>	<b>48,600</b>	<b>49,900</b>	<b>50,900</b>	<b>52,000</b>

<i>Other Council Properties</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(4,600)	(3,700)	(3,800)	(3,900)	(3,900)	(3,900)
<b>Total Income</b>	<b>(4,600)</b>	<b>(3,700)</b>	<b>(3,800)</b>	<b>(3,900)</b>	<b>(3,900)</b>	<b>(3,900)</b>
<b>Expenditure</b>						
Premises	4,100	3,900	3,900	3,900	3,900	3,900
<b>Total Expenditure</b>	<b>4,100</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>	<b>3,900</b>
<b>Net Total</b>	<b>(500)</b>	<b>200</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>

<i>Other Council Properties - Housing</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(56,600)	(59,100)	(59,100)	(59,100)	(59,100)	(59,100)
<b>Total Income</b>	<b>(56,600)</b>	<b>(59,100)</b>	<b>(59,100)</b>	<b>(59,100)</b>	<b>(59,100)</b>	<b>(59,100)</b>
<b>Expenditure</b>						
Premises	13,000	12,700	12,700	12,700	12,700	12,700
Supplies and Services	25,300	25,300	25,300	25,300	25,300	25,300
<b>Total Expenditure</b>	<b>38,300</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>	<b>38,000</b>
<b>Net Total</b>	<b>(18,300)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>	<b>(21,100)</b>

<i>Parish Lighting</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Premises	29,500	31,000	31,600	32,200	32,800	33,500
Transfer Payments	20,200	20,200	20,200	20,200	20,200	20,200
<b>Total Expenditure</b>	<b>49,700</b>	<b>51,200</b>	<b>51,800</b>	<b>52,400</b>	<b>53,000</b>	<b>53,700</b>
<b>Net Total</b>	<b>49,700</b>	<b>51,200</b>	<b>51,800</b>	<b>52,400</b>	<b>53,000</b>	<b>53,700</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Parks &amp; Open Spaces</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(9,500)	(10,300)	(10,500)	0	0	0
<b>Total Income</b>	<b>(9,500)</b>	<b>(10,300)</b>	<b>(10,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Premises	59,800	67,400	68,900	58,400	58,400	58,400
Supplies and Services	16,100	14,100	14,100	14,100	14,100	14,100
<b>Total Expenditure</b>	<b>75,900</b>	<b>81,500</b>	<b>83,000</b>	<b>72,500</b>	<b>72,500</b>	<b>72,500</b>
<b>Net Total</b>	<b>66,400</b>	<b>71,200</b>	<b>72,500</b>	<b>72,500</b>	<b>72,500</b>	<b>72,500</b>

<i>Pest and Dog Control</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
<b>Total Income</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>	<b>(1,000)</b>
<b>Expenditure</b>						
Employees	1,600	2,500	2,600	2,600	2,800	2,800
Supplies and Services	23,900	24,000	24,000	24,000	24,000	24,000
<b>Total Expenditure</b>	<b>25,500</b>	<b>26,500</b>	<b>26,600</b>	<b>26,600</b>	<b>26,800</b>	<b>26,800</b>
<b>Net Total</b>	<b>24,500</b>	<b>25,500</b>	<b>25,600</b>	<b>25,600</b>	<b>25,800</b>	<b>25,800</b>

<i>Planning Policy - Forward Planning</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	93,300	95,300	97,100	100,300	103,000	105,800
Supplies and Services	800	800	800	800	800	800
Transport	3,100	3,100	3,100	3,100	3,100	3,100
<b>Total Expenditure</b>	<b>97,200</b>	<b>99,200</b>	<b>101,000</b>	<b>104,200</b>	<b>106,900</b>	<b>109,700</b>
<b>Net Total</b>	<b>97,200</b>	<b>99,200</b>	<b>101,000</b>	<b>104,200</b>	<b>106,900</b>	<b>109,700</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Pollution Control</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(6,700)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
Other Grants and Contributions	(500)	(500)	(500)	(500)	(500)	(500)
<b>Total Income</b>	<b>(7,200)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>	<b>(8,000)</b>
<b>Expenditure</b>						
Employees	145,200	144,500	148,400	153,200	157,400	161,800
Premises	500	500	500	500	500	500
Supplies and Services	3,200	3,500	3,500	3,500	3,500	3,500
Third Party Payments	9,400	4,500	4,500	4,500	9,500	4,500
Transport	6,200	6,200	6,200	6,200	6,200	6,200
<b>Total Expenditure</b>	<b>164,500</b>	<b>159,200</b>	<b>163,100</b>	<b>167,900</b>	<b>177,100</b>	<b>176,500</b>
<b>Net Total</b>	<b>157,300</b>	<b>151,200</b>	<b>155,100</b>	<b>159,900</b>	<b>169,100</b>	<b>168,500</b>

<i>Private Sector Housing Renewal</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Government Grants	(3,200)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
<b>Total Income</b>	<b>(3,200)</b>	<b>(105,000)</b>	<b>(105,000)</b>	<b>(105,000)</b>	<b>(105,000)</b>	<b>(105,000)</b>
<b>Expenditure</b>						
Employees	99,400	110,100	71,200	54,100	55,400	56,800
Supplies and Services	1,400	1,900	1,900	1,900	1,900	1,900
Third Party Payments	56,300	62,100	102,800	122,000	122,000	122,000
Transport	2,400	2,400	2,400	2,400	2,400	2,400
<b>Total Expenditure</b>	<b>159,500</b>	<b>176,500</b>	<b>178,300</b>	<b>180,400</b>	<b>181,700</b>	<b>183,100</b>
<b>Net Total</b>	<b>156,300</b>	<b>71,500</b>	<b>73,300</b>	<b>75,400</b>	<b>76,700</b>	<b>78,100</b>

<i>Property Services-Town Centre Management</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Premises	2,800	2,800	2,800	2,800	2,800	2,800
<b>Total Expenditure</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>
<b>Net Total</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>	<b>2,800</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Strategic Manager-Services</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	0	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)
<b>Total Income</b>	0	(1,300)	(1,300)	(1,300)	(1,300)	(1,300)
<b>Expenditure</b>						
Employees	36,200	95,800	99,500	102,700	105,200	107,900
Transport	1,100	300	300	300	300	300
<b>Total Expenditure</b>	37,300	96,100	99,800	103,000	105,500	108,200
<b>Net Total</b>	37,300	94,800	98,500	101,700	104,200	106,900

<i>Street Cleansing</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(31,900)	(53,300)	(53,900)	(46,900)	(47,500)	(48,100)
Other Grants and Contributions	(18,800)	0	0	0	0	0
<b>Total Income</b>	(50,700)	(53,300)	(53,900)	(46,900)	(47,500)	(48,100)
<b>Expenditure</b>						
Employees	481,300	486,300	500,700	511,500	527,400	543,800
Premises	2,500	2,400	2,400	2,400	2,400	2,400
Supplies and Services	32,300	31,400	31,400	31,300	31,300	31,300
Transport	149,100	150,800	151,300	151,300	151,300	151,300
<b>Total Expenditure</b>	665,200	670,900	685,800	696,500	712,400	728,800
<b>Net Total</b>	614,500	617,600	631,900	649,600	664,900	680,700

<i>Street Naming and Numbering</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	0	(10,000)	(10,200)	(10,500)	(10,700)	(10,900)
<b>Total Income</b>	0	(10,000)	(10,200)	(10,500)	(10,700)	(10,900)
<b>Expenditure</b>						
Employees	0	27,000	27,900	28,900	29,800	30,600
Supplies and Services	0	10,100	10,100	10,100	10,100	10,100
<b>Total Expenditure</b>	0	37,100	38,000	39,000	39,900	40,700
<b>Net Total</b>	0	27,100	27,800	28,500	29,200	29,800

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Trinity Arts Centre</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(186,100)	(186,500)	(186,800)	(187,100)	(187,400)	(187,700)
<b>Total Income</b>	<b>(186,100)</b>	<b>(186,500)</b>	<b>(186,800)</b>	<b>(187,100)</b>	<b>(187,400)</b>	<b>(187,700)</b>
<b>Expenditure</b>						
Employees	135,800	136,000	140,400	145,300	149,600	154,200
Premises	49,700	52,600	56,300	57,100	57,900	58,700
Supplies and Services	144,500	144,100	144,100	144,100	144,100	144,100
Third Party Payments	700	700	700	700	700	700
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>330,900</b>	<b>333,600</b>	<b>341,700</b>	<b>347,400</b>	<b>352,500</b>	<b>357,900</b>
<b>Net Total</b>	<b>144,800</b>	<b>147,100</b>	<b>154,900</b>	<b>160,300</b>	<b>165,100</b>	<b>170,200</b>

<i>Town Centre Markets</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(36,300)	(36,300)	(36,300)	(36,300)	(36,300)	(36,300)
<b>Total Income</b>	<b>(36,300)</b>	<b>(36,300)</b>	<b>(36,300)</b>	<b>(36,300)</b>	<b>(36,300)</b>	<b>(36,300)</b>
<b>Expenditure</b>						
Employees	48,100	57,900	59,000	60,800	62,000	63,600
Premises	3,200	2,900	2,900	2,900	2,900	2,900
Supplies and Services	54,900	55,000	17,000	17,000	17,000	17,000
Third Party Payments	400	0	0	0	0	0
Transport	6,000	5,900	5,900	5,900	5,900	5,900
<b>Total Expenditure</b>	<b>112,600</b>	<b>121,700</b>	<b>84,800</b>	<b>86,600</b>	<b>87,800</b>	<b>89,400</b>
<b>Net Total</b>	<b>76,300</b>	<b>85,400</b>	<b>48,500</b>	<b>50,300</b>	<b>51,500</b>	<b>53,100</b>

<i>Visitor Economy</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Expenditure</b>						
Employees	13,500	36,900	38,500	40,600	41,700	43,000
Supplies and Services	2,700	200	200	200	200	200
Transfer Payments	9,800	12,300	12,300	12,300	12,300	12,300
Transport	1,300	1,300	1,300	1,300	1,300	1,300
<b>Total Expenditure</b>	<b>27,300</b>	<b>50,700</b>	<b>52,300</b>	<b>54,400</b>	<b>55,500</b>	<b>56,800</b>
<b>Net Total</b>	<b>27,300</b>	<b>50,700</b>	<b>52,300</b>	<b>54,400</b>	<b>55,500</b>	<b>56,800</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Waste Management</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)
<b>Total Income</b>	<b>(2,300)</b>	<b>(2,300)</b>	<b>(2,300)</b>	<b>(2,300)</b>	<b>(2,300)</b>	<b>(2,300)</b>
<b>Expenditure</b>						
Employees	1,216,900	1,228,600	1,263,900	1,313,200	1,351,600	1,391,900
Premises	0	2,000	2,000	2,000	2,000	2,000
Supplies and Services	46,600	39,900	38,900	37,600	37,600	37,600
Third Party Payments	3,100	0	0	0	0	0
Transport	370,600	409,000	411,800	387,300	387,300	387,300
<b>Total Expenditure</b>	<b>1,637,200</b>	<b>1,679,500</b>	<b>1,716,600</b>	<b>1,740,100</b>	<b>1,778,500</b>	<b>1,818,800</b>
<b>Net Total</b>						
	<b>1,634,900</b>	<b>1,677,200</b>	<b>1,714,300</b>	<b>1,737,800</b>	<b>1,776,200</b>	<b>1,816,500</b>

<i>Wellbeing</i>	Base Budget 20/21 £	Proposed Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £
<b>Income</b>						
Customer and Client Receipts	(460,700)	(468,900)	(477,400)	0	0	0
<b>Total Income</b>	<b>(460,700)</b>	<b>(468,900)</b>	<b>(477,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	353,400	364,800	372,000	0	0	0
Supplies and Services	1,600	10,100	1,100	0	0	0
Third Party Payments	2,700	0	0	0	0	0
Transport	14,900	14,900	14,900	0	0	0
<b>Total Expenditure</b>	<b>372,600</b>	<b>389,800</b>	<b>388,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>						
	<b>(88,100)</b>	<b>(79,100)</b>	<b>(89,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>



# BUDGET CONSULTATION 2020

## Consultation Report

August 2020

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## **1. INTRODUCTION**

### **1.1 Background and introduction**

With reduced grants from central government, it is critical that we direct our resources in a way that benefits our communities and meets their needs and priorities.

Each year a consultation is undertaken on the following year's budget prior to it being set. Although there is no legal requirement to undertake this with our residents, we do have a legal obligation under the Local Government Act 1992 section 65 to consult ratepayers who are persons or bodies appearing to be representative of persons subject to non-domestic rates within the district and must be about the authority's proposals for expenditure.

This report summarises the views of residents that completed the survey which was distributed both online and through paper methods. West Lindsey residents, Parish Councillors, West Lindsey District Council Members and West Lindsey businesses were invited through either a direct invite, word of mouth, by visiting the website and on social media.

The objectives of this engagement were to:

- Raise awareness of the financial challenges
- Seek views on current priorities
- Identify how the respondents felt WLDC had performed during the Covid-19 pandemic.

### **1.2 Methods**

The consultation was undertaken using both an online survey and a paper survey to gather responses and these were supported by an online video which explained the current situation of the council.

As our usual public consultation events were unable to be delivered due to Covid-19 restrictions, we encouraged respondents to raise questions.

Subsequently the Leader and Chief Executive of the Council, recorded short videos to answer the questions raised through the consultation exercise. These were published on social media.



## Video

Following on from positive feedback from last year's budget consultation video, we again used this medium to help give people an understanding of the councils objectives and financial challenges, ensuring everyone was receiving the same information. This video was published online and links distributed through social media. The video received 3,458 views collectively through the different media ie the council's website, Facebook, Twitter, LinkedIn and YouTube.

## Surveys

All 1,626 members of the West Lindsey Citizen Panel received a copy of the survey. This was split with 1,064 being sent via email and 562 by post. Both versions of the survey had the same content and a copy of the survey distributed can be found at Appendix A.

### 1.3 Response

Invites were sent to all current members of the Citizens' Panel, Parish Councils and Parish Meetings and West Lindsey District Council Councillors. As no events were held this year and with the current pandemic ongoing it was expected that the response rate would be reduced this year. However there was a response rate increase of 18% (708 responses compared to 595 during 2019).

The breakdown of these responses are:

	Survey
Citizen Panel Member	594
Resident	425
Town or Parish Councillor	15
West Lindsey Councillor	2
Business	2

Please note that respondents were able to mark more than one of these boxes and therefore could be responding as both a Citizen Panel member and a resident of West Lindsey.

This is the highest response rate that we have had in the last 5 years. The total responses each year have been:

Year	Responses
2020	708
2019	595
2018	409
2017	368
2016	461

## 1.4 Respondent data

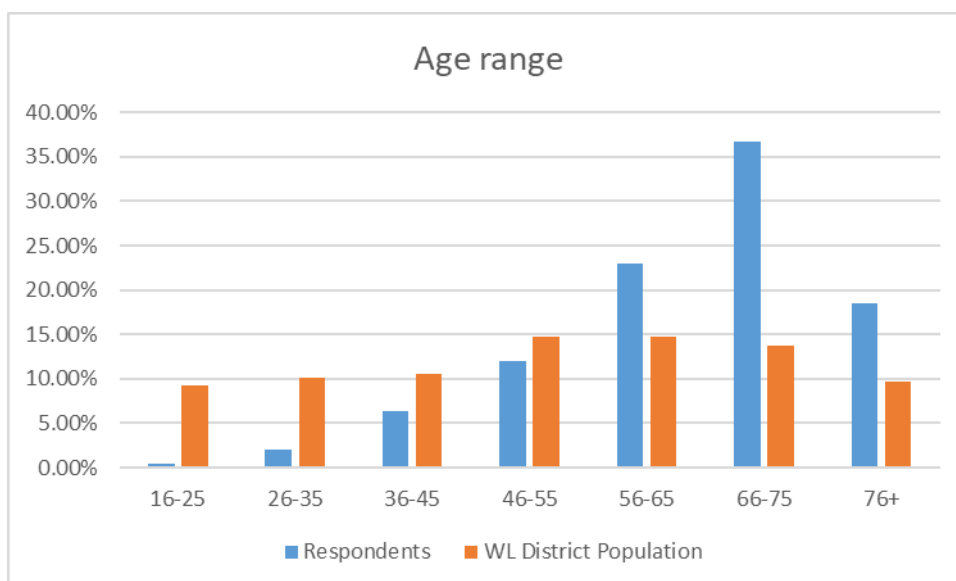
Respondents were asked at the end of the survey to answer some equality questions. These were not compulsory but 624 respondents did give a response and these have been broken down into gender, age, disability, ethnicity, faith/religion and sexuality.

### Gender

Out of the 624 who took part, 55.4% of those were Male and 43.6% Female with 1% preferring not to say.

### Age

To take part in the consultation it is requested that respondents should be 16 or over. The % age range of respondents is compared to the West Lindsey District age demographic in the graph below;



## **Disability**

Of those who took part, 11.6% of those classify themselves as being disabled and 85.4% do not. 3% preferred not to say.

## **Ethnicity**

The majority of respondents class themselves as White British, Irish or other with 94.9%. All other ethnic groups had responses but the percentage is 1% or under for each. This included Black or Black British, Asian or Asian British, Arab or Middle Eastern, Chinese, Mixed Race and other. 2.4% prefer not to say.

## **Religion/Faith/Belief**

64.8% of respondents identified themselves as Christian, those with no religion option 29.5%. The other religions recorded as under 1% were Muslim, Buddhist, Hindu and Jewish, while other faith had 1.4% and prefer not to say had 3%.

## **Sexuality**

The majority of responses came from heterosexual respondents at 92.2%, while those who classed themselves as Lesbian/Gay were 1.4% and Bisexual 1%. Other was 0.3% and prefer not to say came in at 5.1%.

## 2 Results

### 2.1 Corporate Objectives

Firstly we asked if the top five key corporate objectives should continue given the current situation with the Covid-19 pandemic. These corporate objectives are:

- Economy – to ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities.
- Finances – to remain financially sustainable.
- Public Safety and Environment – to create a safer, cleaner district in which to live, work and socialise.
- Customer – to put the customer at the centre of everything we do.
- Vulnerable Groups and Communities – to create strong and self-reliant communities and promote positive life choices for disadvantaged residents.

88.5% of respondents felt that these corporate objectives should continue. From the 2% which stated 'no' and the 9.5% which stated 'partially' we ask "what should our priorities be?" The comments received included:

- Ensuring that those affected by Covid-19 get prioritised. This included social isolation, finances, re-opening play equipment, ensuring shops and markets and supported and re-opened, ensure lost time on education is caught up, valuing those key workers, help to businesses
- Climate change including factors such as flooding, more use of environmentally friendly technologies, less waste
- Disadvantaged gap needs reducing in areas such as health, education, employment and leisure
- Finding ways to raise standards and inspire public pride in their environment
- Better Broadband
- Homelessness
- Heritage and Culture
- Mental Health services
- Problem families

In ensuring that we align our resources to delivering the Corporate Plan we asked how important initiatives in the business plan are to residents. The results are as follows:

Initiative	Very important - 5	4	Neither important nor	2	Unimportant - 1
------------	-----------------------	---	--------------------------	---	--------------------

			unimportant - 3		
Neighbourhood Plans	240 (34.3%)	240 (34.3%)	159 (22.7%)	41 (5.9%)	19 (2.7%)
Community Safety measures	360 (51.1%)	252 (35.8%)	75 (10.7%)	10 (1.4%)	7 (1%)
Enforcement Activity	274 (39.5%)	278 (40.1%)	118 (17%)	18 (2.6%)	5 (0.7%)
Economic Growth	342 (49.4%)	247 (35.6%)	81 (11.7%)	17 (2.5%)	6 (0.9%)
Affordable housing	241 (34.4%)	213 (30.4%)	153 (21.8%)	52 (7.4%)	42 (6%)

The majority of respondents found all of these initiatives important with Community Safety measures coming highest with 86.9% marking them as important, followed by Economic Growth at 85%, Enforcement Activity at 79.6%, Neighbourhood Plans at 68.6% and finally Affordable Housing at 64.8%.

West Lindsey is a rural district and therefore have a number of challenges around supporting our rural communities. We asked respondents to pick 2 key challenges out of a list of five. The results are:

Challenge	Result	Key challenge position
Transportation	401 (29%)	1
Job Opportunities	323 (23%)	2
Broadband	263 (19%)	3
Isolation	229 (16%)	4
Housing	154 (11%)	5

This shows that the 2 highest priorities for respondents are Transportation and Job Opportunities.

Following on from this we asked if they believed we had missed any key challenges and the results highlighted the following challenges:

- Community events and activities for all age groups

- Road safety/Community Safety/Crime/Policing
- Climate Emergency
- Wildlife protection
- Voluntary sector work and building resilience in local communities
- Childcare provision
- Rural economy/amenities
- Health services
- Support for those with difficulties such as mental health
- Communication especially elderly and those without access to internet
- Homelessness
- Waste/Fly tipping/Littering

## 2.2 Climate Change

The impact of climate change has now been deemed by the UK Government to be a major national and international issue. The Council has recognised the importance of tackling climate change and has recently consulted the public specifically on initial ideas for our Sustainability, Climate Change and Environment Strategy.

For the budget consultation we asked out of 6 possible actions which the respondents felt might be best achieved in West Lindsey.

The results were:

Action	Result	Priority
Reduce waste through recycling and reuse initiatives	187 (26.9%)	1
Better use of land to mitigate climate change impact and nature loss	75 (10.8%)	5
Reduce emissions from transport and support more sustainable transport solutions	81 (11.6%)	4

Support the growth and use of renewable energy	160 (23%)	2
Ensure the most vulnerable to the effects of climate change e.g. flooding are protected	74 (10.6%)	6
Encourage energy efficiency in private-owned homes and new developments	119 (17.1%)	3

These results show the action that the respondents felt would be best achieved in West Lindsey is the action to reduce waste through recycling and reuse initiatives.

## 2.3 Investments

The council's budget requirement of £14.357m represents the cost of running of the council's services and administration. Commercial income contributes circa £2m towards the running of our services. With ongoing reductions in government funding against increasing cost and demands for services, we need to invest in initiatives that will provide future efficiencies, generate additional income or look at reducing service provision to save money to ensure that we continue to be sustainable. Respondents were asked out of 4 approaches which they thought would be the best approach for West Lindsey.

The results are:

Approach	Results	Priority
Invest in new technology to achieve efficiencies and cost savings	302 (43.8%)	2
Identify commercial projects which will generate additional income	335 (48.6%)	1
Reduce provision and performance of services to reduce costs	21 (3%)	4
Stop delivering some services	31 (4.5%)	3

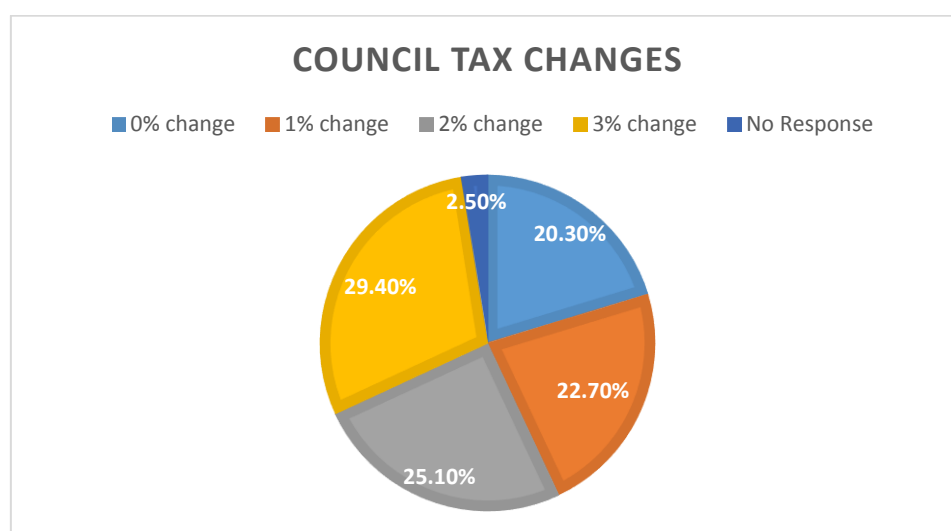
These results show that the respondents would prefer West Lindsey to look at ways to generate more income or achieve efficiencies and cost savings rather than seeing a reduction in, or stopping services to residents.

## 2.4 Council Tax

The results relating to options for increases in council tax were as follows:

Option	Results	Last years total
0% change	144 (20.3%)	127 (21.3%)
1% increase	161 (22.7%)	144 (24.2%)
2% increase	177 (25%)	155 (26.1%)
3% increase	208 (29.4%)	139 (23.4%)
No response	18 (2.5%)	30 (5.0%)
Total	708	595

The graph below illustrates the % responses for 2020.

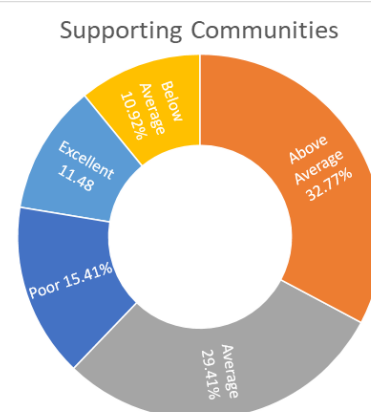
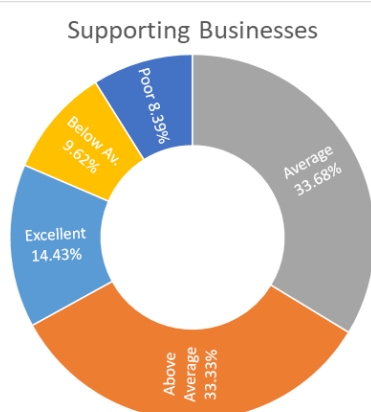
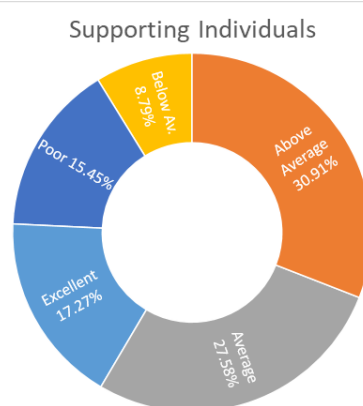
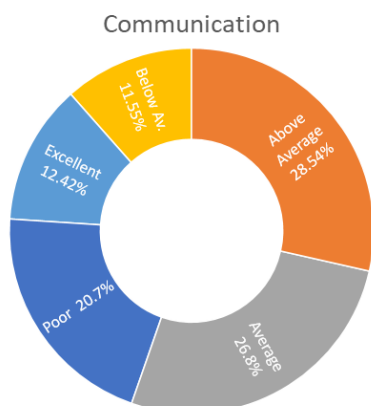


These results show that whilst a 3% increase has achieved the highest individual result at 29.4%, 68.1% of respondents would prefer a lower or no increase



## 2.5 Covid-19

Due to the current situation with the Covid-19 pandemic we felt it would be useful to find out how our communities felt we performed in certain areas. From the respondents who offered an opinion, the results are as follows:



47% of respondents did not know how we performed and are assumed to have not required our support, and were therefore omitted from the analysis above.

From the respondents who were able to give a view, it can be deduced that beneficiaries of our support were not comparably represented in the consultation responses. To give this context, 708 consultation responses were received which included 2 businesses. We communicated directly with over 17,000 vulnerable people offering our support in addition to over 1,600 businesses issued with grant funding. In addition we provided up to date information on our website and regular social media posts.

However, an average of 45% of respondents considered our responses as above average to excellent, 29.36% average and 22.15% below average to poor.

To further this data we asked what could we have done better during the Covid-19 pandemic and the following was highlighted:

- Communication from West Lindsey was not seen
- Communication was wanted on what support was available to residents

- Paper communication was wanted to all households
- Notices on local boards updating on the situation
- Reduction in red tape around volunteering
- Issues around the opening of tips (Lincolnshire County Council Service)
- Don't know what the council has done
- Issues around stopping Planning Meetings which either stopped decisions or decisions given not agreed with
- Praise given for the waste collection during this pandemic
- Given a weekly status update for WL on cases/recoveries/deaths
- More support for local businesses
- Provision of skips to stop fly tipping

## **2.6 Online Question and Answer Session**

A number of questions were submitted both through the questionnaire and through Facebook and Twitter for the question and answer sessions.

These questions were put to the Chief Executive and the Leader of The Council to answer due to the fact we could not hold a regular face to face event due to Covid-19. The answers to the videos were published on YouTube, Facebook, Twitter and LinkedIn, in 11 different videos to make it easier for people to watch and view online via subject matter.

The videos were watched by;

- 88 on YouTube,
- 410 on LinkedIn,
- 90 on Twitter
- 601 on Facebook

## **2.7 Any other comments**

At the end of the survey there was an option for respondents to add any additional comments. The summary of comments received are:

- Thank you to the waste service during this pandemic
- Investment should only be within Lincolnshire
- Continue with consultations as a good way to find out what is happening and have a say

- Thank you for the good service from WLDC
- Video very informative and well put together
- Too much focus on Gainsborough and not the rest of the district
- Connectivity is key. Mobile and broadband connection very poor.
- Reduce the number of Parish Councils to save money
- How much Council Tax goes on pensions?
- Give free green waste collections
- Remember not everyone has the internet
- A reduction in Council Tax
- Services need to be easier to access
- More litter and dog waste bins needed
- More consultation please?

There were a number of comments which focused on the responsibilities of other organisations such as Lincolnshire County Council and Lincolnshire Police which included:

- Social care needs more support
- Pot holes to be focused on
- Why is public transport in villages so poor
- More police needed
- Police should give feedback to WL on what the money is spent on which WL collects on their behalf
- Can we consult on the Police budget?

### **3 Conclusion**

#### **3.1 Response**

Response rates this year were higher than ever this year with 708 responses which is 19% higher than the previous year. Work has also been undertake this year to monitor the equalities questions in regard to respondents.

#### **3.2 Corporate Objectives**

88.5% of respondents felt that the current corporate objectives should continue and that the initiatives shown are all important but Community Safety measures coming highest priority with 86.9%.

As a rural district the top 2 main challenges highlighted from the list are Transportation and Job Opportunities.

#### **3.3 Climate Change**

These results show that the action that the respondents felt would be best achieved in West Lindsey is the action to reduce waste through recycling and reuse initiatives.

#### **3.4 Investments**

These results show that the respondents would prefer West Lindsey to look at ways to generate more income or achieve efficiencies and cost savings through routes which do not reduce or stop services to the residents.

#### **3.5 Council Tax**

These figures show the favoured option is a 3% increase albeit 68.1% of respondents would prefer a lower or no increase.

#### **3.6 Covid-19**

From the results on how WLDC did with the Covid-19 pandemic it was recorded that a significant number of respondents may not have required our support as 47% of respondents did not actually know how we did during the pandemic. The analysis of those that were able to provide a view, highlighted that these respondents were not comparably representative of those provided with support. However 45% considered our response above average or excellent.

### **3.7 Online Question and Answer Session**

The Question and Answer video's increased the level of engagement across the district with regards to the Budget consultation and demonstrated that this was worthwhile, as you can see from the figures mentioned previously. Regeneration, Council investments, fly tipping and Council Tax were among the most viewed question and answer responses.

### **3.8 Any other comments**

Other comments received mostly are around:

- Residents do not like being called a customer
- A thank you to the Waste service for keeping a good service during the Covid-19 pandemic
- Highlighting that communication needs to be undertaken in different ways as not everyone has the internet
- Asking for consultation to not only continue but for more to be undertaken.

### **3.9 Next Steps**

The results and responses collated from this survey will be considered when developing the budget 2021/22.

The following actions are recommended for 2021 budget consultation:

- To continue with the use of a format which gives those which took part the same message.
- Continue to undertake the consultation earlier in the year to miss school holidays and allow time for consideration of responses in the budget setting process.
- Due to the low representation from the business community, we carry out a specific consultation with Business Rates Payers, as required by Section 65 of the Local Government Finance Act 1992, on the proposals for expenditure (including Capital Expenditure) for 2021/22. This is likely to take the form of an online consultation, with a summarised version of the Revenue and Capital Budgets with links to the Draft Budget and MTFS papers which will be presented to CP&R in February.
- That the consultation for Business Rates Payers, be also issued directly to those Businesses which registered with us during Covid-19.

## Appendix A: Questionnaire



### West Lindsey District Council Budget Consultation 2020

#### HELPFUL HINTS FOR COMPLETING THIS QUESTIONNAIRE

- Please read each question carefully. In most cases you will only have to tick one box but please read the questions carefully as sometimes you will need to tick more than one box, or write in a response.
- Once you have finished please take a minute to check you have answered all the questions that you should have answered.
- If you have any questions about this survey please email the Engagement Team on [engagement@west-lindsey.gov.uk](mailto:engagement@west-lindsey.gov.uk).

Please insert your name or Citizen Panel reference:

1. Last year you told us that the top five key corporate objectives were;
- Economy* - to ensure that economic regeneration in West Lindsey is sustainable and benefits all of our communities.  
*Finances* - to remain financially sustainable.  
*Public Safety and Environment* - to create a safer, cleaner district in which to live, work and socialise.  
*Customer* - to put the customer at the centre of everything we do.  
*Vulnerable Groups and Communities* - to create strong and self-reliant communities and promote positive life choices for disadvantaged residents.

Taking into account the recent Covid-19 pandemic do you agree that these should continue to be our key priorities? **Please tick one box only**

- ☐ Yes  
☐ No  
☐ Partially

2. If you ticked partially or no, what should be our priorities?

3. In ensuring we align resources to the deliver of our Corporate Plan objectives, our Executive Business Plan details the actions we will take to deliver these initiatives. We are committed to supporting our communities by spending a net £3.7 million annually on our Place initiatives. How important are the following factors to you?

	Very important 5	4	Neither important nor unimportant 3	2	Unimportant 1
Neighbourhood Plans	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Safety measures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enforcement activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic Growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable Housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. As a rural district we have a number of challenges around supporting rural communities. Below is a list of key challenges. From this list which are the two key challenges you find living in a rural location? **Please tick two boxes only**

- ☐ Broadband - We are currently investing in a Rural Broadband Officer to help improve connectivity in rural locations.
- ☐ Transportation - In conjunction with transport providers we grant fund or work in partnership to deliver better transport connections.
- ☐ Job Opportunities - We are working with schools and businesses to create apprenticeships and we continue to support schemes which attract inward investment and create jobs.
- ☐ Housing - We enable housing through working with landowners, developers and registered providers to attract funding to deliver key housing sites with others to deliver a better housing choice.
- ☐ Isolation - We assist and encourage communities to support vulnerable residents and ensure their well-being.

5. If you think we have missed out a key challenge, please detail below:

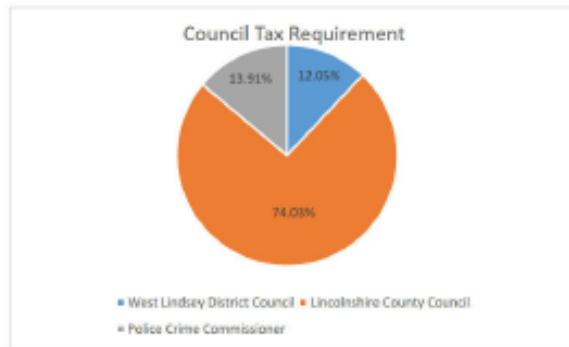
6. The impact of climate change has now been deemed by the UK Government to be a major national and international issue. A target of 100% reduction in emissions by 2050 has been set. Out of the following actions, how do you consider this might be best achieved in West Lindsey? **Please tick one box only**

- ☐ Reduce waste through recycling and reuse initiatives.
- ☐ Better use of land to mitigate climate change impact and nature loss.
- ☐ Reduce emissions from transport and support more sustainable transport solutions.
- ☐ Support the growth and use of renewable energy.
- ☐ Ensure the most vulnerable to the effects of climate change e.g. flooding, are protected
- ☐ Encourage energy efficiency in private-owned homes and new developments.

7. The running of the Council and its commercial activities costs £5.9 million per annum. We need to invest in initiatives that will provide future efficiencies, generate income or look at reducing service provision to save money to ensure that we continue to be sustainable. What do you think would be our best approach? **Please tick one box only**

- ☐ Invest in new technology to achieve efficiencies and cost savings
- ☐ Identify commercial projects which will generate additional income
- ☐ Reduce provision and performance of services to reduce costs
- ☐ Stop delivering some services

Local Councils, the Police and Fire Authorities fund their services through government grant, fees and charges, Business Rates and Council Tax. There is one council tax bill for each domestic dwelling whether it is a house, flat, mobile home or houseboat. We collect the council tax on behalf of Lincolnshire County Council, the Police and Crime Commissioner and Parish and Town Councils. West Lindsey District Council share of your overall Council Tax is 12.05% (excluding Parish/Town Council Precepts) and funds around 50% of our overall budget.



8. With annual increases in costs of around 3%, what level of council tax increase would you support for 2021/22? **Please tick one box only**
- ☐ 0% change - A 0% change would give West Lindsey a total level of council tax income of £6.529m.  
☐ 1% increase - A 1% increase would mean a 4 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.594m.  
☐ 2% increase - A 2% increase would mean a 8 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.659m.  
☐ 3% increase - A 3% increase would mean a 12 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £6.725m.
9. How do you consider West Lindsey District Council, as a leader of our communities, has performed during the Covid-19 pandemic within the following areas? **Please tick one per row**
- |   | <i>Excellent</i><br>1 | 2                     | 3                     | 4                     | Poor 5                | <i>Don't know</i>     |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Communications  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Those individuals needing support through this crisis | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Support for businesses                                | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Support for communities                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
10. How do you feel the Council could have done better during the Covid-19 pandemic?
- 
11. We are hoping to host an online question and answer event during the consultation period. If you have a question which you would like to be answered please state here?
- 
12. Any other comments you wish to make regarding this consultation:
-



## Equalities questionnaire

By answering the equalities questions you will help us to understand how different groups of people from different areas feel about the budget consultation. All responses are anonymised and you do not have to answer these to take part in the budget consultation.

13. Are you?

- |                              |   |
|------------------------------|---|
| <input type="radio"/> Male   | <input type="radio"/> Transgender       |
| <input type="radio"/> Female | <input type="radio"/> Prefer not to say |

14. Do you consider yourself disabled?

- |                           |   |
|---------------------------|---|
| <input type="radio"/> Yes | <input type="radio"/> Prefer not to say |
| <input type="radio"/> No  |   |

15. What age are you?

- |                             |   |
|-----------------------------|---|
| <input type="radio"/> 16-25 | <input type="radio"/> 56-65             |
| <input type="radio"/> 26-35 | <input type="radio"/> 66-75             |
| <input type="radio"/> 36-45 | <input type="radio"/> 76 or over        |
| <input type="radio"/> 46-55 | <input type="radio"/> Prefer not to say |

16. Which of these ethnic groups do you consider you belong?

- |  |   |
|--|---|
| <input type="radio"/> White - British, Irish or other                                  | <input type="radio"/> Arab/Middle Eastern |
| <input type="radio"/> Black or Black British - Caribbean, African or other             | <input type="radio"/> Chinese             |
| <input type="radio"/> Asian or Asian British - Indian, Pakistani, Bangladeshi or other | <input type="radio"/> Mixed Race          |
|  | <input type="radio"/> Other               |
|  | <input type="radio"/> Prefer not to say   |

17. Which of the following best describes your faith/religion/belief?

- |   |   |
|---|---|
| <input type="radio"/> No religion                   | <input type="radio"/> Hindu             |
| <input type="radio"/> Christian (all denominations) | <input type="radio"/> Jewish            |
| <input type="radio"/> Muslim                        | <input type="radio"/> Other faith       |
| <input type="radio"/> Buddhist                      | <input type="radio"/> Prefer not to say |
| <input type="radio"/> Sikh                          |   |

18. Which of the following statements best describes your sexuality?

- |   |   |
|---|---|
| <input type="radio"/> Heterosexual/Straight | <input type="radio"/> Other             |
| <input type="radio"/> Lesbian/Gay           | <input type="radio"/> Prefer not to say |
| <input type="radio"/> Bisexual              |   |

Thank you very much for your time completing this questionnaire.  
Please return in the enclosed pre paid envelope. The closing date for this consultation is 9am on Monday 27th July 2020.

**If you would like a copy of this document in large print, audio, Braille or in another language:  
Please telephone 01427 676676 or email  
[customer.services@west-lindsey.gov.uk](mailto:customer.services@west-lindsey.gov.uk)**



West Lindsey District Council  
Guildhall, Marshall's Yard  
Gainsborough  
Lincolnshire, DN21 2NA



**Corporate Policy and  
Resources Committee**

**Thursday 11 February 2021**

**Subject: Executive Business Plan and Medium Term Financial Plan  
2021/22 - 2025/26 and 2021/22 Budget**

Report by:	Tracey Bircumshaw, Assistant Director of Finance, Business Support and Property Services
Contact Officer:	Tracey Bircumshaw Assistant Director of Finance and Property Services and Section 151 Officer  tracey.bircumshaw@west-lindsey.gov.uk
Purpose / Summary:	<p>The purpose of the Executive Business Plan is to set out the actions the Executive will undertake to deliver the Corporate Plan objectives over the next 3 years.</p> <p>The Purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next 5 years in supporting delivery of the Corporate Plan and underpinned by the delivery of the Financial Strategy. The report therefore outlines the Council's revised financial plans within the Financial Analysis for changes in Government funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to previous estimates and covers the period 2021/22 to 2025/26</p> <p>The Financial Analysis includes the draft budget for 2021/22 for scrutiny and consideration prior to recommending to Council.</p>

**RECOMMENDATION(S): That Members:**

- a) Recommend to Council the approval of the DRAFT: Executive Business Plan and Medium Term Financial Plan 2021/22 to 2025/26.**
- b) Consider and recommend to Council the Revenue Budget 2021/22.**
- c) Approve the creation of new Earmarked Reserves, the use of and contributions to existing Earmarked Reserves.**
- d) Accept the Statement of the Chief Finance Officer on the Robustness of Estimates and Adequacy of Reserves.**
- e) Consider, and recommend to Council the Capital Investment Programme 2021/22 to 2025/26.**
- f) Delegate any housekeeping changes to the Draft Executive Business Plan and the Draft Medium Term Financial Plan to the Assistant Director of Finance, Business Support and Property Services (S151 Officer) in consultation with the Chairman of this Committee prior to the final consideration by Council on 1 March 2021.**

## IMPLICATIONS

### **Legal:**

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

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

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

## Financial : FIN/140/21/TJB

The report presents a balanced budget for 2021/22 without the requirement to support it with funds from the General Fund balance. It addresses the financial implications arising from the recommended revisions to the MTFP and the requirement to determine the Council Tax for 2021/22 taking into account the approved Council Tax Surplus of £167,500.

The Provisional Settlement was announced on 17 December 2021 and has been incorporated into this report, the grants are in line with expectations for a one year settlement, however additional funding was announced providing;

- Lower Tier Services Grant £128,000
- Covid-19 Local Authority Support Funding £510,000
- Covid-19 Sales, Fees and Charges Grant £165,000
- Covid-19 Collection Fund Losses £425,000

The 2021/22 Net Budget Requirement totals £13,270,500 and is made up of the following;

Gross Expenditure	37,452,300
Gross Income	(£24,381,200)
Net Contributions to/(from) Reserves	£199,400
<b>NET BUDGET REQUIREMENT</b>	<b>£13,270,500</b>

### Funded from:

Business Rates	£1,989,000
Council Taxes incl precepts	£9,063,300
Other Government Grants	£2,218,200
<b>TOTAL FUNDING</b>	<b>£13,270,500</b>

Our General Fund Balance is estimated to total £2,740,008 by the end of 2021/22 which is £240,008 above our minimum working balance of £2,500,000.

New Earmarked Reserves have been proposed totalling £1,600,000 and transfers to earmarked reserves of £1,650,000 will provide £1,000,000 to support balancing the budget due to reductions in Government Funding from the 2022/23 expected Fairer Funding Review and Business Rates Retention Scheme, £500,000 Covid-19 to support costs associated with the response and recovery and a £150,000 increase in the Project Investment Reserve.

The proposed Capital Investment Budget of £9,396,545 for 2021/22 will be funded by;

- Grants £2,859,798
- Council Reserves £4,251,447
- Capital Receipts £542,200
- Prudential Borrowing £1,743,000

The 5 year Capital Programme totals some £20,076,045 of investment and is considered affordable and sustainable.

### **Staffing :**

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

### **Equality and Diversity including Human Rights :**

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

### **Data Protection Implications :**

None directly from this report.

### **Climate Related Risks and Opportunities :**

The MTFP includes provision for investment in schemes designed to contribute to a reduction in our carbon emissions. In addition the Budget 2021/22 proposes the creation of an Environmental and Climate Change Reserve of £500,000 to support the Sustainability, Climate Change and Environmental Strategy being developed for 2021/22, through financing and match funding opportunities.

### **Section 17 Crime and Disorder Considerations :**

The budget provides resources to reduce anti-social behaviour in addition to funding the costs of the CCTV service.

### **Health Implications:**

The budget provides resources to support the health and wellbeing of our residents. In addition the Budget 2021/22 proposes the creation of a Health and Wellbeing Reserve of £250,000 to support delivery of better outcomes for our residents.

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

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

All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough and on the council's website [www.west-lindsey.gov.uk](http://www.west-lindsey.gov.uk)

#### **Risk Assessment :**

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

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

#### **Call in and Urgency:**

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

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

**Yes**

☐

**No**

☐

#### **Key Decision:**

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

**Yes**

☒

**No**

☐



## **1. Executive Summary**

- 1.1** Presented below is the Executive Business Plan and Medium Term Financial Plan 2021/22 – 2025/26 (which includes the Financial Strategy and Medium Term Financial Analysis). An Executive Summary is contained therein.
- 1.2** The documents are central to our financial planning and play a key role in the budget setting process to ensure that resources are aligned to the Corporate Plan priorities through the setting of the Revenue Budget and Capital Programme. Their impact and risks are considered in the Treasury Management Strategy (scrutinised by the Governance and Audit Committee and recommended to Council for approval).

**The Executive Business Plan** - The purpose of the Executive Business Plan is to set out the national, regional and local environment within which the Council works and details the Corporate Plan themes and objectives. The Executive Business Plan then details the deliverables designed to support the delivery of the Corporate Plan objectives over a rolling 3 year programme.

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

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

**The Medium Term Financial Analysis (Appendix 1)** details, in monetary terms, the specific elements of the budget, our assumptions and estimates in developing a plan which covers a 5 year period. It is reviewed annually as part of the budget setting process, taking into consideration investment proposals, in year decisions impacting future years, forward planning, service and business planning deliverables 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.

## **1.3 The Revenue Budget 2021/22**

The General Fund Revenue Budget 2021/22 (detailed in the table below) reflects a balanced budget and a Net Revenue Budget Requirement of £13,270,500 (£14,357,000 2020/21)

Members should be aware; at this time the budget is based on the provisional one year financial settlement announced in December by the Minister for Communities, Housing and Local Government, Rt. Hon Robert Jenrick MP on 17 December 2021. It is expected that the final announcement will be received in early February 2021.

The Budget 2021/22 assumes that the Council approve a Council Tax of £222.74 (£217.74 2020/21), an increase of £5 being the maximum amount allowable under the Government's referendum limit of up to 2% or £5 (whichever is the greater). With a tax base of 30,128.37 will generate circa £6,710,800 of funding.

(The Medium Term Financial Analysis assumes an ongoing 3% increase in Council Tax annually, however it is uncertain what capping levels will be in the future.)

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

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

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

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

The table below details the proposed revenue budget 2021/22 for approval and is compared to the original budget 2020/21 and analysed over our Service Clusters (Corporate Plan themes) and includes other elements of operating expenditure and movements in reserves resulting in a £13,270,500 Budget Requirement (£14,357,000 2020/21)

Cluster	Original Budget 2020/21 £	Proposed Budget 2021/22 £
Our Council	5,924,100	6,283,400
Our People	1,513,200	1,529,000
Our Place	3,715,600	3,867,400
<b>Cluster Total</b>	<b>11,152,900</b>	<b>11,679,800</b>

Estimated Capital Implications	(32,800)	0
Interest Receivable	(250,300)	(124,600)
Investment Income - Property Portfolio	(1,624,700)	(1,434,900)
Drainage Board Levies	370,900	388,100
Parish Precepts	2,134,100	2,185,000
Interest Payable	983,000	377,700
Statutory MRP	243,700	442,900
<b>Other Operating Expenditure</b>	<b>1,823,900</b>	<b>1,834,200</b>

<b>Net Revenue Expenditure</b>	<b>12,976,800</b>	<b>13,514,000</b>
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Transfer to / (from) General Fund	527,500	(1,943,700)
Transfer to / (from) Earmarked Reserves	852,700	1,700,200
<b>Budget Requirement (Amount to be met from Government Grant or Council Tax)</b>	<b>14,357,000</b>	<b>13,270,500</b>

<b>Funding Income</b>		
Business Rate Retention Scheme	4,186,000	1,989,000
Collection Fund Surplus - Council Tax	215,400	167,500
COVID Grants	0	675,000
Parish Councils Tax Requirement	2,134,100	2,185,000
New Homes Bonus	736,300	712,100
Other Government Grants	555,900	831,100

<b>Council Tax Requirement</b>	<b>6,529,300</b>	<b>6,710,800</b>
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<b>TOTAL FUNDING</b>	<b>14,357,000</b>	<b>13,270,500</b>
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<b>Balanced Budget/Funding Target</b>	<b>0</b>	<b>0</b>
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#### 1.4 Significant Movements (saving)/pressure

##### Clusters

- Employee costs reduction (£0.096m) includes impact of pay awards

- Contractual cost increases £0.091m
- Housing Benefit Rent Allowances overpayments recovery £0.116
- Introduction of a 2% vacancy factor (£0.184m)
- Income budget movements (£0.077m)
- Together24 efficiency saving (£0.029)
- Covid-19 recovery and response £0.675m (funded from Gov.Grant)
- Various other pressures £0.105
- Various other savings (£0.018)

#### **Other Operating Expenditure**

- Interest payable on borrowing budget reduction due to expected actual borrowing for treasury purposes and change to capital programme (£0.627m)
- Interest receivable £0.126m, reduced investment rates and internal borrowing implications.
- Investment Properties net reduction in income as change to capital programme and additional rental income from last acquisition £0.189m

#### **Funding**

- Business Rates – One off settlement, additional support for 2020/21 income losses net of 2020/21 deficit payable 2021/22 £2.197m of which (£2.644) funded from Government Grant 2021/22 held in reserves and £1.493m in year gain)
- Government Grants – (£0.890m)
- Council Tax and Surplus £0.133m

### **1.5 Reserves 2021/22**

Due to the one year settlement gain and the General Fund Working Balance above the minimum level of £2.5m there is an opportunity to create new Earmarked Reserves and Contribute to existing reserves. The Committee are requested to approve the following in addition to the business as usual movements detailed at 2.8 of the Medium Term Financial Strategy

#### **Creation of New Earmarked Reserves**

£500,000	Environmental and Climate Change Reserve
£250,000	Cultural Strategy Reserve
£250,000	Health and Wellbeing Reserve

#### **Increases to Reserves**

£500,000	Investment for Growth Reserve
£1,000,000	Finance Reserve – future funding impacts
£500,000	Finance Reserve – Covid-19 response and recovery
£100,000	Facilities Management Reserve

The below table details the estimated year end reserve balances over the medium term after taking into account . It assumes the approval of the above proposals and takes account of current expectations of the 2020/21 out turn position, the movement in reserves for dcapital investment financing, contributions to and from reserves for the purposes of service and project investment and the significant impact of Covid-19 Business Rates Reliefs Grant 2020/21 which will be utilised in 2021/22 to offset the resultant deficit.

RESERVE	YEAR END	MTFP				
	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
General Fund Working Balance	5,147,508	2,740,008	2,740,008	2,740,008	2,716,008	2,716,008
Earmarked Reserves	16,379,704	12,419,704	12,419,704	12,480,304	12,463,404	12,516,504
Capital Receipts	1,035,524	623,592	623,592	688,776	753,960	816,658
Capital Grants Unapplied	2,273,886	501,172	501,172	501,172	501,172	501,172
<b>TOTAL</b>	<b>24,836,622</b>	<b>17,628,092</b>	<b>16,284,476</b>	<b>16,410,260</b>	<b>16,434,544</b>	<b>16,550,342</b>

## 1.6 The Capital Investment Strategy (Appendix 3)

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

## 1.7 The Capital Investment Programme (Appendix 4)

The Capital Programme 2021/22 to 2025/26 provides a plan of future capital investments, this is reviewed annually and may result in significant changes as business cases for schemes are developed or schemes re-profiled over financial years due to external factors.

Service Cluster	Estimate 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Total Capital Programme £
Our People	2,456,261	595,000	595,000	595,000	595,000	4,836,261
Our Place	6,245,284	3,667,500	302,000	608,000	412,000	11,234,784
Our Council	695,000	375,000	200,000	265,000	100,000	1,635,000
Investment	0	3,000,000	0	0	0	3,000,000
<b>Grand Total</b>	<b>9,396,545</b>	<b>7,637,500</b>	<b>1,097,000</b>	<b>1,468,000</b>	<b>1,107,000</b>	<b>20,706,045</b>

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

Members are asked to approve the Budget only and receive reports for specific schemes prior to approval to spend. This excludes business as usual schemes such as replacement and renewal programmes where approval to spend is recommended within this report.

The Capital Investment Programme is to be funded from;

<b>CAPITAL FINANCING</b>	<b>Estimate 2021/22</b>	<b>Estimate 2022/23</b>	<b>Estimate 2023/24</b>	<b>Estimate 2024/25</b>	<b>Estimate 2025/26</b>	<b>TOTAL CAPITAL INVESTMENT</b>
Grants & Contributions etc	-2,859,798	-1,674,500	-745,000	-788,000	-595,000	-6,662,298
Revenue/Earmarked Reserves	-4,251,447	-1,203,000	-342,000	-680,000	-512,000	-6,988,447
Useable Capital Receipts	-542,300	-3,176,000	-10,000	0	0	-3,728,300
Prudential Borrowing	-1,743,000	-1,584,000	0	0	0	-3,327,000
<b>Total Capital Programme Funding</b>	<b>-9,396,545</b>	<b>-7,637,500</b>	<b>-1,097,000</b>	<b>-1,468,000</b>	<b>1,107,000</b>	<b>-20,706,045</b>

The detailed Capital Investment Programme is attached at Appendix 4 for consideration and recommendation to Council.

## **1.8 Robustness of Estimates and Adequacy of Reserves**

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

It is the professional opinion of the Chief Finance Officer that the overall adequacy of the total level of reserves and the robustness of estimates is integral to the sign off of the overall agreed budget. The Chief Finance Officer having taken into consideration risks, sensitivity analysis, benchmarking and resilience information, can confirm that the budget assumptions are relevant, 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)

The Executive Business Plan and Medium Term Financial Plan are provided below.

# **EXECUTIVE BUSINESS PLAN AND MEDIUM TERM FINANCIAL STRATEGY**

## **CONTENTS:**

### **EXECUTIVE BUSINESS PLAN**

**Section 1 - Executive Business Plan**

**Section 2 - The Council's Financial Position**

### **MEDIUM TERM FINANCIAL PLAN**

**Section 1 - The Medium Term Financial Strategy**

**Section 2 - The Medium Term Financial Analysis**

**Section 3 - The 2021/22 Revenue Budget**

**Section 4 - Capital Investment Programme and Financing**

**Section 5 – Treasury Management Strategy**

**Section 6 – Human Resources Statement**

## **APPENDICES:**

**Appendix 1 Medium Term Financial Analysis (Revenue Budget Summary)**

**Appendix 2 Risk Register**

**Appendix 3 Capital Investment Strategy**

**Appendix 4 Capital Investment Programme 2021/22 – 2025/26**

**Appendix 5 Analysis of Capital Financing**

**Appendix 6 Pay Policy 2021/22**

**Appendix 7 Human Resources Statement 2021/22**



# EXECUTIVE BUSINESS PLAN



## Introduction



The purpose of the Council's Executive Business Plan is to outline and consider the impacts of the national, regional and local environment the Council operates in and to also set out key activity for the next three years. The background against which the Council operates is forever and seemingly more rapidly changing, with rising levels of uncertainty, so it is critical to appraise both current and possible future scenarios.



The supporting financial strategy is set out in Section 1 of the Medium Term Financial Plan and focuses on growth, efficiencies and future sustainability. This details how key activity and projects will be funded and takes a medium term perspective while also looking further ahead to consider actions that will have an impact beyond the medium term horizon.



The Council's Corporate Plan (2019-2023) is the organisation's primary strategic document. It sets out the Council's strategic objectives and desired outcomes for the period of its timeframe. This Executive Business Plan complements the Corporate Plan by setting out annually, a rolling three year programme of deliverables designed to achieve the required objectives. It reflects short, medium and longer term goals with diminishing accuracy, but acts as a guide for the Council's Senior Leadership Team, managers and staff and Members, of current and future decisions and activity.

### Covid-19 Pandemic

The coronavirus pandemic has hit the world economy hard. The UK, EU and US have all suffered historic declines. Governments are pledging to rebuild again, to create jobs, spark growth and repair the damage done. Similar to



other nations, within the UK the Covid19 pandemic has impacted so dramatically on every aspect of life and business. Local government has been at the forefront of responding to the crisis as well as being seriously affected by it and its implications will be felt for a significant period of time when the country finally emerges from its shadow. From social care to leisure, from enforcement/public safety to waste collection, from support for the local economy to decision making processes, local government has had to respond to the situation while also maintaining services and providing support for communities. With the vast majority of employees working remotely, supported by IT, many challenges have been overcome and operations have continued in an almost seamless fashion.

However, council income streams have been dramatically affected as a result of the closure of services such as leisure centres and arts

venues, business rate holidays and re-negotiation of leases and rents of commercial properties; while costs have also increased due to the requirement for additional personal protective equipment (PPE) or new IT to support home-working. However, additional funding to the tune of over £7.2bn was made available for local authorities in 2020-21, the majority of it in un-ringfenced grant, to respond to local pressures and priorities. In addition, the Government also ensured councils received support with Covid19 related loss of income, including from sales, fees and charges, and from local taxes. The spending review of 2020 also set out a further £3bn for 2021-22 to support Councils through the crisis.

The future outlook continues to look uncertain and much depends on the successful mass roll-out of vaccines across the population to enable some semblance of normality to resume. Much has been said about harnessing the benefits that accrued during periods of national lockdown; less traffic and pollution, a renewal of the natural environment, the wide-spread adoption of home-working and using the recovery period as a means of investing in new technologies and engineer an economic recovery that puts people and the planet first, a "green recovery" that will help the country come back better and stronger than it was before.





International, national and local action has been ramped up over the last year to address the harmful effects of climate change. It appears that there is a new international consensus on the need to take urgent action and the science supports this requirement.

To demonstrate the UK's commitment to play a leading role in addressing this challenge, in November 2020, the Prime Minister set out an ambitious ten-point plan for a green industrial revolution. The plan covers clean energy, transport, nature and innovative technologies, mobilising £12bn of government investment to create and support up to 250,000 highly-skilled green jobs in the UK.

To support this acceleration, the Prime Minister has also announced a range of funding pledges:

- £1bn in 2021 into making new and existing homes and public buildings more efficient, extending the Green Homes Grant voucher scheme by a year and making public sector buildings greener and cutting bills for hospitals and schools, as part of the Public Sector Decarbonisation Scheme.
- Up to £500m for trialling homes using hydrogen for heating and cooking, starting with a Hydrogen Neighbourhood in 2023, moving to a Hydrogen Village by 2025, with an aim for a Hydrogen Town – equivalent to tens of thousands of homes – before the end of the decade. Of this funding, £240m will go into new hydrogen production facilities.
- £525m to help develop large and smaller-scale nuclear plants, and research and develop new advanced modular reactors.
- £1.3bn to accelerate the rollout of charge points for electric vehicles in homes, streets and on motorways across England, so people can more easily and conveniently charge their cars.
- £582m in grants for those buying zero or ultra-low emission vehicles to make them cheaper to

buy and incentivise more people to make the transition.

- Nearly £500m to be spent in the next four years for the development and mass-scale production of electric vehicle batteries, as part of a commitment to provide up to £1bn boosting international investment into strong manufacturing bases including in the Midlands and North East.

- An extra £200m of new funding to create two carbon capture clusters by the mid-2020s, with another two set to be created by 2030. This increases the total invested to £1bn, helping to support 50,000 jobs, potentially in areas such as the Humber, Teesside, Merseyside, Grangemouth and Port Talbot.

Other key parts of the plan will be driven forward by significant investment set out over the last year, including the £1bn energy innovation fund to stay ahead of the latest technologies needed to reach new energy targets, £5bn for alternative greener ways of travel including cycling, walking and buses and £5.2bn to create new flood and coastal defences in England by 2027.

Furthermore, following the UK Government's amendments to the Climate Change Act (2008), where a commitment was made to reduce UK CO2 emissions to net-zero by 2050, the Government announced in December 2020 an ambitious target to cut emissions by 68% by 2030 based on 1990 levels. Commentators have calculated that for this to be achieved it will require the UK working 50% harder than it currently is.

Following suit, most if not all local authorities across the UK have committed to reducing the impact of their operations on the environment, by declaring plans to take positive actions to reduce emissions. To meet this agenda, West Lindsey District Council is developing its own Sustainability, Climate Change and Environment Strategy, due to be adopted in May 2021.

## Levelling Up Agenda

Much has been heralded with regard to this concept. The UK is by some measures the most geographically unequal developed economy in the world. While cities and large towns in the Greater South East of England are among the most productive and prosperous places in Europe, most in the North and Midlands lag far behind. During 2020, the Government set out its intention to address this inequality and 'level up' underperforming and left-behind parts of the UK through a programme of infrastructure development, investing in education, skills and scientific R&D.

The Government's ten-point plan for a green industrial revolution could be regarded as one initiative designed to address long-standing geographical inequalities, with a focus on creating 250,000 "green jobs" in former industrial heartlands in the north of England, the Midlands, Scotland and Wales. A re-writing by the Treasury of the Green Book (the rule book determining decisions on government investment), so that it no longer has an inherent bias towards southern projects, provides a policy lever to support this



aim. In the 2020 spending review the Chancellor said that investment in infrastructure will total £100bn in 2021, with plans to deliver the highest levels of sustained investment in 40 years. To support the levelling up agenda, the spending review also announced a £4bn levelling up fund which will give pots of up to £20m for areas to address matters such as improving roads, town centres and public transport and plans were also set out to launch a new infrastructure bank, to be headquartered in the north of England.

## Brexit

On 24th December 2020, the Government agreed a Trade and Cooperation Agreement and other agreements with the EU. This brought to a conclusion a protracted period of negotiations and fulfilled the Government's commitment to honour the result of the 2016 referendum and leave the EU. The agreements bring a greater degree of certainty over matters related to data sharing and protection, procurement, state aid and environmental and climate protection policies; all of which are matters of direct concern to local authorities.

Historically the EU was a provider of significant funds to support regeneration projects and address poor productivity across the EU, including the UK. With the UK's departure from the EU, access to such funding streams is no

longer available. Hence the Government has previously announced a new initiative in the form of the UK Shared Prosperity Fund (UKSPF). In the Nov 2020 spending review, funding of £1.5bn per year was announced; however some commentators have called for the fund to at least match the £2.4bn per year previously allocated through the EU structural fund.





## Digital Connectivity

Many pledges have been made by Government over recent years to improve and expand the digital infrastructure across the country; particularly in rural areas such as West Lindsey where many residents and businesses suffer from poor broadband speeds. This puts them at all kinds of disadvantage. The Government's latest target for nationwide coverage of gigabit broadband roll-out by 2025 was quickly scaled back to 85% coverage, when only 25% of the original £5bn funding would be made available.

The achievability of even the lower target has been questioned and it is likely that the most accessible areas, already enjoying superfast broadband speeds, will enjoy enhanced service; while those suffering from poor service will continue to face issues. This is pertinent for West



Lindsey which has already experienced significant delays in the roll-out of superfast broadband across the District under the BDUK scheme.

## High Street Recovery

The Government has launched the Future High Streets Fund to help 72 areas in England to recover from the pandemic and deliver ambitious regeneration plans. This scheme was previously announced in the 2018 budget. Up to £830m will be made available to support areas to recover from the Covid19 pandemic and help transform underused town centres into vibrant places to live, work and shop. This is also intended to help protect and create thousands of jobs as part of the levelling up agenda. Included in this funding, £107m has been earmarked to support the regeneration of heritage high streets. To date, no towns in West Lindsey have been selected for funding from these funding streams. However, the Council has been successful in its bid for funding from the Heritage Lottery Fund in the form of a grant of £1.25m to help restore and improve some of the historic buildings in Gainsborough town centre. This will support the Council's Townscape Heritage Initiative (THI) which will improve the standard of repair, maintenance and appearance of properties within the Town Centre Conservation Area of



Gainsborough and will also help local people and visitors better understand the built heritage of the town.

The Government continues to work towards its five year Homes England Strategic Plan 2018/19 – 2022/23. Its purpose is to improve housing affordability, helping more people access better homes in areas where they are needed most. The plan outlines a new mission and the steps to be taken in partnership with all parts of the housing industry sector, to respond to the long-term housing challenges facing the country. Welcome news to support the plan was received in March 2020 as the Chancellor announced a reversal to the Public Works Loans Board (PWLB) one percent rise in interest rates, which threatened the ability of Councils to deliver capital schemes including vital council house building projects. The cut was heralded as a means of supporting local authorities to invest in their communities.

To support the climate agenda and improve the quality of housing stock across the country two schemes were announced during 2020. Firstly, the Future Homes Standard will require new build homes to be future-proofed with low carbon heating and world-leading levels of energy efficiency. It will be introduced by 2025.

Secondly, the launch of Green Homes Grant is one of a number of recent Government backed



schemes designed to encourage home owners to improve the energy efficiency of their homes and address fuel poverty issues. This £2bn initiative is aimed at giving over 600,000 homeowners in England up to £10,000 to install insulation, heat pumps, draft proofing and more, to help households cut energy bills and improve energy efficiency. Again, the jobs created by such a scheme are also designed to form part of an overarching 'Green Recovery' from the effects of the Covid19 pandemic. Unfortunately the scheme has come in for some criticism due to a lack of accredited suppliers across the country leading to homeowners being unable to access the scheme and get works completed.



An additional tranche of this scheme takes the form of the Green Homes Grant Local Authority Delivery scheme, which accounts for £500m of the overall £2bn funding package. Local authorities can bid for funding under this scheme to improve the energy efficiency of low-income households in their area. Many authorities are forming consortiums to pool resources and capacity to draw down funds and administer the scheme. Across Lincolnshire, Lincs 4 Warmer Homes has been created between local authorities across the region, offering energy efficiency improvements and advice.



For some time the Government has been consulting on a number of proposals as part of the reform of local government funding, including a Fairer Funding methodology, Business Rates Retention of 75% (rather than the current 50%) and a Business Rates Reset. Clarification was expected during 2020-21, however the Covid19 pandemic has resulted in a further one year financial settlement for local government for 2021-22. Announced in December 2020, the settlement indicates that core spending on local services has the potential to increase by £2.2bn in 2021-22, an increase of 4.5 per cent. Extra money to meet Covid19 costs, new funding for adult and children's social care and for councils with responsibility for services such as homelessness, planning, recycling and refuse collection, will help meet cost and demand pressures next year.

However, more than 85% of the potential core funding increase for 2021-22 is dependent on councils increasing council tax by up to 5% next year. This leaves councils facing the tough choice about whether to increase bills to bring in desperately needed funding to protect services at a time when they are acutely aware of the significant burden that could place on some households.



### Key funding highlights include:

- A new Lower Tier Services Grant – a new un-ringfenced Lower Tier Services Grant in 2021-22 is proposed, which will allocate £111m to councils with responsibility for services such as homelessness, planning, recycling and refuse collection and leisure services.
- Rewards for welcoming new homes – Funds of £622m has been allocated to continue the New Homes Bonus scheme in 2021-22. The scheme financially rewards councils for the number of additional new homes they built, locally incentivising housing growth and creating homes for local residents.
- Support for rural areas – The Rural Services Delivery Grant (RSDG) has been increased by £4m to £85m for 2021-22 to ensure the unique needs of rural areas are met.
- Help for rough sleepers – Additional support for rough sleepers and those at risk of homelessness is reflected by an additional £254m resource funding for 2021-22, taking total spending to over £750m in 2021-22 million to tackle homelessness and rough sleeping.
- More support for victims of domestic abuse – An extra £125m new burdens funding has been awarded for local authorities to provide safe accommodation for victims of domestic abuse and their children.

## Regional and Local Context

### Greater Lincolnshire Local Enterprise Partnership



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

businesses and increased the value of the Greater Lincolnshire economy by £3.2bn.

The GLLEP is finalising its Industrial Strategy which aims to increase productivity, growth and resilience and as a result create more prosperous communities. It identifies priority sectors as:

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

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

### Central Lincolnshire Local Plan

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

As part of the review, significant attention has been paid as to what the CLLP can reasonably achieve in tackling climate change and delivering a net zero carbon compatible local plan. Research undertaken by consultants has concluded that Central Lincolnshire can become



a net zero carbon district by 2050, but ambitious policy and decisive action is needed to get there. A net zero carbon compliant local plan will be critical in achieving this aim.



## Devolution

Following the exploration of the possibility of Lincolnshire being awarded a devolution by Government back in 2016, during 2020 this subject was re-visited. The leaders of Lincolnshire County Council, North East Lincolnshire and North Lincolnshire wrote to the Secretary of State as part of their “collective ambitions for devolution to Greater Lincolnshire with options for local government re-organisation”. It was suggested that devolved government would enable the Greater Lincolnshire “economic powerhouse” to unlock routes to new markets and enable them to take advantage of opportunities for growth and transformation. However, having considered the proposal the Government rejected it commenting that in view of the Covid19 pandemic, it would not be right at this time to further progress or focus on ideas for reform. This view concurred



with those of District leaders across Lincolnshire who, while supporting reform, also believed that the current situation was not conducive to wholesale restructuring. However, it is clear that this topic will remain a subject of debate into the future.

## The Council's Corporate Plan

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

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

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



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

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

## Business Plan Deliverables 2021-22

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

This Executive Business Plan provides details of the work to be carried out over the next three

years to deliver against Corporate Plan objectives. It includes work currently in progress that will be completed within the three year timeframe and new initiatives that will be commenced during 2021-22. All of the 'deliverables' have been aligned to one of the following five key areas that will be the focus of the Council's operations over the timeframe:

1. Internal change (including governance & finance)
2. Economic growth and development
3. Culture, heritage and the visitor economy
4. Homes and wellbeing
5. Sustainability, environment and carbon reduction

Each of the Council's business portfolios has set out details of forthcoming initiatives to be delivered over the next three years in support of the Corporate Plan.

### Operational and Commercial Portfolio

It has been a really challenging year on the operational and commercial front, however front-line services have continued to deliver positive outcomes for residents throughout the year. The coming year is likely to be as challenging.

The focus will be on improving the delivery of services, progressing our programme of service re-designs, completing the new Waste Services Depot and supporting recovery. Looking forward, the portfolio's deliverables for 2021-2023 are:

Focus	Deliverables
Internal change (including governance & finance)	Progress the 'Together 24' transformational programme, incorporating technology led service reviews.
	Council's arms-length companies achieve profitable positions
Economic growth and development	Increase the resilience of the Building Control Service
Culture, heritage and the visitor economy	Develop a cultural strategy for the District
	Implement Trinity Arts Centre recovery plan
	Develop a long-term vision and strategy for our Market(s) function
Sustainability, environment and carbon reduction	Complete new Waste Services Depot, incorporating solar PV panels and electric charging points.
	Consider new waste collection regime including arrangements for paper and card

## Corporate Services Portfolio

The last 12 months have been dominated by the Global pandemic and the impact of the virus inevitably dominates the work of the portfolio over that period. Therefore this lens will be used to consider actions for future. Emphasis over the next period will be placed on ensuring that the Council's response to climate change and environmental concerns is appropriate and

deliverable, corporate governance remains strong and planned ICT developments are delivered in order to support service improvements and data security.

Across this portfolio, the deliverables for 2021-2023 are:

Focus	Deliverables
Internal change (including governance & finance)	Workforce development to address capacity and succession planning matters and build on the benefits of remote working
	Undertake a 4th Tier governance review
	Review of the Code of Conduct for elected members
	Preparation for the return to face to face Council meetings and the potential for hybrid meetings
	Complete elections outstanding from 2020
	Review election services structure to provide resilience and succession planning
	Act on the findings of the survey of the procurement service
	Work with local suppliers to support their ability to make successful tenders
	Improve the ICT helpdesk
	Prepare for Members' ICT provision following 2023 elections
	Implement a new data centre
	Undertake review of the Council's website
	Implement the Customer Relationship Management and the Enterprise Resource Planning systems
Sustainability, environment and carbon reduction	Produce Council's Carbon Management Plan (2021-2026)
	Produce and approve the Council's Sustainability, Climate Change and Environment Strategy and Action Plan

## Planning and Regeneration Portfolio

Maintaining the performance of our Development Management Service throughout the Covid19 pandemic has been a key priority for the authority during 2020. The planning system plays a key role in responding to today's and tomorrow's challenges and will be critical to supporting the District's economic recovery, as will the review of the Central Lincolnshire Local

Plan. Supporting business, in conjunction with partner organisations, to recover from the pandemic will be a key focus over the short to medium term, while the Council must also ensure that plans to deliver housing growth and other key development projects are delivered.

Key Deliverables for 2021-2023 are:

Focus	Deliverables
Economic growth and development	Deliver a robust Development Management service that provides good customer service, supports the growth of the district and secures strong and consistent fee income.
	Develop and deliver the programme of Conservation Area Appraisals with initial five areas in first phase
	Maintain a sound Local Plan, supporting growth and housing delivery with a framework of robust Neighbourhood Plans
	Develop robust policy for investment of developer contributions across the district
	Engage in Humber 2100+ programme to ensure WLDC interests represented in long term strategy for management of flooding
	Establish a clear framework for district wide growth and regeneration supported by a sound inward investment and business support service.
	Maintain delivery of existing growth programme projects including: <ul style="list-style-type: none"> <li>Townscape Heritage</li> <li>Living over the shop</li> <li>Bowling Green Road</li> <li>Riverside Walk</li> <li>Cinema</li> <li>Northern Sustainable Urban Extension</li> <li>Corringham Road Junction Improvements</li> <li>Southern Sustainable Urban Extension</li> <li>Shop Front Improvement Scheme</li> <li>Future of RAF Scampton</li> </ul>
	Develop Regeneration proposals in partnership with the local community for Market Rasen and Caistor
	Develop future Investment Programme and Spatial Framework for Gainsborough in two phases Phase 1 = refresh strategy and identify project shortlist. Phase 2 Develop project feasibility plans and business cases for shortlisted projects.
	Re-establish inward investment and business support provision including review of current mechanisms
	Provide specialist Economic Policy function to the Council including ensuring alignment and integration with local, regional and national agendas
Culture, heritage and the visitor economy	Deliver programme of events designed to support our Visitor Economy
Sustainability, environment and carbon reduction	Lead economic and planning input within the Climate Change agenda for the Council

## Homes and Communities Portfolio

Homes and Communities is a newly formed business area within the Council which exemplifies the alignment of the corporate plan themes. The portfolio is made up of the Home Choices and Communities services and a third service area focusing on homes, health and wellbeing. It contributes to 'place making', having the responsibility for meeting the needs of our most vulnerable and securing where possible the social and economic wellbeing of our residents.

Across a number of complementary service areas, our focus is to balance the physical, economic and social to enhance the health and wellbeing of residents with the aim of; reducing inequalities, growing and diversifying the population, preventing rather than reacting, enabling people to live independently and tackling inequalities. This often involves working in partnership with other organisations. The portfolio's deliverables for 2021-2023 are:

Focus	Deliverables
Homes and wellbeing	Develop a Housing and Wellbeing Strategy
	Embed the principles and focus work on objectives within Homes for Independence Blueprint
	Deliver Viable Housing Solution
	Establish cross sector local strategic partnership seeking lasting change across whole system
	Enable delivery of housing schemes to meet needs of ageing population including extra care provision
	Deliver Next Steps Accommodation project
	Deliver Contextual Safeguarding pilot
Economic growth and development	Develop redundancy support programme aligned to Employment and Skills Partnership Delivery Plan
	Progress towards development of Social Enterprise structure through Local Access programme





## Change Management and Regulatory Services Portfolio

The Covid19 pandemic inevitably dominated the work of the portfolio over 2020. Therefore looking forward the focus will be on considering changing work demands, ensuring the on-going flexibility and responsiveness of the services and providing clear direction for future operations. This will entail setting the direction of the Council's people focused change management strategy; developing the future of our regulatory

services aligned to the Corporate Plan; developing the Council's understanding of change management (in terms of people and successful customer transactions) and providing customer centric services and people centred change management through collaborating with services and key stakeholders.

Key deliverables for the period 2021-2023 are:

Focus	Deliverables
Internal change (including governance & finance)	Benefits service re-design and continued migration of existing working-age customers to Universal Credit
	Explore partnerships with other benefits services to increase resilience and expertise
	Implement The Debt Respite Scheme
	Undertake a Council Tax Single Resident Discount review
	Introduce a new digital mail offering
	Delivery of the T24 programme (Service Reviews)
	Implementation of the Performance Management module in the ERP
	Deliver a whole Council overview on Projects and Programmes
	Complete changes to the Regulatory Service's staffing structure
	Review key policies such as the Corporate Enforcement Policy and Local Enforcement Plan
Economic growth and development	Implement the Local Land Charges recovery plan
Homes and wellbeing	Review and determine options for the future of Selective Licensing within the District
	Continued response to the Covid19 pandemic recovery on the part of Regulatory Services, with specific focus on supporting businesses when re-opening and re-establishing new Covid safe working
Sustainability, environment and carbon reduction	Implement a new digital mail offering in the Council Tax service
	Increase take-up of e-billing and digital communications in the Council Tax service

## Finance, Business Support and Property Services Portfolio

The service has been significantly impacted by Covid19 through the payment of grants, monitoring the impact on our finances and cash flows in addition to meeting the Government's reporting requirements and maintaining compliance with Covid19 health and safety requirements related to our property assets. This situation is likely to continue for some time.

Meeting statutory deadlines for the Statement of Accounts and Budget remain annual priorities, as is achieving value for money from our activities.

Our service's improvement plan focuses on the implementation of a new Financial System which has the wider capability to incorporate Performance Management. In addition, Property Management, Human Resources and Payroll will be considered at a future date to be implemented within this Enterprise Resource Planning System (ERP) (subject to business case). The system benefits we hope to realise will include improvement in customer satisfaction, efficiencies through work flow automations, improvement and flexibility in reporting. This project will see a significant investment for the Council and will contribute to the achievement of the Together 24 project savings target.

Key deliverables for the period 2021-2023 are:

Focus	Deliverables
Internal change (including governance & finance)	Undertake service re-designs to inform potential for efficiencies through process and procedures
	Implement the new ERP system for Finance, Budget Monitoring and Forecasting and Asset Register. Giving wider consideration to future modules being added to provide an efficient whole system approach to support service functions, data management and reporting
	Achieve efficiencies through system workflows and automations not only for the Finance Team but also the customers of our service
	Develop the business case for the implementation of Strategic Property Management module within the ERP system
	Restructure services to reflect efficiencies gained
	Investigate potential for sharing technical skills/resources with other Councils
	Review the financing of assets and associated policies
	Develop a long term proposal for the North Warren Road site
Economic growth and development	Develop long term proposals for the Guildhall
	Design the ERP system to effectively manage Grants/S106/CiL
Homes and wellbeing	Support business case and investment proposals through innovative funding strategies
	Supporting the development of the financial case within business cases and work with partners in delivery of our objectives
Sustainability, environment and carbon reduction	Support business case and project investment proposals through innovative funding strategies
	Develop a system for carbon accounting
	Research and consider Environmental, Social and Governance (ESG) investing for inclusion in future Treasury Management Strategies

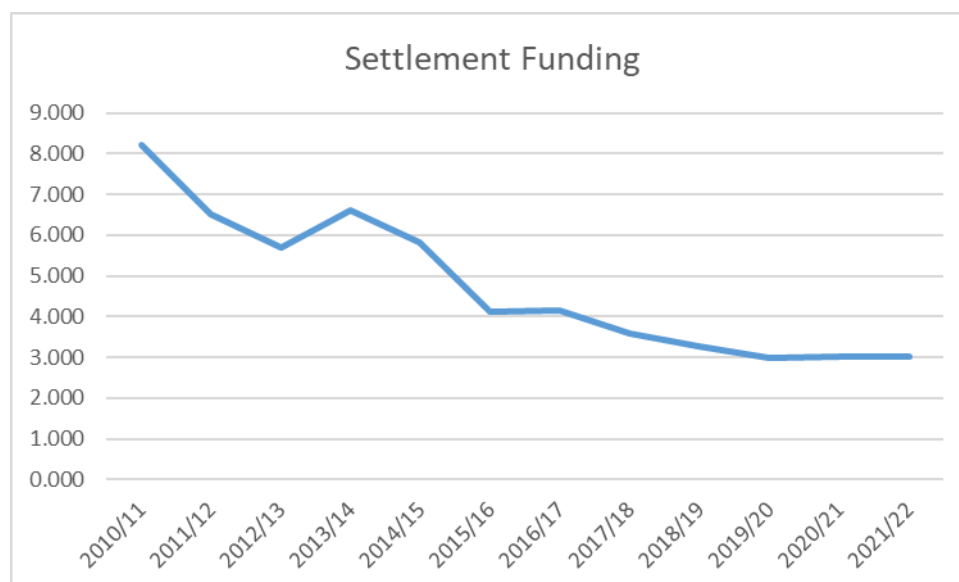




## 2 The Council's Financial Position

### 2.1 Introduction

Since the commencement of government funding cuts in 2010/11 the Council has effectively managed a reduction of £4.8m in Settlement Funding Allocation (an amount set by Government as a calculation of our funding need). Managing this level of reductions has been achieved through sound financial management through its Financial Strategy initiatives to reduce expenditure, increase income and generate new income streams. In addition to benefitting from the Government's, New Homes Bonus, a reward grant to reflect our growth in housing and changes, and increase in growth from our Business Rates.



The Council's aim over this period was to become non-reliant on Government Grant Funding as the Revenue Support Grant ceased in 2019/20. Our income from local taxation (Council Tax and Business Rates excluding implications of Covid) is 84% (46.6% 2010/11)

Income from Customer and Client receipts has increased from £3.363m to £6.770m during that period, being 36.2% of expenditure (excluding Parish Precepts and Housing Benefit payments) (27.52% 2010/11) and reflects the success of budget reductions through Value for Money initiatives, and increased income from both the Fees and Charges Strategy and commercial strategies.

The Council is proud to have continued to deliver award winning services for our residents during a prolonged period of austerity.

Our budget setting process has been given the accolade of a High Assurance rating by our internal auditors and our Statement of Accounts and Value for Money assessments receive Unqualified Audit

Opinions, confirming that our financial management is sound and statements provide a true and fair view of the organisation's financial standing.

## **2.2 National Context**

The draft financial settlement for Local Government 2021/22 was announced on 17<sup>th</sup> December 2020 by the Secretary of State for Housing, Communities and Local Government, The Rt Hon Robert Jenrick MP.

### **The main points affecting this Council were;**

- £2.2bn increase in core spending power to £51.2bn (£1bn of which is for social care)
- £1.55bn of unringfenced funding for councils to continue to support their communities during the pandemic and lead the recovery in their local areas. The allocation of this money has taken into account a range of factors including population and deprivation, as well as the varying cost of delivering services across the country.
- £670m has also been confirmed to enable councils to continue reducing council tax bills for those least able to pay, including households impacted financially by the pandemic.
- A local tax income guarantee scheme for irrecoverable losses 2020/21 to help compensate councils for lost council tax and business rates income. This means today we are confirming an estimated £3 billion of additional support for councils to deal with the pandemic, taking the total overall to over £10bn.
- £622m to continue the New Homes Bonus Scheme for 1 year with no further legacy payments.
- £111m for a new unringfenced Lower Tier Services Grant in 2021-22, for councils with responsibility for services such as homelessness, planning, recycling and refuse collection and leisure services. The grant will contain a one-off minimum funding floor, so that no council – either upper or lower tier – will have less funding available in 2021-22 than this year.
- The Council Tax referendum limit of 2% or £5, whichever the greater
- £85m for Rural Service Delivery Grant (an increase of £4m) and there will be no change to the methodology for distribution
- To progress Everyone In and support rough sleepers and those at risk of homelessness during COVID-19. Including an additional £254 million resource funding for 2021-22 to tackle homelessness and rough sleeping, including the £103 million announced earlier this year for accommodation and substance misuse support. This means the government will be

spending over £750 million to tackle homelessness and rough sleeping next year.

- An additional £125 million new burdens funding for local authorities to provide safe accommodation for victims of domestic abuse and their children. This new duty, included in the Domestic Abuse Bill, forms part of the government's ongoing commitment to support families affected by domestic abuse.

The table below shows the change in 2021/22 National Funding compared to the 2020/21 Final Settlement

	2020/21	2021/22	Change
	£m	£m	£m
Settlement Funding Assessment	14,797	14,810	13
Assumed Council Tax	29,227	31,145	1,918
Under-indexing business rates multiplier	500	650	150
Improved Better Care Fund	2,077	2,077	0
New Homes Bonus	907	622	(285)
Rural Services Delivery Grant	81	85	4
Social Care Support Grant	1,410	1,710	300
Lower Tier Services Grant	0	111	111
<b>Core Spending Power</b>	<b>48,999</b>	<b>51,210</b>	<b>2,211</b>
<b>Other Grant Funding</b>			
Rough Sleeping Initiative	112	112	0
Homelessness Prevention Grant	263	310	47
Covid 19 Funding	3,200	2,220	(980)
Hardship Funding	500	0	(500)
<b>Other Grant Funding</b>	<b>4,075</b>	<b>2,642</b>	<b>(1,433)</b>

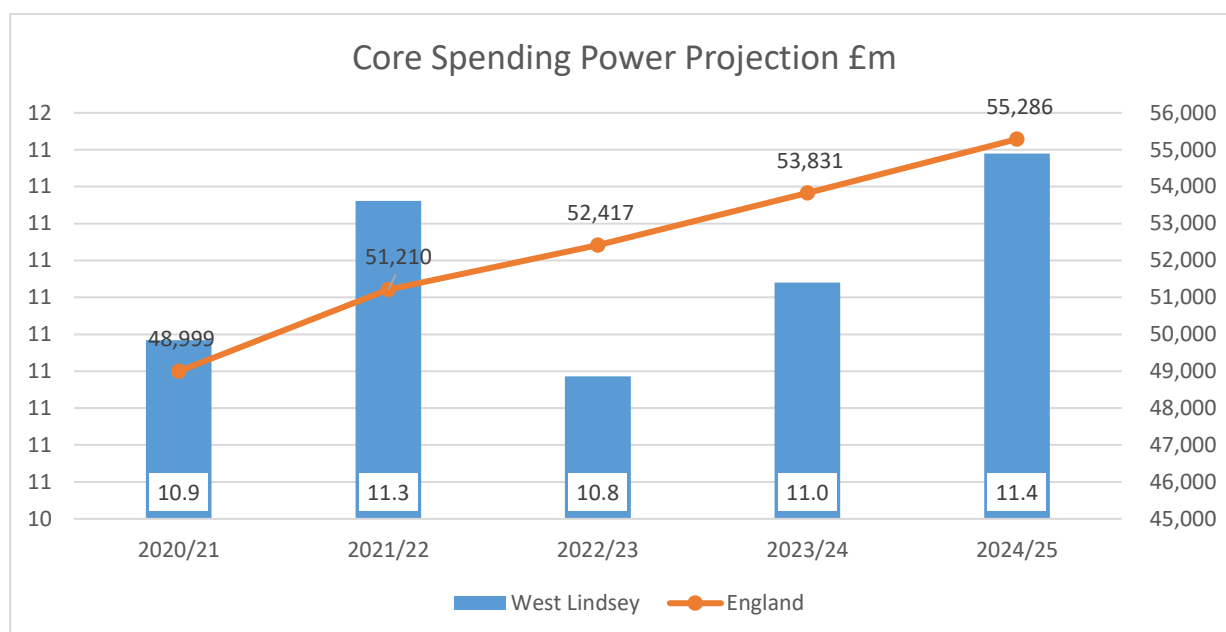
## 2.3 Local Context

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

The table below shows the Core Spending Power for West Lindsey DC based on the Local Government Settlement 2021/22.

*'Core Spending Power' is a headline figure used by MHCLG to represent the key revenue*

resources available to local authorities, including an estimate of actual and potential council tax.



West Lindsey	Actual 2020/21 £m	Provisional 2021/22 £m	Estimated 2022/23 £m	Estimated 2023/24 £m	Estimated 2024/25 £m
Settlement Funding					
Assessment	3.023	3.023	3.068	3.129	3.192
Compensation for under-indexing the business rates multiplier	0.121	0.157	0.157	0.161	0.164
Estimated Council Tax excluding Parish Precepts	6.529	6.742	6.979	7.243	7.516
New Homes Bonus	0.736	0.712	0.083	0.000	0.000
Lower Tier Services Grant	0.000	0.129	0.000	0.000	0.000
Rural Services Delivery Grant	0.474	0.498	0.498	0.508	0.518
<b>Core Spending Power</b>	<b>10.884</b>	<b>11.261</b>	<b>10.786</b>	<b>11.040</b>	<b>11.390</b>

The impact on our own Core Funding reflects an inflationary increase for Business Rates. In relation to Council Tax, there is an assumed 0.5% increase in the tax base and a £5 increase on the Council Tax charge. Other Grants reflect the Spending Review announcements;

- Additional year of New Homes Bonus £0.490m
- New one year Lower Tier Services Grant £0.129m
- Additional Rural Service Delivery Grant £0.024m

In addition to the above and with the ongoing financial challenges of the Covid response and recovery activity the Government have awarded additional Covid-19

Local Authority Support Grant of £0.510m and an estimated £0.165m in Sales Fees and Charges Losses for the period April – June 2021. It is not clear whether any further funding will be issued beyond this latest allocation if the situation is ongoing. In any event it will take time to achieve pre-covid income levels. A commercial contingency base budget of £0.200m is available to mitigate in year income losses.

## **2.4 General Fund Balances**

The Council maintains a sound financial position with the General Fund Balance being forecast to be £24.837m by the end of 2020/21. This includes £5.148m of Working Balance and £16.380m of Earmarked Reserves.

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

The Council has been increasing its General Fund working balance to mitigate the expected reduction in government funding as part of the Fairer Funding Review and the Business Rates Review and to give us some resource to manage these reductions to meet the requirement to balance the budget over the medium term. We now also need to consider the ongoing financial impact of the Covid-19 response and recovery. It is therefore, considered appropriate that we Earmark £1m and £0.5m respectively to the Finance Reserve setting aside these funds for these specific purposes.

## **2.5 Earmarked Reserves**

The Council holds £16.380m (forecast year end 2020/21) of Earmarked Reserves for a number of purposes;

- Future significant project investment
- Service investment including repairs and renewals
- Contingencies; Insurance, Valuation Volatility reserves for Business Rates Investment Properties
- Budget Smoothing

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

## **2.6 Resilience**

There has been much publicity around the resilience of Local Government after a number of S114 notices (Chief Finance Officer warning that a balanced budget is not achievable) have been issued over the past 2 years which

highlighted that they were likely to exceed resources available to meet their funding need, therefore we have set a number of resilience indicators, applied over the Medium Term to gauge our sustainability and resilience to future financial challenges.

The indicators below reflect that we are in good position to effectively manage our finances over the coming years, our reserves are in excess of our annual budget and which help to support internal borrowing, Council Tax and Business Rates are expected to grow as new housing is delivered and we support the economic recovery of our businesses. At this time Business Rates is assumed to reduce back to the Baseline of 2013/14 but will be refined once the wider review of local government funding for 2022/23 is known. Borrowing is undertaken on an affordable and sustainable basis against the value of assets.

RESILIENCE INDICATORS	2021/22	2025/26	% CHANGE
Useable Reserves as % of Net Revenue Budget	136.55%	117.01%	-14.31%
Council Tax as a % of Net Revenue Budget	51.98%	54.89%	5.59%
Business Rates as a % of Net Revenue Budget	15.41%	23.26%	50.98%
Exposure of Customer and Client Receipts as % of Net Revenue Budget	47.64%	48.09%	0.96%
Borrowing as a % of Fixed Assets	62.68%	56.01%	-10.63%
Investments as a % of Useable Reserves	56.91%	65.40%	14.90%

## 2.7 How We Compare

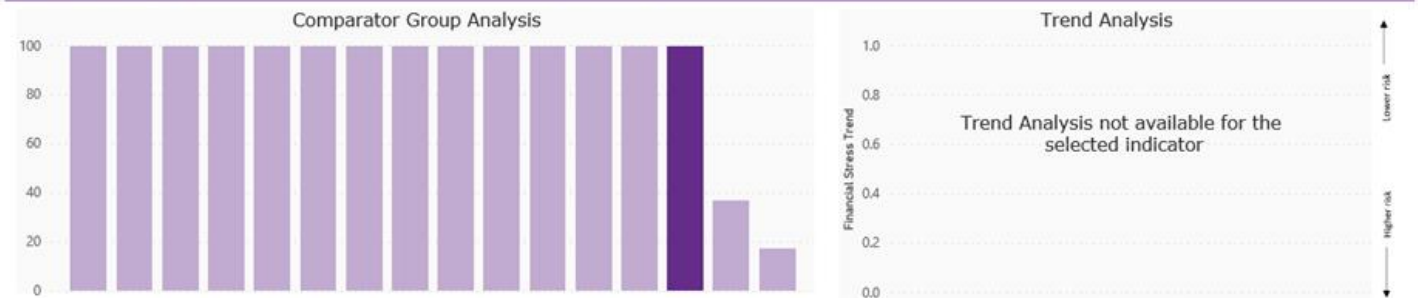
The Chartered Institute of Public Finance and Accountants (CIPFA) has undertaken to prepare a national resilience index. This tool illustrates our standing compared to our Nearest Neighbours in 2018/19 (the latest position statement) and whilst it does not rank authorities it does reflect our risk exposure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

## Results Breakdown

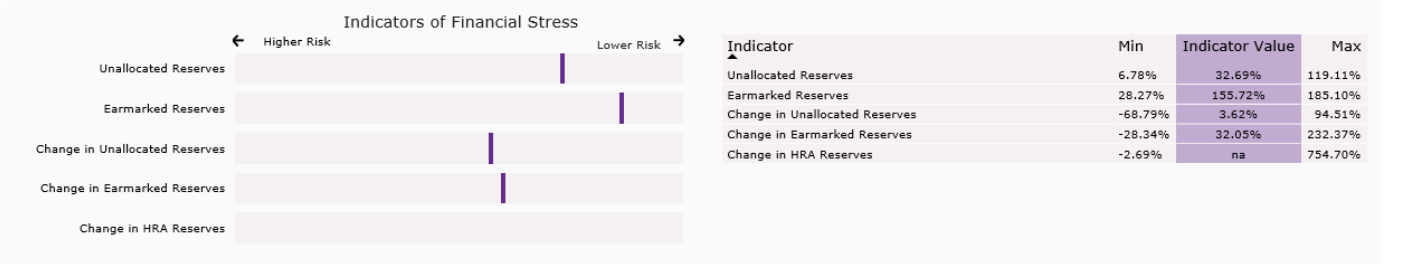


## Individual Analysis

### Reserves Sustainability Measure

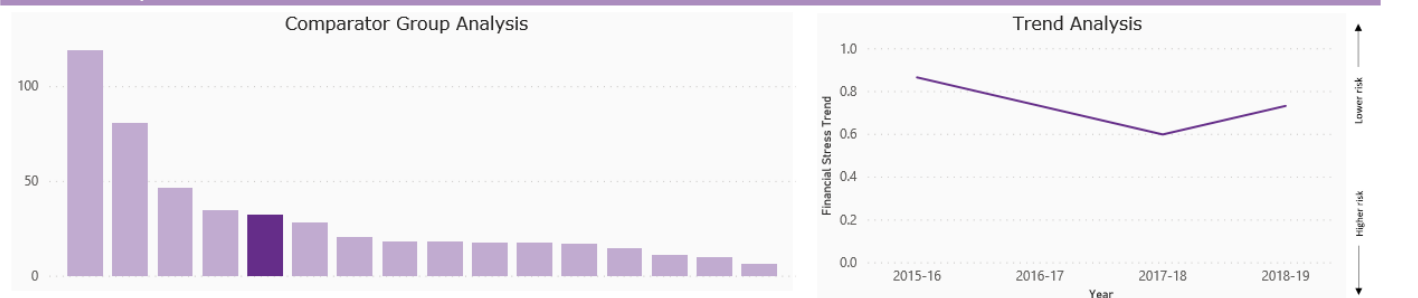


## Results Breakdown



## Individual Analysis

### Unallocated Reserves



# **MEDIUM TERM FINANCIAL PLAN**

## **2021/22-2025/26**

### **1. Introduction**

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

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

### **2. Governance**

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

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

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

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

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



# 1 The Medium Term Financial Strategy

## 1.1 Introduction

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

The Financial Strategy will focus on the delivery of growth to increase our tax base and subsequently funding from local taxation. Realisation of cashable savings from efficiencies being identified and ensuring the financial sustainability of the Council.

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

The Corporate Plan details the values which guide our working:

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

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

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

The MTFP will deliver against these objectives and principles by:

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

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

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

## 1.2 Value for Money

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

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

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

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

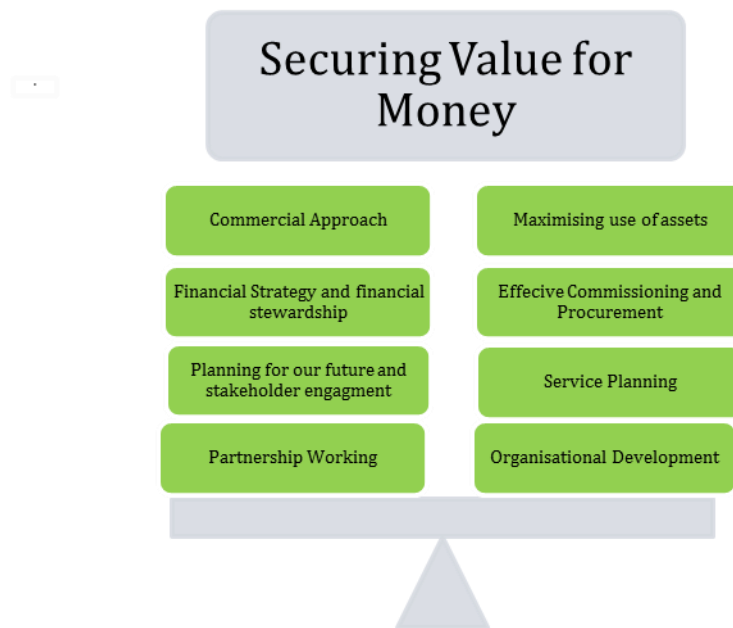
- Investing in communities (to help themselves and others)
- A more commercial council – to generate additional income and identifying opportunities that align with residents needs.
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes.

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

Our benchmarking toolkit, CFO Insights national data sets such as the Government financial returns. West Lindsey have developed 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;



Value for Money achievements can be demonstrated through the following actions;

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

### 1.3 Commercial Approach

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

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

Decisions are made in line with existing policies and as a result of a compelling business cases, which are fully supported by cost benefit analysis to inform financial viability, in addition we undertake extensive due diligence. West Lindsey uses a 5 case Business Model ensuring Financial, Legal, Operational, Strategic and Commercial implications are considered and all risks assessed to enable informed choices.

#### **1.4 Partnership Working**

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

#### **1.5 Asset Management Plan**

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

#### **1.6 Organisational Development**

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

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

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

#### **1.7 Business Planning**

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

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

## **1.8 Commissioning and Procurement**

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

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

An example of this is our Contract with SLM Ltd, our Leisure Management Company which ultimately has supported the financing of the investment in a new Dry Leisure Centre at Market Rasen, a much needed facility for the community.

## **1.9 Capital Investment Strategy (Appendix 3) and Capital Investment Programme and Financing (Appendix 4/5)**

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

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

## **1.10 The Treasury Management Strategy**

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

The Treasury Management Strategy will ensure that the primary principles governing the Council's investment criteria are the security of its investments and the availability of cash when required (liquidity). The yield or return on the 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 provides options on what is considered prudent provision for the repayment of debt.

### **1.11 Borrowing for Capital Investment**

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

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

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

### **1.12 Financial Sustainability**

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

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

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

The key assumptions are:

- that we will be able to borrow for self-funding capital investments and generate financial benefits that at least equal to the cost of borrowing

including the minimum revenue provision (MRP), a regulatory requirement on Local Authorities.

- we assume that we will generate significant revenue from new income streams from investment in assets
- We will generate efficiencies through service redesigns and the implementation of digital strategies for the benefit of our customers.

### **1.13 The Pay Policy Statement (Appendix 6)**

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

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

The Pay Policy Statement identifies;

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

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

## **2. The Medium Term Financial Analysis**

### **2.1 Introduction**

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

For 2021/22 the Budget has been based on the approved budgets for each Committee and in line with the 2021/22 Local Government Financial Settlement.

Future years are difficult to predict due to uncertainty in relation to the outcome of the review of Local Government Funding, which includes a number of elements including the overall financial settlement, the Fairer Funding Review, the Business Rates Reset and the Business Rates Retention Scheme where a rethink may be required due to the affect Covid-19 has had on tax payers. We have however taken a prudent approach by removing Business Rates Growth, to put us back to Baseline funding 2013/14 (+ inflation). In addition we have assumed that there will continue to be some element of funding to reflect rurality.

The Government has indicated that a 3 year settlement based on the outcome of these reviews will be available for 2022/23 budget setting. These unknown impacts and the level of financial risk that the Council may be exposed to will require regular monitoring and a mid-year update will provide some indication of likely outcomes as the consequences become clear.

Prudently the Council is now earmarking funds of £1m to mitigate any future year shortfalls to balance the budget over the medium term.

## **2.2 The Budget Planning Cycle**

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

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals, which can be delivered to ensure a sustainable budget.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £0.024m. Full Details of proposed fees and charges were presented to Policy and Resources Committee in November 2020.
- Regular updates have been provided to the Management Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by this Committee.
- Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
- Inclusion of the revenue implications of the Capital Programme 2021/22 – 2025/26.
- Consultation with Parish Councils, residents and business ratepayers has been undertaken.
- The review of Earmarked Reserves and approved additional resources being funded from these reserves and/or external grant income (approved by CP&R 9<sup>th</sup> November 2021).
- Consideration of other Strategies i.e. Car Parking Strategy, Housing Strategy etc.



## **2.3 Budget Assumptions**

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

- Employees - Pay Award 0% 2021/22 and 2% thereafter
- Pensions – 1% annual increase (includes employers contribution and deficit reduction payment) as estimated by the Actuary
- Council Tax increases of £5 for 2021/22 and 3% onwards with annual tax base growth of 0.75%
- NNDR and reversion to Baseline from 2022/23 onwards.
- Contractual inflation applied only to service expenditure budgets
- New Homes Bonus no new allocations from 2022/23 and legacy funding for 2019/20 only
- Utilities - Electricity 5%, Gas 0%, Water 0%
- Capital Programme is based on best estimates of total investment; total borrowing; use of reserves; impact on revenue

## **2.4 Council Tax**

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

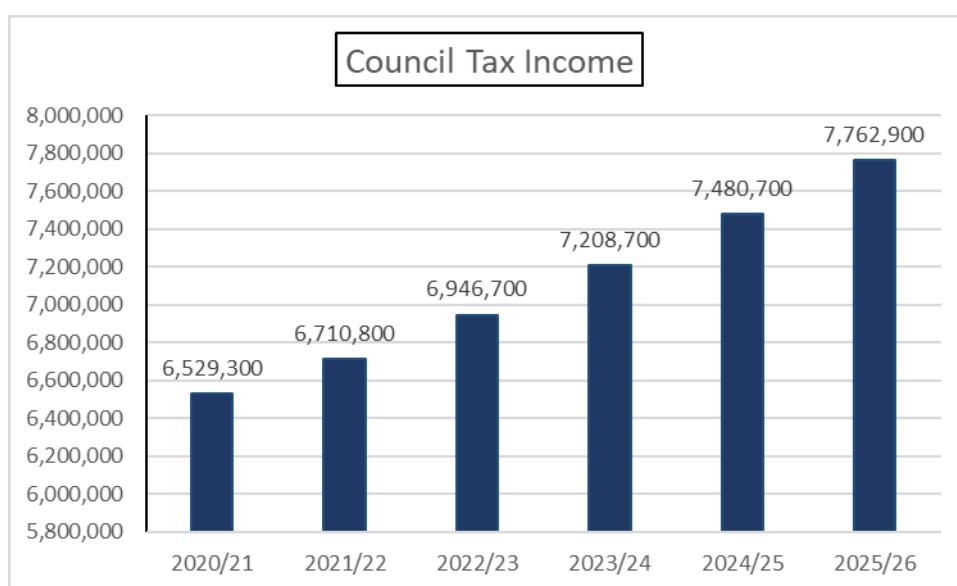
The Tax Base for 2021/22 has been approved at 30,128.37 (29,986.98 2020/21) reflecting growth of 0.47% (1.54% 2020/21). Average growth over past 3 years has been 1.03%. The MTFP includes an annual growth rate of 0.75%

In terms of actual Council Tax, the Council's current strategy is to increase Council Tax to the Governments maximum capping levels (Assumed 2% of £5 whichever is the greater for 2021/22 and 3% ongoing), this strategy helps to support future sustainability. As a guide a 1% annual increase results in an additional £0.067m in the first year increasing to £0.361m by year 5.

The Council Tax increase for 2021/22 is proposed at £5 (2% 2020/21) giving a Band D equivalent Council Tax of £222.74 (£217.74 2020/21).

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

In addition the Council Tax Surplus for 2021/22 has been calculated to be £0.168m (£0.215m 2020/21) and will be included in the budget. The Medium Term Financial Analysis includes an estimated £0.100m ongoing



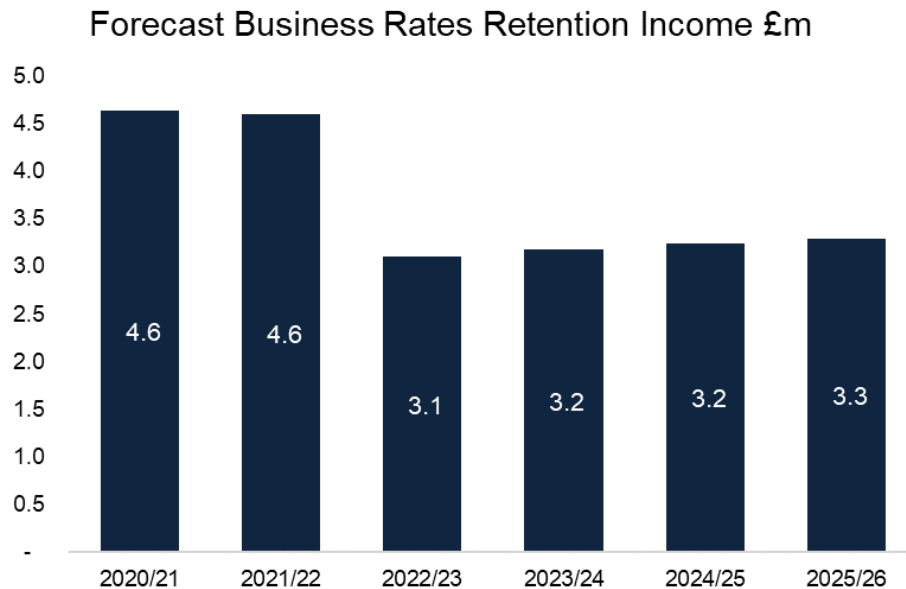
## 2.5 Business Rates

A further one year settlement for 2021/22 is estimated to provide business rates income of £3.776m. However, the benefit of continuing to be a part of the Lincolnshire Business Rates Pool, provides an additional benefit of £0.451 being 60% of the levy which would have been payable to the Government, in addition the Government is supporting business rates losses as a consequence of Covid-19 and has provide £0.425m of funding bringing the overall retained income to £4.652m.

The Budgeted income of £1.989m reflects the impact of the 2020/21 deficit brought forward which relates to the governments introduction of Business Rates Reliefs for the Retail, Leisure and Hospitality Sectors of £2.664m and which will be funded from the NNDR Volatility Reserves, which holds the Government funding to offset this element of the deficit. Other losses can be spread over 3 years at an annual rate of £0.189m, which will be funded from the reserve.

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

Whilst full details of the scheme are not yet known there will also be the impact of the Fairer Funding Review, both of these proposals bring significant change to local government financing and have been delayed, initially due to the need to focus on the Brexit deal and subsequently due to the demands in responding to the Covid-19 pandemic. It is expected that these may be implemented by 2022/23, and there are ongoing demands from the sector that a 3 year settlement funding deal would aid future financial planning for Local Government. We have taken a prudent approach to our forecasts and are estimating income from Retained Business Rates over the medium term is detailed below;



## 2.6 New Homes Bonus

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

Since 2011 the Council has seen an increase in chargeable properties of 4,741 to its current level of 44,123 (42,748 2020/21).

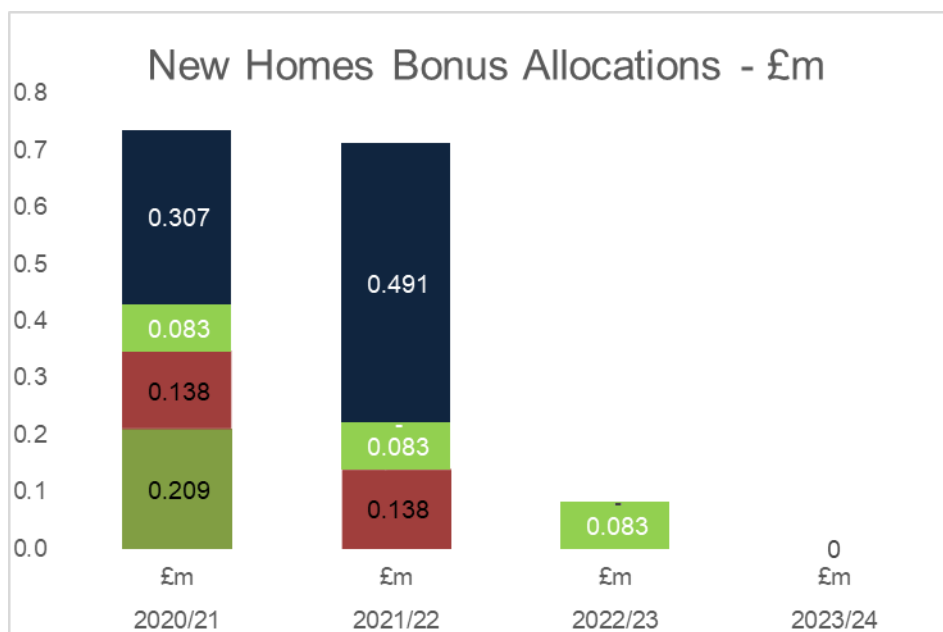
As part of the one year funding Settlement the scheme has been extended for a further year and will result in an additional £0.490m being received in 2021/22 this is in addition to our legacy funding £0.221m. The overall New Homes Bonus allocation for 2021/22 is £0.712m (£0.736m 2020/21)

As the scheme is under review. Nationally there is a forecast that the balance of monies remaining circa £40m will be returned nationally, with our proportion being circa £0.011m.

In total we will have received £13.901m of New Homes Bonus Grant which has been earmarked and is used to support investment in growth and regeneration.

It is assumed that there will be no new allocations beyond 2021/22, with only the final legacy payment for 2019/20 being due in 2022/23 totalling £0.083m.

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



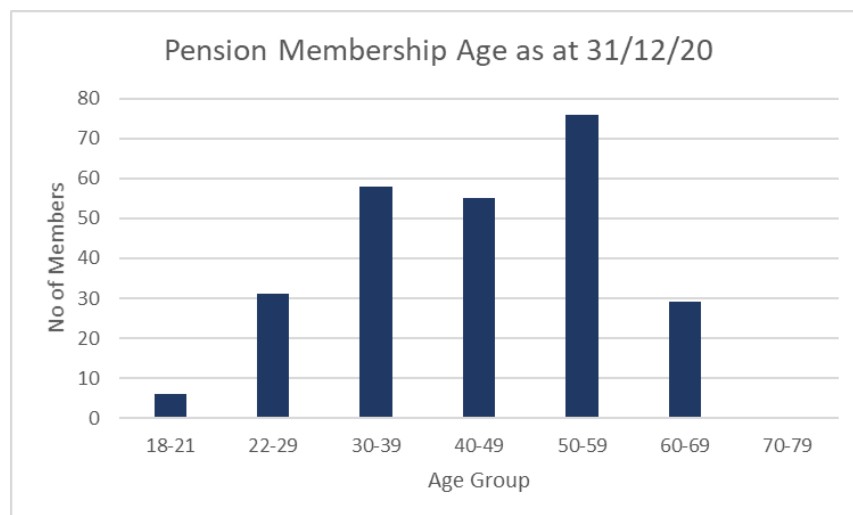
## 2.7 Pension Contributions

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

The employers contribution rate for the period 2020/21 to 2022/23 has been determined at 17.2% per annum.

In relation to the pension deficit, currently £37.795m (as at 31 March 2020). Our strategy is to contribute an appropriate amount with the aim of removing the deficit over a 20 year period. The payment for 2021/22 is £01.028m (£0.940m 2020/21).

Age Profile of 255 Members of the Superannuation Scheme as at 1.4.2020 (244 2019) is show in the graph below;



## 2.8 Reserves

The Council are requested to approve the movement on Reserves.

The level of the General Fund Working Balance will be set, as a minimum at £2.5m. This minimum balance will represent funds available to mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates and the ongoing impact of Covid-19. In addition such risks may also include changes in Government policy, further funding reductions post 2020/21 and other market factors.

The level of general reserves will continue to be closely monitored during the period of this MTFP in the context of protecting the Council from existing and future liabilities. This is extremely important given the uncertainty around future funding levels and the impact of Covid-19 on our income and expenditure. Reserves will continue to be maintained at a prudent level.

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

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

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

RESERVE	YEAR END	MTFP				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
General Fund Working Balance	5,147,508	2,740,008	2,740,008	2,740,008	2,716,008	2,716,008
Earmarked Reserves	16,379,704	13,828,504	12,419,704	12,480,304	12,463,404	12,516,504
Capital Receipts	1,035,524	558,408	623,592	688,776	753,960	816,658
Capital Grants Unapplied	2,273,886	501,172	501,172	501,172	501,172	501,172
<b>TOTAL</b>	<b>24,836,622</b>	<b>17,628,092</b>	<b>16,284,476</b>	<b>16,410,260</b>	<b>16,434,544</b>	<b>16,550,342</b>

The table below reflects the movement on the General Fund Balance 2021/22

Movement on General Fund Balance	2021/22 £
Estimated Bal Bfwd	5,147,508
Less Approved Carry Forwards from 2020/21	(418,000)
Less Creation of new Earmarked Reserves	(293,700)
Less Transfer to Earmarked Reserves	(1,650,000)
Less In year project funding	(45,800)
<b>Estimated Year End Balance</b>	<b>2,740,008</b>

The tables below detail all movements on Earmarked Reserves

Contribution to Reserves	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Future costs of investment property maintenance	85,900	85,900	85,900	85,900	85,900
Carbon reduction (Fits)	17,000	17,000	17,000	17,000	17,000
Contribution to IT Reserve 10yr replacement prog.	88,800	92,800	92,800	87,800	82,800
IT Website Replacement	0	0	15,000	15,000	15,000
Replacement of civic car	5,000	5,000	5,000	5,000	5,000
Wheeled Bin Replacement	19,300	19,300	19,300	19,300	19,300
Elections - Budget smoothing increase (from GF)	40,000	40,000	40,000	40,000	40,000
Vehicle Replacement Programme	347,800	347,800	347,800	347,800	347,800
New Homes Bonus-to investment for growth EMR	565,400	26,800	0	0	0
Project Investment EMR	56,700	0	0	0	0
Increase Investment for Growth Reserve	500,000	0	0	0	0
New EMR - Environmental and Climate Change Reserve	500,000	0	0	0	0
New EMR - Cultural Strategy Reserve	250,000	0	0	0	0
New EMR - Health and Wellbeing Reserve	250,000	0	0	0	0
Transfer to Finance Reserve - for Fairer Funding/BRR risk	1,000,000	0	0	0	0
Transfer to Finance Reserve - for Covid recovery	500,000	0	0	0	0
Contribution to Maintenance of Facilities Reserve-Saxilby Bridge	100,000	0	0	0	0
Transfer to Project Investment Reserve	150,000	0	0	0	0
Contribution to Business Rates Volatility Reserve	236,100	0	0	0	0
<b>TOTAL CONTRIBUTION TO RESERVES</b>	<b>4,712,000</b>	<b>634,600</b>	<b>622,800</b>	<b>617,800</b>	<b>612,800</b>

Use of Reserves	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Temporary Project Staffing Resources CRM	(72,100)	(74,200)	0	0	0
Firmstep licence Apr 21 - Dec 21 Approved CPR	(19,000)	0	0	0	0
Civica 1 year licence extn, 6 yr read only access (22/23-27/28)	(26,500)	(5,500)	(5,500)	(5,500)	(5,500)
Hemswell Cliff Regeneration (FIN/7/21 DD 14.04.20)	(5,000)	0	0	0	0
Homelessness Government Grants	(46,800)	(15,700)	0	0	0
Replacement bins-domestic	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Use of Elections reserve	0	0	(160,000)	0	0
Business Improvement & Transformation	0	0	(15,700)	(19,200)	(22,200)
Supporting Vulnerable Communities-Enforcement Officer	(29,400)	(6,000)	0	0	0
Connectivity Fund	(28,900)	0	0	0	0
Community Grant Scheme	(100,000)	(100,000)	0	0	0
use of Business Rates Volatility Reserve (CO11/9112)	(2,664,100)	(189,000)	(189,000)		
<b>REVENUE USE OF RESERVES</b>	<b>(3,011,800)</b>	<b>(410,400)</b>	<b>(390,200)</b>	<b>(44,700)</b>	<b>(47,700)</b>

## 2.9 Medium Term Financial Analysis (Appendix 1)

The 5 year Medium Term Financial Plan 2020/21 has been updated during the budget process and reflects the total Funding Gap from 2021/22 to 2025/26, the Council has a number of projects and initiatives which will help meet the future funding gaps detailed in the table below;

MTFP 2021/22 - 2025/26 5 YRS					
	2021/22	2022/23	2023/24	2024/25	2025/26
<b>MTFP - FUNDING GAP B/FWD</b>	<b>893</b>	<b>973</b>	<b>1,041</b>	<b>1,067</b>	<b>1,100</b>
Total Pressures	519	503	535	582	644
Total Savings	(437)	(451)	(511)	(532)	(521)
Total Additional Income	(115)	(162)	(223)	(247)	(287)
Total Capital Financing Savings	(627)	(119)	(112)	(120)	(128)
Contribution to Reserves	857	21	54	54	54
Creation of New Earmarked Reserves	706	0	0	0	0
<b>Movement in Funding:</b>					
Council Tax	45	64	67	69	72
Revenue Support Grant	(65)	(65)	(65)	(65)	(65)
Business Rates	(1,493)	103	102	100	51
Council Tax Surplus	(68)	0	0	0	0
Other Government Grants	(215)	(10)	(15)	(10)	(10)
<b>MTFP - FUNDING GAP</b>	<b>0</b>	<b>857</b>	<b>873</b>	<b>898</b>	<b>910</b>

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

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

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

Budget changes have been built on amounts approved by the Corporate Policy and Resources Committee throughout the year, and changes approved under delegation. Changes to the base budget have been reported to both Prosperous Communities Committee and Corporate Policy and Resources Committee in February 2021.

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

The balance of General Reserves are considered to be adequate to cover risks, peaks and troughs and the investments proposed. A minimum General Fund Balance has been set at £2.5m or 10% of Net Operating Expenditure and is forecast to exceed this target over the MTFP.

This represents;

- 95% of MTFP total 3 year deficit (£2.628m)
- 71% of MTFP total funding gap (£3.973m)
- 19% of budget requirement
- 17 days of average gross expenditure cover (£0.144m per day)

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

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

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



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

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

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

The movement on the previous year MTFP and the level of pressures and savings identified since that time are shown in the table below;

## 2.11 Risk Analysis (Appendix 2)

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

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

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

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

In terms of Budget risks these include;

<b>RISK</b>	<b>MITIGATION</b>
Future Funding Levels	10% or £2.5m minimum General Fund Working Balance set. Which can be used to support a balanced budget should it be required giving the Council time to manage the implications of future settlement funding
Inflation under estimated	General Fund Working Balance
Borrowing Interest Rates under estimated	We budget at 100% borrowing need. In reality as we utilise our own cash reserves for some element of this borrowing (internal borrowing) saving on interest costs. It is therefore highly unlikely that there would be a budget impact.

	General Fund Working Balance
Changes to Grant Funding	Initiatives and Projects would cease/reduce in line with Grant levels Earmarked £1m for Fairer Funding and Business Rates Review impacts
Demand for services reduces level of income receivable	Commercial Contingency Budget of £0.2m in base budget and General Fund Working Balance £2m
Unforeseen events/emergencies/ budget overspend (including Covid response and recovery)	Unexpected costs or income pressures which are not supported from government grant. General Fund Working Balance of £2.5m £0.500m earmarked for Covid response and recovery
Savings not achieved	General Fund Working Balance of £2.5m Commercial Contingency Budget £0.200m

## 2.12 Sensitivity Analysis

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

Impact of +/-	Equates to +/-
1% Pay award	£0.099m
1% Council Tax	£0.067m
1% Business Rates	£0.072m
1% Non-Pay Budget	£0.063m
1% Interest on balances	£0.100m
1% on Borrowing	£0.310m
1% on Fees and Charges	£0.068m

## 3 The 2020/21 Revenue Budget

### 3.1 Introduction

The Council presents a Balanced Revenue Budget for 2021/22, and is represented over our Service Clusters;

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

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

**Our Council** – Strategic Focus: Customer, Finances, Staff & Members i.e. Finance, Human Resources, Committee Administration, ICT, Change

Management, Elections, Corporate Fraud, Debtors, Local Tax Collection, Local Land Charges, Crematorium, Commercial Properties, Customer Relations, Green Waste Service, Bulky Waste Collections, Trade Waste, Markets

### 3.2 Settlement Funding 2021/22

The Settlement Funding Assessment determines our local share of Business Rates and provides details of other Core Funding Grants and any additional Grants the Minister announces. Whilst the final settlement funding has yet to be announced, this draft budget has been prepared based on the Provisional Settlement issued in December 2020, we are not expecting any significant changes.

The announcement for West Lindsey included;

A one year Settlement Funding which would be based on the 2020/21 assessment increased for cpi.

Also announced was additional funding for;  
 An additional year of New Homes Bonus - £0.491m  
 A one off Lower Tier Services Grant – £0.129m  
 Additional Rural Services Delivery Grant - £0.024m

In addition further Covid-19 expenditure Grant of £0.510m and Sales Fees and Charges losses Grant £0.165m were announced to support the financial impacts of Covid-19 upto June 2021.

The elements of our Core Funding is detailed in the table below;

West Lindsey	Actual 2020/21 £m	Provisional 2021/22 £m
Settlement Funding Assessment	3.023	3.023
Compensation for under-indexing the business rates multiplier	0.121	0.157
Estimated Council Tax excluding Parish Precepts	6.529	6.742
New Homes Bonus	0.736	0.712
Lower Tier Services Grant	0.000	0.129
Rural Services Delivery Grant	0.474	0.498
<b>Core Spending Power</b>	<b>10.884</b>	<b>11.261</b>

### 3.3 Revenue Budget 2021/22

Cluster	Original Budget 2020/21 £	Proposed Budget 2021/22 £
Our Council	5,924,100	6,283,400
Our People	1,513,200	1,529,000
Our Place	3,715,600	3,867,400
<b>Cluster Total</b>	<b>11,152,900</b>	<b>11,679,800</b>

Estimated Capital Implications	(32,800)	0
Interest Receivable	(250,300)	(124,600)
Investment Income - Property Portfolio	(1,624,700)	(1,434,900)
Drainage Board Levies	370,900	388,100
Parish Precepts	2,134,100	2,185,000
Interest Payable	983,000	377,700
Statutory MRP	243,700	442,900
<b>Other Operating Expenditure</b>	<b>1,823,900</b>	<b>1,834,200</b>

<b>Net Revenue Expenditure</b>	<b>12,976,800</b>	<b>13,514,000</b>
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Transfer to / (from) General Fund	527,500	(1,943,700)
Transfer to / (from) Earmarked Reserves	852,700	1,700,200
<b>Budget Requirement (Amount to be met from Government Grant or Council Tax)</b>	<b>14,357,000</b>	<b>13,270,500</b>

<b>Funding Income</b>		
Business Rate Retention Scheme	4,186,000	1,989,000
Collection Fund Surplus - Council Tax	215,400	167,500
COVID Grants	0	675,000
Parish Councils Tax Requirement	2,134,100	2,185,000
New Homes Bonus	736,300	712,100
Other Government Grants	555,900	831,100

<b>Council Tax Requirement</b>	<b>6,529,300</b>	<b>6,710,800</b>
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<b>TOTAL FUNDING</b>	<b>14,357,000</b>	<b>13,270,500</b>
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<b>Balanced Budget/Funding Target</b>	<b>0</b>	<b>0</b>
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### **3.4 Base budget movements**

The Budget of £13,270,500 (£14,357,000 2020/21) is proposed for approval and reflects a reduction of £1,086,500 (including movements in reserves). The significant movements are detailed below;

#### **Service Clusters**

- Employee costs reduction (£0.096m) includes impact of pay awards
- Contractual cost increases £0.091m
- Housing Benefit Rent Allowances overpayments recovery £0.116
- Introduction of a 2% vacancy factor (£0.184m)
- Income budget movements (£0.077m)
- Together24 efficiency saving (£0.029)
- Covid-19 recovery and response £0.675m (funded from Gov.Grant)
- Various other pressures £0.105
- Various other savings (£0.018)

#### **Other Operating Expenditure**

- Interest payable on borrowing budget reduction due to expected actual borrowing for treasury purposes and change to capital programme (£0.627m)
- Interest receivable £0.126m, reduced investment rates and internal borrowing implications.
- Investment Properties net reduction in income as change to capital programme and additional rental income from last acquisition £0.189m

#### **Funding**

- Business Rates – One off settlement, additional support for 2020/21 income losses net of 2020/21 deficit payable 2021/22 £2.197m of which (£2.644) funded from Government Grant 2021/22 held in reserves and £1.493m in year gain)
- Government Grants – (£0.890m)
- Council Tax and Surplus £0.133m

In addition there is a reduction of £3.815m in relation to the net use of reserves, of which £2.664m relates to the previous year deficit on Business Rates from the Covid-19 Reliefs for Retail, Hospitality and Leisure sectors and which has been funded by the Government and earmarked at the end of 2020/21.

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

### 4.1 Introduction

The draft Capital Programme 2021/22 to 2025/26 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.

Members are requested to approve the Capital Programme and approval to spend for Business As Usual activity for 2021/22.

### 4.2 Asset Management Plan

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

Initiative	Delivery Year				
	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Strategic & Operational Plans	0	0	0	0	0
Physical Assets (Fit for Purpose)	10,000	10,000	0	30,000	40,000
Risk Management (Physical Estate)	0	0	0	0	0
Operations & Maintenance	95,000	65,000	105,000	45,000	77,500
Physical Assets	10,000	0	0	0	0
Capital Works Planning	50,000	70,000	170,000	90,000	10,000
<b>Total</b>	<b>165,000</b>	<b>145,000</b>	<b>275,000</b>	<b>165,000</b>	<b>127,500</b>

### 4.3 The Summary Capital Programme

Service Cluster	Estimate 2021/22 £	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Total Capital Programme £
Our People	2,456,261	595,000	595,000	595,000	595,000	4,836,261
Our Place	6,245,284	3,667,500	302,000	608,000	412,000	11,234,784
Our Council	695,000	375,000	200,000	265,000	100,000	1,635,000
Investment	0	3,000,000	0	0	0	3,000,000
<b>Grand Total</b>	<b>9,396,545</b>	<b>7,637,500</b>	<b>1,097,000</b>	<b>1,468,000</b>	<b>1,107,000</b>	<b>20,706,045</b>

The overall Capital Investment Programme totals £20.706 however, £11.136m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £9.569m

being pipeline projects. Only approved Capital Budgets will be monitored throughout the financial year.

The 4 levels of the Programme are detailed below;

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

Stage	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£	£	£	£	£	£
BAU	1,346,114	1,513,000	917,000	1,275,000	1,107,000	<b>6,158,114</b>
Pre-Stage 1	523,800	616,000	30,000	0	0	<b>1,169,800</b>
Stage 1	1,892,300	1,900,000	0	0	0	<b>3,792,300</b>
Stage 2	3,655,784	608,500	150,000	193,000	0	<b>4,607,284</b>
Stage 3	1,978,547	3,000,000	0	0	0	<b>4,978,547</b>
<b>Grand Total</b>	<b>9,396,545</b>	<b>7,637,500</b>	<b>1,097,000</b>	<b>1,468,000</b>	<b>1,107,000</b>	<b>20,706,045</b>

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

The detailed Capital Investment Programme is attached at Appendix 4 for consideration and recommendation to Council.

#### 4.4 Capital Investment Financing

The proposed funding for the Capital Programme 2021/22 – 2025/26 is analysed below;

CAPITAL FINANCING	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	TOTAL CAPITAL INVESTMENT
Grants & Contributions etc	-2,859,798	-1,674,500	-745,000	-788,000	-595,000	-6,662,298
Revenue/Earmarked Reserves	-4,251,447	-1,203,000	-342,000	-680,000	-512,000	-6,988,447
Useable Capital Receipts	-542,300	-3,176,000	-10,000	0	0	-3,728,300
Prudential Borrowing	-1,743,000	-1,584,000	0	0	0	-3,327,000
<b>Total Capital Programme Funding</b>	<b>-9,396,545</b>	<b>-7,637,500</b>	<b>-1,097,000</b>	<b>-1,468,000</b>	<b>-1,107,000</b>	<b>-20,706,045</b>

## 4.5 New Bids

Members should be aware that the Capital Investment Programme has 5 new bids for 2021/22;

- Nettleham (Affordable Housing)
- Trinity Arts Centre Improvements
- Document Management System
- Telephony (Including Contact Centre)

## 5. Treasury Management 2021/22

- 5.1 The full Treasury Management Strategy, Minimum Revenue Provision Policy and Investment Strategy has been scrutinised by the Governance and Audit Committee and will be presented to Council for approval.

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

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

£m	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
<b>Capital Financing Requirement</b>						
<b>Accounting Adj</b>	1.065	1.065	1.065	1.065	1.065	1.065
Prudential Borrowing	38.997	40.275	38.921	38.326	37.731	37.136
<b>Total CFR</b>	<b>40.062</b>	<b>41.340</b>	<b>39.986</b>	<b>39.391</b>	<b>38.796</b>	<b>38.201</b>
<i><b>OF which relates to investment properties</b></i>	22.999	22.999	22.999	22.999	22.999	22.999
<b>Movement in CFR</b>	<b>2.166</b>	<b>1.278</b>	<b>-1.354</b>	<b>-0.595</b>	<b>-0.595</b>	<b>-0.595</b>
<b>Movement in CFR represented by</b>						
Net financing need for the year (above)	2.473	1.743	0.000	0.000	0.000	0.000
Less MRP/VRP and other financing movements	-0.279	-0.443	-0.573	-0.573	-0.573	-0.573
Loan principal repaid	-0.028	-0.022	-0.781	-0.022	-0.022	-0.022
<b>Movement in CFR</b>	<b>2.166</b>	<b>1.278</b>	<b>-1.354</b>	<b>-0.595</b>	<b>-0.595</b>	<b>-0.595</b>



<b>£m</b>	<b>2021/22 Estimate</b>
<b>Investments</b>	
Average Investment	12,133,000
<b>Borrowing</b>	
Actual external borrowing at 31 March	31,000,000
Internal Borrowing	12,240,000
<b>The Capital Financing Requirement</b>	<b>43,240,000</b>
<b>Internal Borrowing %</b>	<b>28.30</b>

## **6. Pay Policy Statement (Appendix 6) and Human Resources Statement (Appendix 7)**

The Human Resource Statement details the budgeted full time equivalents of 291.06 (288.77 2021/22) by Cluster and Business Unit.

**SUMMARY OF WLDC MEDIUM TERM FINANCIAL PLAN 2021/22 - 2025/26****High Level Summary Excluding Recharges and Capital**

Cluster	Proposed Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £
Our Council	6,283,400	5,641,600	5,846,600	5,843,700	6,009,900
Our People	1,529,000	1,520,500	1,552,900	1,640,900	1,677,200
Our Place	3,867,400	3,899,700	3,973,200	4,119,300	4,252,500
<b>Cluster Total</b>	<b>11,679,800</b>	<b>11,061,800</b>	<b>11,372,700</b>	<b>11,603,900</b>	<b>11,939,600</b>

Interest Receivable	(124,600)	(87,300)	(98,000)	(100,600)	(100,600)
Investment Income - Property Portfolio	(1,434,900)	(1,472,700)	(1,538,500)	(1,549,900)	(1,572,100)
Drainage Board Levies	388,100	402,300	417,700	431,900	447,200
Parish Precepts	2,185,000	2,228,700	2,273,300	2,318,800	2,365,200
Interest Payable	377,700	837,300	837,300	837,300	837,300
Statutory MRP	442,900	572,500	572,500	572,500	572,500
<b>Other Operating Expenditure</b>	<b>1,834,200</b>	<b>2,480,800</b>	<b>2,464,300</b>	<b>2,510,000</b>	<b>2,549,500</b>

<b>Net Revenue Expenditure</b>	<b>13,514,000</b>	<b>13,542,600</b>	<b>13,837,000</b>	<b>14,113,900</b>	<b>14,489,100</b>
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Transfer to / (from) General Fund	(1,943,700)	0	0	(24,000)	0
Transfer to / (from) Earmarked Reserves	1,700,200	224,200	232,600	573,100	565,100

<b>Amount to be met from Government Grant or Council Tax</b>	<b>13,270,500</b>	<b>13,766,800</b>	<b>14,069,600</b>	<b>14,663,000</b>	<b>15,054,200</b>
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<b>Funding Income</b>					
Business Rate Retention Scheme	1,989,000	2,929,200	2,990,800	3,241,400	3,290,100
Collection Fund Surplus - Council Tax	167,500	100,000	100,000	100,000	100,000
COVID Grants	675,000	0	0	0	0
Parish Councils Tax Requirement	2,185,000	2,228,700	2,273,300	2,318,800	2,365,200
New Homes Bonus	712,100	83,000	0	0	0
Other Government Grants	831,100	622,200	623,500	624,500	625,600

<b>Council Tax Requirement</b>	<b>6,710,800</b>	<b>6,946,700</b>	<b>7,208,700</b>	<b>7,480,700</b>	<b>7,762,900</b>
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<b>TOTAL FUNDING</b>	<b>13,270,500</b>	<b>12,909,800</b>	<b>13,196,300</b>	<b>13,765,400</b>	<b>14,143,800</b>
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<b>Balanced Budget/Funding Target</b>	<b>0</b>	<b>857,000</b>	<b>873,300</b>	<b>897,600</b>	<b>910,400</b>
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**SUMMARY OF WLDC MEDIUM TERM FINANCIAL PLAN 2021/22 - 2025/26**  
**Analysis by spend/income type**

	Proposed Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £
<b>Expenditure</b>					
Employees	11,712,100	11,819,100	11,709,500	12,045,700	12,383,800
Interest Payable	377,700	837,300	837,300	837,300	837,300
Other Operating Expenditure- Drainage Board Levies	388,100	402,300	417,700	431,900	447,200
Other Operating Expenditure- Parish Precepts	2,185,000	2,228,700	2,273,300	2,318,800	2,365,200
Premises	1,032,700	1,057,000	1,080,900	1,077,000	1,086,200
Supplies and Services	2,871,800	2,253,900	2,289,000	2,251,600	2,237,400
Third Party Payments	1,396,300	1,365,100	1,462,000	1,388,300	1,373,500
Transfer Payments	16,527,300	16,527,300	16,438,500	16,438,500	16,438,500
Transport	961,300	968,000	920,500	920,500	920,500
<b>TOTAL EXPENDITURE</b>	<b>37,452,300</b>	<b>37,458,700</b>	<b>37,428,700</b>	<b>37,709,600</b>	<b>38,089,600</b>

<b>Income</b>					
Customer and Client Receipts	(6,769,600)	(6,938,500)	(6,603,600)	(6,620,300)	(6,646,500)
Government Grants	(16,753,000)	(16,738,000)	(16,721,600)	(16,716,300)	(16,704,900)
Interest Receivable	(124,600)	(87,300)	(98,000)	(100,600)	(100,600)
Other Grants and Contributions	(734,000)	(724,800)	(741,000)	(731,000)	(721,000)
<b>TOTAL INCOME</b>	<b>(24,381,200)</b>	<b>(24,488,600)</b>	<b>(24,164,200)</b>	<b>(24,168,200)</b>	<b>(24,173,000)</b>

<b>Transfers To / (From) Reserves</b>					
Transfer to / (from) General Fund	(1,943,700)	0	0	(24,000)	0
Transfer to / (from) Earmarked Reserves	1,700,200	224,200	232,600	573,100	565,100
Statutory MRP	442,900	572,500	572,500	572,500	572,500
<b>Transfers To / (From) Reserves</b>	<b>199,400</b>	<b>796,700</b>	<b>805,100</b>	<b>1,121,600</b>	<b>1,137,600</b>

<b>Amount to be met from Government Grant or Council Tax</b>	<b>13,270,500</b>	<b>13,766,800</b>	<b>14,069,600</b>	<b>14,663,000</b>	<b>15,054,200</b>
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<b>FUNDED BY:</b>					
Business Rate Retention Scheme	1,989,000	2,929,200	2,990,800	3,241,400	3,290,100
Collection Fund Surplus - Council Tax	167,500	100,000	100,000	100,000	100,000
COVID Grants	675,000	0	0	0	0
Parish Council Tax Requirement	2,185,000	2,228,700	2,273,300	2,318,800	2,365,200
New Homes Bonus	712,100	83,000	0	0	0
Other Government Grants	831,100	622,200	623,500	624,500	625,600
<b>Council Tax Requirement</b>	<b>6,710,800</b>	<b>6,946,700</b>	<b>7,208,700</b>	<b>7,480,700</b>	<b>7,762,900</b>

<b>Grand Total</b>	<b>13,270,500</b>	<b>12,909,800</b>	<b>13,196,300</b>	<b>13,765,400</b>	<b>14,143,800</b>
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<b>Balanced Budget/Cumulative Savings Target</b>	<b>0</b>	<b>857,000</b>	<b>873,300</b>	<b>897,600</b>	<b>910,400</b>
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**APPENDIX 2**

	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Future available resources less than assumed</b>	<b>Likely</b>	<b>High</b>	Annual review of reserves. General Fund Working Balance increased Volatility/Contingency earmarked reserves in place. Planning for future reductions above those assumed in the MTFP would be implemented. However the GFB can support any medium term shortfall.
<b>Commercial Projects do not deliver anticipated benefits</b>	<b>Possible</b>	<b>Medium</b>	Project management and monitoring. Risk Register for each project Appropriate and robust due diligence. Commercial contingency of £200k in base budget
<b>Council is unable to provide a balanced budget in future years.</b>	<b>Unlikely</b>	<b>Medium</b>	The Council has an adequate level of General Fund Reserves to support balancing the budget over the MTFP should it be required.
<b>Volatility of Business Rates</b>	<b>Possible</b>	<b>Medium</b>	Volatility of funding stream outside of Council control but impact mitigated by establishment of contributions to an earmarked reserves.
<b>Pay and price increases above budgeted assumptions</b>	<b>Possible</b>	<b>Medium</b>	Assumption of 2% pay increase annually built into MTFP. Contractual inflation is included in budget. Average utilities % applied. Improved commissioning and procurement expected
<b>Future spending plans</b>	<b>Possible</b>	<b>Low</b>	All Services carry out effective horizon scanning with profile of service demands (past and future). This informs the MTFP budget modelling throughout the year. Pressures are dealt with as they arise. Contingencies and risk reserves in place.
<b>Anticipated savings/ efficiencies not achieved.</b>	<b>Possible</b>	<b>High</b>	Impact on longer term financial planning. Regular monitoring and reporting take place. Future funding unknown post 2021/22 but the size of the funding cuts increase the likelihood of this risk. Non achievement of savings would require compensating reductions in planned spending within services. A principle is

			in place to maintain General Reserve at a minimum of 10% of Net Operating Expenditure, this has been increased to £2.5m represents circa 14% due to future funding and economic uncertainty.
<b>Income targets not achieved.</b>	<b>Likely</b>	<b>Medium</b>	Income has been substantially affected and in the current economic climate recovery is likely to take some time. A commercial contingency budget of £200k mitigates impacts and government funding for impact of covid announced for April-June. Regular monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations. Commercial trading monitor volumes and pricing. Appropriate due diligence for commercial investments undertaken.
<b>Revenue implications of capital programmes not fully anticipated</b>	<b>Possible</b>	<b>Low</b>	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.
<b>Loss of principal investments</b>	<b>Unlikely</b>	<b>Medium</b>	Limited by the controls in the Treasury Management Strategy which prioritise security of deposit over returns on a risk based approach. Impact limited due to the strategy of a diverse portfolio with high rated institutions.
<b>New duties imposed by Government</b>	<b>Likely</b>	<b>Low</b>	It has already been stated that new duties will be transferred to districts, however this will be considered in line with the retention of NNDR. Proactive preparation will be undertaken to engage early and influence the outcome. The availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event of new requirements being imposed 'new burdens' funding would also be sought.
<b>Review of NNDR Retention Scheme</b>	<b>Likely</b>	<b>Medium</b>	Government proposals for 75% of NNDR retention locally will have an impact on the resourcing of WLDC it is

			not yet known what future income levels will be, although it is assumed that we will revert to a 2013/14 baseline, therefore no growth since this period will be awarded. There will still be a need for government to distribute resources through a Top Up and Tariff system. MTFP assumes baseline funding as per 2013/14 from 2022/23 onwards.
<b>The cultural change and capability required to deliver against the Council's aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.</b>	<b>Possible</b>	<b>Low</b>	Programme Board will ensure that the project management framework is effective and that robust business cases are developed prior to approval of projects and that projects are monitored, with issues being raised and escalated at an early stage for consideration.
<b>The assumptions contained within the MTFP are not realised.</b>	<b>Likely</b>	<b>Low</b>	Prudent assumptions are included in MTFP. A contingency budget, the General Fund Working Balance, 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
<b>Recruitment and Retention of skilled staff</b>	<b>Likely</b>	<b>High</b>	The increased use of agency/ consultants brought in to do the right jobs.





## **APPENDIX 3**

### **CAPITAL INVESTMENT STRATEGY 2021/22 – 2025/26**

#### **1. Introduction**

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

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

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

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

Key elements of the strategy;

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

#### **1. 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 (ESG), as well as any investment strategy which seeks to consider both financial return and social good.

#### b) Capital Investment Policy

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

#### c) Finance Principles

- The overarching principal is the commitment to achieve affordable capital investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources.
- Ensure evaluation for value for money investments by whole life costing (where applicable) and by having robust Business Cases with full financial modelling, and appropriate due diligence in estimates in order to inform the full financial implications
- To develop partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.
- Monitoring and evaluation of approved budgets will form part of the quarterly budget monitoring reports.
- Monitoring and evaluation of approved Programmes and projects will form part of Performance Management.
- Encourage community engagement by informing on priorities and consultation on proposals.
- To invest in non-treasury activities to support ongoing sustainability in the delivery of services.
- Regularly review Business Cases as schemes are developed and update financial models to inform future budget impacts.

#### d) Asset Management Principles

##### **The Asset Management Policy ensures that;**

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

#### 3. Capital Investment Priorities

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

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

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

- The Corporate Plan – priorities for the medium term
- The Medium Term Financial Plan - incorporates the Financial Strategy, revenue budget financial impacts of capital investment decisions.
- The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.
- The Treasury Management Strategy (including Investment Strategy) informs the affordability and sustainability of prudent investment decisions.
- The Commercial Portfolio Strategy – informs how acquisitions of investment properties will be made on a risk based approach
- The Value for Money Strategy – Ensuring VFM is achieved from investment decisions.
- The Housing Strategy – Supporting housing growth and regeneration within the district.
- The Land and Property Investment Strategy -
- The Asset Management Policy – Investment needs of our own land and property holdings
- Service Plans – Investment need for delivery of quality services

#### 4. The Capital Investment Strategy Process

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

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

The process for includes:

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

- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

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

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

The Capital Programme consists of 4 levels of activity;

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

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

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

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

## 5. Governance of the Capital Investment Programme

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

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

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

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

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

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

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

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

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

The Programme Board will receive monthly highlight reports

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

Budget Managers will receive monthly monitoring reports.

## 6. Capital Financing

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

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

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

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

## 7 Prudential Borrowing

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

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

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

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

## 8 Revenue Contributions and Earmarked Reserves

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

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

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

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

## 9 Capital Receipts

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

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

#### 10 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.

#### 11 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.

#### 12 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 i.e. 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.

#### 13. Investment in Commercial Properties (Non Treasury Investments)

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

Appropriate experts are engaged as required.

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

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



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

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

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

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

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

#### 14. 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 up to 5% of overall VAT). If exempt VAT exceeds 5% the whole amount is then irrecoverable. Each scheme is therefore assessed for its impact

#### 15. 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 5

Analysis of Capital Financing						
Source	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	TOTAL
	£	£	£	£	£	£
<b>Use of Earmarked Reserves</b>						
IT Upgrades/Refresh	-70,000	-95,000	0	-175,000	0	-340,000
Maintenance of Facilities	-117,000	-70,000	-170,000	-90,000	-100,000	-547,000
Property Asset Fund	-433,800	0	0	0	0	-433,800
Investment for Growth Fund	-2,727,247	0	0	0	0	-2,727,247
Project Investment	-365,000	-210,000	0	0	0	-575,000
Communities at Risk	-100,000	0	0	0	0	-100,000
Vehicle Replacement	-438,400	-828,000	-152,000	-415,000	-412,000	-2,245,400
Civic Fund	0	0	-20,000	0	0	-20,000
<b>Total Use of Earmarked Reserves</b>	<b>-4,251,447</b>	<b>-1,203,000</b>	<b>-342,000</b>	<b>-680,000</b>	<b>-512,000</b>	<b>-6,988,447</b>
Grants & Contributions etc	-2,859,798	-1,674,500	-745,000	-788,000	-595,000	-6,662,298
Usable Capital Receipts	-542,300	-3,176,000	-10,000	0	0	-3,728,300
Prudential Borrowing	-1,743,000	-1,584,000	0	0	0	-3,327,000
<b>Capital Financing Total</b>	<b>-9,396,545</b>	<b>-7,637,500</b>	<b>-1,097,000</b>	<b>-1,468,000</b>	<b>-1,107,000</b>	<b>-20,706,045</b>

# Pay Policy Statement

2020/21

January 2021

## **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 each financial year. This document comprises that Pay Policy Statement being recommended for adoption.

The Act and supporting statutory guidance provides details of matters that must be included in this statutory pay policy but also emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by Full Council by the end of March each year, can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of chief officer employees.

The Council will comply with the National Living Wage legislation.

## **Context**

This pay policy includes a policy on:

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

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

## **Senior Officer Pay**

In this policy the senior pay group covers posts in the top tier of the organisation and any statutory officers i.e. Section 151 Officer or Monitoring Officer that are not included in the tier.

The council currently have the following number of posts at the chief officer level:-

- 1x Chief Executive
- 1x Monitoring Officer, at Director Level
- 1x Section 151 Officer, at Assistant Director Level

The policy for each group is as follows:

- Salaries in this policy are as at 1 March 2021.

## **Chief Executive**

The salary for the above post has been established as a range of £112,000 to £125,000. This is a local grade established following an analysis of the degree of responsibility in the role, benchmarking with other comparators and the ability to recruit and retain exceptional candidates.

There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, bonuses etc., paid to the above senior officer, as they are expected to undertake duties outside their normal hours and working patterns without additional payment.

## **Chief Finance Officer (S151)**

The salary for this post is between £60,000 and £72,000

### **Monitoring Officer**

The salary for this post is paid at a spot salary of £78,094 per annum.

### **Chief Officer Pay Awards**

Pay awards for Chief Officers are nationally determined in accordance with the Joint Negotiating Committee (JNC) for Chief Officers. The council applies the nationally negotiated pay settlement as agreed by JNC for Local Authority Chief Executives.

### **Chief Executive Recruitment**

Recruitment to the post of Chief Executive is undertaken by a committee of councillors appointed by Council.

The Council's Chief Officer Employment Committee is responsible for, amongst other things, determining the remuneration of the Chief Executive.

Rules governing the recruitment of chief officers are set out in the Council's constitution, Part 5 Rules of Procedure, Officer Employment Procedure Rules.

### **Returning Officer Fees**

Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to **any officer** appointed to fulfil the statutory duties of this role. The Returning Officer for this Council is Alan Robinson who is appointed under representation of the People Act 1983. Whilst appointed by West Lindsey District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of West Lindsey District Council. As Returning Officer a separate allowance is paid for each election for which the officer is responsible.

## **Lowest Paid Employees**

The lowest paid staff within the Council's pay structure are on Band 3. For this reason we have chosen staff employed on Band 3 as our definition of the 'lowest paid' for the purposes of this policy.

Band 3 ranges from £18,562 to £18,933 per annum.

The terms and conditions of employment for Band 3 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as Green Book). These are supplemented by local collective agreements reached with the trade union recognised by the council and by the rules of the council.

All posts except that of the Chief Executive, Director and Assistant Directors 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: April 2020
- Apprentice: £4.15

Apprentices are entitled to the apprentice rate if they're either:

- Aged under 19
- Aged 19 or over and in the first year of their apprenticeship



## Payments/Charges and Contributions

All officers of the Council are entitled to join the Local Government Pension Scheme (LGPS). The LGPS is a contributory scheme; employees contribute 5.5%-12.5% 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 every 3 years by the actuary. The current rate is 17.2% of pensionable pay, in addition the Council makes lump sum pension deficit contribution to the local government pension fund which equates to approximately 7.7% 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 Chief Executive at £125,000
- The ratio between the highest and lowest salary pay point is 1:6.7
- The median salary of all the Council staff is £23,541



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 will be considered alongside the Exit Payment Regulations.

## **Re-employment**

The Council's recruitment and selection policy recognises the importance of making appointments on merit, and ensuring equality of opportunity. Consequently, as a general principal, individual applicants for employment will be considered in accordance with this policy and will not be denied employment purely on the basis of having previously been employed by the council.

However, an individual in receipt of a severance payment and/or early retirement pension will not normally be immediately re-employed or re-engaged by the Council, either under a contract of employment or a contract for services. It is expected that the Council, when agreeing severance arrangements, will do so in the context of anticipated future requirements and plan its resources accordingly.

It is, however, recognised that in some limited, exceptional circumstances re-employment would be in the council's interests, in which case approval may be given by the Chief Executive in consultation with the People & OD Manager.

Where an employee retires on the grounds of ill health and later applies for employment this will be considered carefully in the context of the Equality Act and advice from the occupational health advisor.

## Disclosure

Upon approval by Full Council this Pay Policy statement will be published on the Council's website.

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West Lindsey District Council  
Guildhall, Marshall's Yard  
Gainsborough, Lincolnshire  
DN21 2NA

# **Human Resources Statement 2021/22**

Cluster	Business Units	Budgeted Full Time Equivalent
Corporate	Investment Properties	0.50
<b>Corporate Total</b>		<b>0.50</b>
Our Council	Change Management	4.45
	Chief Executive	1.00
	Civic Responsibilities	1.00
	Closer to the Customer	2.60
	Committee Administration	4.46
	Communications	4.00
	Corporate Services	0.75
	Corporate Support Services	5.55
	Crematorium	3.00
	Customer Relations	15.20
	Debtors	1.15
	Electoral Registration	2.91
	Financial Services - Accountancy	10.87
	Green Waste Service	0.81
	Health & Safety At Work	1.20
	Human Resources	3.98
	IT & Contracts Team	3.60
	Local Land Charges	3.15
	Local Tax Collection	12.28
	Markets	1.40
	Members' Costs	0.45
	Policy & Governance	3.95
	Property Services	7.74
	Supplementary Services (Chargeable)	2.18
	Systems Development	10.34
	Trade Waste	1.73
	WLDC - Apprentices	5.81
<b>Our Council Total</b>		<b>115.55</b>
Our People	Communities	5.94
	Housing Advice & Homelessness	8.79
	Housing Benefit Administration	13.41
	Housing Renewal Activity	5.01
	Housing Standards	5.40
	Leisure Centre - Gainsborough	0.05
	Trinity Arts Centre	4.22
	Wellbeing Delivery	8.00
<b>Our People Total</b>		<b>50.82</b>

Cluster	Business Units	Budgeted Full Time Equivalent
Our Place	Building Regulations - Fee Earning	3.30
	Building Regulations - Non-Fee Earning	2.70
	Car Parks	1.02
	CCTV Service	3.00
	Cemeteries	0.25
	Civil Parking Enforcement	0.33
	Community Licences	2.30
	Community Safety	2.75
	Conservation & Listed Buildings	2.05
	Development Control	19.33
	Economic Regeneration	4.31
	Emergency Planning	0.10
	Food Safety	4.59
	Gainsborough Heritage Regeneration	1.00
	Housing Zone	1.81
	Mayflower 400	0.00
	Neighbourhood Planning	1.00
	Pest And Dog Control	0.05
	Planning Enforcement	2.25
	Pollution Reduction	3.45
	Strategic Manager-Services	1.60
	Street Cleansing	15.77
	Street Naming & Numbering	0.81
	Visitor Economy	1.00
	Waste Collection	48.42
	Waste Collection Vehicles	1.00
<b>Our Place Total</b>		<b>124.18</b>
<b>Grand Total</b>		<b>291.06</b>

## CPR Workplan as at 3 February

### Purpose:

This report provides an overview of reports due at committee over the next year.

### Recommendation:

1. That members note the workplan.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>15 APRIL 2021</b>				
15 Apr 2021	Capability Policy	Emma Redwood, People and Organisational Development Manager	To review the council's capability policy and update	19 November 2019
15 Apr 2021	Budget and Treasury Monitoring Period 4 2020/21	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1 April 2020 to 31st March 2021. (Final out-turn will be reported to the next meeting)	09 June 2020
15 Apr 2021	Sustainability, Climate Change & Environment Strategy	James O'Shaughnessy, Corporate Policy Manager & Deputy Monitoring Officer	Present the Council's Sustainability, Climate Change & Environment Strategy	22 January 2021
<b>17 JUNE 2021</b>				

17 Jun 2021	Budget and Treasury Monitoring Final Outturn 2020/21	Sue Leversedge, Business Support Team Leader	this report sets out the final revenue, capital and treasury management activity from 1 April 2020 to 31 March 2021.	22 January 2021
17 Jun 2021	Budget Consultation 2021	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present the proposals for the 2021 Budget consultation exercise	22 January 2021
<b>22 JULY 2021</b>				
22 Jul 2021	Annual Treasury Report	Caroline Capon, Corporate Finance Team Leader	Annual Treasury Review	22 January 2021
<b>21 NOVEMBER 2021</b>				
11 Nov 2021	Mid-Year Treasury Report 2021-22	Caroline Capon, Corporate Finance Team Leader	Review of Prudential indicators	22 January 2021
<b>10 FEBRUARY 2022</b>				
10 Feb 2022	Executive Business Plan and Medium Term Financial Plan 2022/23	Tracey Bircumshaw, Assistant Director of Finance and Property Services and Section 151 Officer	To present the Executive Business Plan, Budget 2022/23 and the Medium Term Financial Plan 2022/23-2026/27	22 January 2021



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