

Guildhall Gainsborough  
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## AGENDA

**This meeting will be webcast live and the video archive published on our website**

**Corporate Policy and Resources Committee  
Thursday, 10th February, 2022 at 6.30 pm  
Council Chamber - The Guildhall**

**PLEASE NOTE DUE TO CAPACITY LIMITS WITHIN THE GUILDHALL WE WILL BE OPERATING A REDUCED PUBLIC VIEWING GALLERY**

**Those wishing to simply view the meeting will be able to watch live via:  
<https://west-lindsey.public-i.tv/core/portal/home>**

**Members:**

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

- 1. Apologies for Absence**
- 2. Public Participation Period**  
Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.
- 3. Minutes of Previous Meeting/s**  
To confirm as a correct record the Minutes of the previous meeting.

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

Large Clear Print: Braille: Audio: Native Language

- i) For Approval  
Corporate Policy and Resources Committee meeting held on 16 December 2021 (PAGES 4 - 12)
  - ii) For Noting  
Joint Staff Consultative Committee meetings held on: (PAGES 13 - 21)
    - 18 November 2021
    - 20 January 2022
4. **Declarations of Interest**  
Members may make declarations of Interest at this point or may make them at any point in the meeting.
5. **Matters Arising Schedule** (PAGE 22)  
Setting out current position of previously agreed actions as at 2 February 2022
6. **Public Reports for Approval:**
- i) Funding the future West Lindsey Markets model (PAGES 23 - 28)
  - ii) 2022/23 Progress & Delivery Measure Set (PAGES 29 - 57)
  - iii) Budget and Treasury Monitoring - Qtr 3 2021/2022 (PAGES 58 - 103)
  - iv) Corporate Policy and Resources Committee Draft Budget 2022/2023 and estimates to 2026/2027 (PAGES 104 - 142)
  - v) Executive Business Plan and Medium Term Financial Plan 2022/23 (PAGES 143 - 236)
  - vi) Committee Work Plan (PAGES 237 - 239)
7. **Exclusion of Public and Press**  
To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12A of the Act.
8. **Exempt Appendices (if required)**
- i) Exempt Appendices - Funding the future West Lindsey Markets model
    - Report to Prosperous Communities Committee (exempt (PAGES 240 - 295)

- paper)
  - Quarterbridge Report (exempt paper)
- ii) Exempt Appendix - CP&R Committee Draft Budget  
2022/2023
- Appendix 7 – Earmarked Reserves (PAGES 296 - 298)

Ian Knowles  
Head of Paid Service  
The Guildhall  
Gainsborough

Wednesday, 2 February 2022

# Agenda Item 3a

Corporate Policy and Resources Committee – 16 December 2021  
Subject to Call-in. Call-in will expire at 5pm on

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall on 16 December 2021 commencing at 6.30 pm.

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

Councillor Owen Bierley  
Councillor Matthew Boles  
Councillor Stephen Bunney  
Councillor Michael Devine  
Councillor Ian Fleetwood  
Councillor Paul Howitt-Cowan  
Councillor John McNeill  
Councillor Mrs Mandy Snee  
Vacancy

**In Attendance:**

Tracey Bircumshaw	Assistant Director of Finance and Property Services and Section 151 Officer
Alison McCulloch	Revenues Manager
Katie Storr	Democratic Services & Elections Team Manager
Ele Snow	Senior Democratic and Civic Officer

**Apologies:** Councillor Trevor Young

### 51 PUBLIC PARTICIPATION PERIOD

There was no public participation.

### 52 MINUTES OF PREVIOUS MEETING/S

The minutes of the meeting of the Corporate Policy and Resources Committee held on 11 November were **APPROVED** and signed as a correct record.

### 53 DECLARATIONS OF INTEREST

There were no declarations of interest.

### 54 MATTERS ARISING SCHEDULE

The Senior Democratic and Civic Officer explained that a conversation had been initiated regarding car parking options at the leisure centre in Market Rasen.



With no other comments or questions, the Matters Arising Schedule was **DULY NOTED**.

## **55 INFORMATION GOVERNANCE POLICY**

The Committee heard from the Assistant Director of Finance and Property Services and Section 151 Officer regarding the Information Governance Policy, explaining that the purpose of the report was to set out the details of the policy, including the Information Governance Management Framework, for West Lindsey District Council. It demonstrated management commitment to having sound information governance arrangements in place, gave clear direction to managers and staff, and would ensure that legal requirements and best practice standards were met. It was requested that the Committee formally adopt the Information Governance Policy.

Members of the Committee were supportive of the policy, and, having clarified that in the event of any significant change the policy would be reviewed sooner than the indicated three year period, it was moved, seconded and unanimously

**RESOLVED** that

- a) the formal adoption of the Information Governance Policy be approved; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairs of the Joint Staff Consultative and Corporate Policy and Resources Committees.
- c)

## **56 INFORMATION CLASSIFICATION AND HANDLING POLICY**

The Assistant Director of Finance and Property Services and Section 151 Officer introduced the next item on the agenda, the Information Classification and Handling Policy. She explained that the purpose of the document was to define the policies and standards that would be applied to maintain the confidentiality, integrity and availability of the information systems supporting the business functions of the council. It was requested that the policy be formally adopted.

Members of the Committee were again pleased with the detail of the policy and recognised the importance of such a document. The recommendations within the report were moved, seconded and, on taking the vote, it was unanimously

**RESOLVED** that

- a) the Information Classification and Handling Policy be approved for formal adoption; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairs of the Joint Staff Consultative and Corporate Policy and Resources Committees.

## 57 LEVELLING UP FUND RESOURCES

The Committee gave consideration to a report which set out the capital budget and staffing resources required to deliver 'Thriving Gainsborough 2024', LDCs Levelling Up Fund programme. Following a competitive bid process West Lindsey District Council had been awarded £10.275m from the government's flagship Levelling Up Programme, with Officers engaged with government officials to agree the details a memorandum of understanding which would set out the terms and conditions of the funding and what was expected from the Council. The timeframes for delivery were challenging, with some spend expected this financial year. In order to achieve this, Officers were working quickly to establish the project team and to gear up the first elements of delivery. The bid made provisions for project resources to be employed by the council. This would include the following roles:

- Programme Manager
- Project Officer
- Project Support Officer
- Townscape Heritage Project Officer
- Procurement Officer
- Contract Manager
- Project / Grant Accountant

Members heard that the job descriptions and person specifications were being used to agree the appropriate banding for the roles through the job evaluation process and, subject to job evaluation and the approvals sought within this paper, it was the aim to have recruited fully to the LUF team by March 2022.

In response to concerns raised that the roles were already being advertised prior to the agreement of the Committee, it was explained that the funding for the posts had been agreed in principle through previous reports regarding the Levelling Up Fund and the timescales involved had driven the need to initiate the recruitment process. However, it was noted that should agreement not be made at this point, the recruitment would be withdrawn. It was further highlighted by a Member of the Committee that the posts had been agreed in a previous paper and the paper under consideration at this point was regarding amendments to the budgets involved.

Members sought clarification regarding the funding of the cinema complex and it was confirmed that, owing to the Levelling Up Fund, there had been enhancements made to the original proposal and the contribution from the Council had not changed. There was widespread support for the planned regeneration of Gainsborough and the opportunities this would attract now and in the future.

In response to a request for assurance that planned retail and hospitality units would be suitably filled and not left empty, it was explained that, whilst the markets were still a changing entity, there was already interest in the proposed units and Officers were in dialogue with the developer to consider all opportunities.

With further support for the scheme, and having been moved and seconded, the Chairman took the vote and it was unanimously

**RESOLVED** that

- a) a revised Capital Budget for the Cinema of £5.730m be approved; and
- b) additional Capital Budgets of £6.736m be approved, in line with the Levelling Up Fund Programme to be included in the Capital Programme 2021/22 and MTFP 2022/23 onwards; and
- c) the resources and expenditure of £389k to enable commencement of delivery during 2021/22 be approved; and
- d) the Committee receive a further paper once the Memorandum of Understanding be agreed with Department of Levelling Up Homes and Communities to approve spend of the remainder of the Levelling Up Fund grant funding; and
- e) the Committee receive further reports to approve the expenditure of specific projects within the Programme.

**58 MARKET RASEN LEISURE CENTRE, SWIMMING POOL BUSINESS CASE**

The Committee heard from the Assistant Director of Finance and Property Services and Section 151 Officer regarding a report aiming to present to members the high level business case for a swimming pool at Market Rasen Leisure Centre and to determine the next steps. It was explained that the report presented a business case that was not considered to be financially viable. Whilst the operational costs were estimated to achieve a profit of circa £30k per annum from year 3, this did not include the cost of borrowing. As the Council had no reserves to support this investment and no grant funding had been identified, funding would be met from borrowing. The additional cost of borrowing could be between £350k and £500k and made the business case unviable. Additional costs of construction and borrowing would need to be understood if, in line with the Council's strategy, it was necessary to mitigate environmental impacts.

The Chairman opened discussions to Members of the Committee and Councillor S. Bunney addressed the meeting, noting that whilst discussions were focused on a swimming pool at the Market Rasen Leisure Centre, provision was actually for the eastern part of the district as a whole. He expressed disappointment that the Town Council and Parish Councils in the area had not been consulted as a part of the current presentations and noted that the data used within the report appeared to be outdated, for example with population data quoted from 2011. He highlighted the benefits of, not just a swimming pool, but greater outreach programmes across the district, emanating from the Market Rasen Leisure Centre, and the need for leisure provision to be greatly improved especially for those with mobility issues or unable to travel out of the area. He suggested alternative options for raising capital, such as changing the investment policy of the Council, as well as the need to consider Levelling Up Fund opportunities outside of Gainsborough. He concluded his address to the Committee by proposing an alternate recommendation, that being as follows:

“The paper as presented does not include sufficient up to date details for Members to make an informed decision in the future of a swimming pool and a full leisure programme for the

Eastern segment of West Lindsey District Council based at Market Rasen Leisure Centre. Officers, in conjunction with Market Rasen Town Council, are asked to work on a detailed business case for such a provision that includes up to date population and economic data and the additional details of co-benefits relating to health and welfare and environmental factors. The business case is also to include various options for the capital financing of the project and the input that each would have on West Lindsey if they were to be adopted. As a time scale, I would like to suggest that we get a report back on this in 9 months time, although I do understand that with everything else that's going on, it's a bit of work that might ultimately take longer to reach the fruition of that provision in the Eastern side of the district."

The Chairman thanked Councillor Bunney for his address and noted the financial importance of the Council's investment policy during current financial uncertainty. The proposal put forward by Councillor Bunney, having been seconded, was opened for discussion.

It was noted by a Member of the Committee that the scope of the amended proposal was significantly greater than that of the paper under consideration and it was suggested that the separate issues of provision for a swimming pool and provision for wider outreach programmes across the district should remain separate discussions.

With no further comments regarding the proposal and having been moved and seconded, the Chairman sought to take the vote.

A request for a recorded vote was made and duly seconded by a further Member.

On being put to the vote, votes were cast in the following manner:

**For:** Councillors Boles, Bunney and M. Snee (3)

**Against:** Councillors Bierley, Devine, Fleetwood, Howitt-Cowan, McNeill, Summers and Welburn (7)

**Abstentions:** There were no abstentions.

With a total of 3 votes in favour, 7 votes against and no abstentions, the vote for the amended recommendation was **LOST**.

The Chairman invited further comments from Members. Councillor J. McNeill addressed the Committee and expressed support for a swimming pool to be located at the Market Rasen Leisure Centre, and, whilst recognising that current circumstances possibly precluded a detailed investigation into the options available, supported the comments from Councillor S. Bunney that the report was not as detailed as would have been expected. He reiterated that this was, to some extent, understandable, however, in order to ensure further consideration was given to the matter, he proposed three amendments to the printed recommendations, with wording to be changed in recommendations one and two and recommendation three to be replaced in its entirety with a new recommendation. The proposed recommendations would read as follows:

1. Members NOTE the content of the Business Case
2. Members NOTE that at this time the construction of a swimming pool is

unaffordable and financially unsustainable FOR WEST LINDSEY DISTRICT COUNCIL

3. Members request that ongoing consideration be given the matter of bringing a swimming pool to the Market Rasen Leisure Centre site by the Chairman and Vice Chairmen of the Prosperous Communities Committee at their future Chairs' Briefings to ensure that all appropriate opportunities are actively pursued, the frequency of these considerations to be determined by the Chairman of that Committee, but with an expectation that they will occur at least annually.

The proposed amendments to the recommendations were duly seconded by a Member of the Committee and further debate continued. It was acknowledged that such a provision would serve a wider community than Market Rasen alone and as such, population data should take into consideration a wider geographical area. It was also recognised that grant funding would provide the greatest opportunity for undertaking the inclusion of a swimming pool at the Market Rasen Leisure Centre however Members of the Committee were clear in their support of the principle, suggesting that a business case should be prepared in order to be 'ready to go' should any such funding become available.

With the proposed amendments on the table and having been seconded, the Chairman took the vote and, with 7 votes for and 3 abstentions, it was

**RESOLVED** that the amendments to the recommendations be agreed.

There was further debate regarding the collation of attendance data, with queries raised as to the accuracy of such data. The importance of outreach programmes was also reiterated, with Members expressing a desire for gains to be made across the district within existing contracts. A Member of the Committee highlighted the beneficial impacts on both mental and physical health and stated that leisure provision had become imperative for the wellbeing of the district and needed to be considered as a whole.

The Chairman thanked the Committee for their comments and discussions and, with no further speakers, reiterated the amended recommendations to be voted upon.

Having been moved and seconded, the Chairman took the vote and with a majority vote it was

**RESOLVED** that

- a) the content of the Business Case be noted; and
- b) it be noted that, at this time, the construction of a swimming pool be unaffordable and financially unsustainable for West Lindsey District Council; and
- c) it be requested that ongoing consideration be given the matter of bringing a swimming pool to the Market Rasen Leisure Centre site by the Chairman and Vice Chairmen of the Prosperous Communities Committee at their future Chairs' Briefings, to ensure that all appropriate opportunities be actively pursued, the frequency of these considerations to be determined

by the Chairman of that Committee, but with an expectation that they occur at least annually.

## **59 AMENDMENT TO THE START TIME FOR MEETINGS OF THE GOVERNANCE AND AUDIT COMMITTEE**

The Committee heard from Councillor J. McNeill, Chairman of the Governance and Audit Committee, regarding the proposed amendment to the start time for meetings of the Governance and Audit Committee, from 2pm to 10am, commencing January 2022 and for the remainder of the Civic Year.

In response to questions and comments from the Committee, Members were assured that this was a stand-alone amendment for the Governance and Audit Committee and affected only three remaining meetings of the civic year. The Committee was already a daytime meeting and, given the extensions to the Public Participation Scheme through the covid-19 pandemic, the amendment to the earlier start time was unlikely to lead to any difficulties to any members of the public who may wish to participate.

The proposal was moved, seconded and unanimously

**RESOLVED** that the amendment of the start time for meetings of the Governance and Audit Committee from 2.00pm to 10.00am, commencing January 2022 and for the remainder of the Civic Year, be approved.

## **60 LOCAL COUNCIL TAX SUPPORT SCHEME 2022/23**

The Committee gave consideration to a report from the Revenues Manager regarding the Local Council Tax Support Scheme for 2022/23. Members heard that since the inception of the LCTS scheme on 1 April 2013, relatively minor changes had been made, which had enabled claimants to receive a similar level of support each year and enabled the council to maintain an annual council tax collection rate of around 98%. It was highlighted that due to the health and economic impacts of Covid-19 on the residents of West Lindsey during 2020/21 and 2021/22, it would be need to be considered whether it was appropriate to impose a further financial burden during 2022-23 on those already experiencing hardship. The pandemic was still causing considerable financial hardship to some residents, as demonstrated through the discretionary hardship applications. The uplift of £20 per week for Universal Credit claimants had also ended, resulting in additional financial hardship for those individuals affected. A significant change to the LCTS scheme for 2022/23 was likely to have a negative impact on the collection rate and reduce the yield over the year.

With this in mind, Members were advised that the recommended option was given the report as Option 1:

“To apply any new legislative requirements and the uprating of the nondependent charges, applicable amounts, and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual ‘Upratings’.

To apply any additional changes to government welfare benefit regulations during the year which are intended to increase the income of benefit recipients to avoid unintended consequences to customers.

There would be no direct saving to the council under this option as it would just maintain the current scheme.”

Furthermore, it was explained that Full Council must approve and adopt the finalised LCTS scheme by 31 January 2022 at the latest.

Members were supportive of the proposal and satisfied with the detail provided within the accompanying report. On being moved, seconded and voted upon, it was unanimously

**RESOLVED** that

- a) The content of the report be noted; and
- b) the adoption of Option 1 of the report, for the Local Council Tax Support Scheme for West Lindsey District Council for 2022/23, be recommended to Full Council.

## **61 COMMITTEE WORK PLAN**

It was highlighted that the meeting scheduled for January 2022 had been cancelled and, with no further comments or questions, the work plan was **DULY NOTED**.

## **62 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED** that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1,2 and 3 of Part 1 of Schedule 12A of the Act.

**Note:** The meeting entered closed session at 8.02pm

## **63 COUNCIL TAX, BUSINESS RATES AND SUNDRY DEBTOR WRITE OFFS 2021/22**

The Committee heard from the Revenues Manager regarding debts which were irrecoverable. It was explained that every effort was made to ensure that all amounts due to the council were rigorously pursued. At the end of each financial year a provision was set aside for those debts that were proving difficult to recover. Where debts were found to be irrecoverable, it was the role of the Corporate Policy and Resources Committee to consider them for write off.

Members sought further details as to how amounts outstanding were pursued with the Revenues Manager explaining the process in different circumstances.

Having been moved, seconded and voted upon, it was unanimously

**RESOLVED** that it be approved to:

- a) write off arrears of National Non Domestic rates to the value of £67,247.66;
- b) write off arrears of Housing Benefit Overpayments to the value of £49,564.86;
- c) write off arrears of Council Tax to the value of £8,450.12

#### **64 UPGRADE OF CURRENT INCOME MANAGEMENT SYSTEM**

Members gave consideration to a report seeking approval for capital and revenue expenditure for the replacement of the Income Management System. Details of the contractual arrangements were explained by the Assistant Director of Finance and Property Services and Section 151 Officer followed by the benefits of the proposed upgrade.

Members were supportive of the proposals and, having been moved, seconded and voted upon, it was unanimously

**RESOLVED** that

- a) the capital budget and expenditure of up to £154,280 for the upgrade of the current Income Management System. (Including 10% contingency on Capital costs £162,140) be approved; and
- b) a revenue budget of £30,000 to support resourcing this project be approved.

The Chairman expressed her thanks to all Members and Officers, wishing those absent a speedy recovery and wishing all a Merry Christmas.

The meeting concluded at 8.22 pm.

Chairman



## WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held via MS Teams on Thursday, 18 November 2021 commencing at 4.00 pm.

**Members:** Councillor David Cotton (Chairman)  
Councillor Matthew Boles  
Councillor Mrs Jackie Brockway

**Representatives of Union members:** James Deacon (Vice Chairman)

**Representatives of Non-union staff:** Rachel Parkin  
Amy Potts

**In attendance:** Emma Redwood, Assistant Director People and Democratic Services  
John Bingham, Assistant Data Protection and Freedom of Information Officer

**Apologies:** Councillor Mrs Jessie Milne

### 23 MEMBERS' DECLARATION OF INTEREST

There were no declarations made at this point in the meeting.

### 24 MINUTES

**RESOLVED** that the minutes of the meeting of the Joint Staff Consultative Committee held on Thursday, 7 October 2021, be approved as a correct record.

### 25 MATTERS ARISING SCHEDULE

There were no outstanding matters arising.

### 26 INFORMATION GOVERNANCE POLICY

The Committee heard from the Data Protection Officer regarding the Information Governance Policy. It was explained that the purpose of the policy document was to ensure that information management was in place, with clear direction as to how to follow and comply with these requirements. The Officer stated that some updating of the policy was required.

During the course of discussions, it was queried why Members were being asked to approve an operational document. It was explained that it was standard procedure for such documents to be presented to this Committee and subsequently the Corporate Policy and Resources Committee, for relevant approval.

Having been moved and seconded, it was unanimously

**RESOLVED** that:

- a) the amendments to the Information Governance Policy be supported and recommended to the Corporate Policy and Resources Committee for formal adoption; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairs of the Joint Staff Consultative and Corporate Policy and Resources Committees.

## 27 **INFORMATION CLASSIFICATION AND HANDLING POLICY**

The Committee gave consideration to the second report from the Data Protection Officer, regarding the Information Classification and Handling Policy. He explained that the policy laid out the standards and expectations of the information systems used within West Lindsey District Council to support the business of the council.

Regarding point 2.2 in the Policy, it was commented that Councillors might also handle sensitive information, as well as Officers, and that this area would need to be addressed. Members were advised that this had been recognised and options were under review.

With regard to point 29 in the Policy, concerning the removal of IT equipment, the Vice Chairman commented that most staff were using IT equipment to enable them to work from home. The Data Protection Officer and the Assistant Director of People and Democratic Services agreed to look into this. In addition, the Data Protection Officer would link this Policy with the IT Policy.

Having been moved and seconded, it was unanimously

**RESOLVED** that:

- a) the amendments to the Information Classification and Handling Policy be supported and recommended to the Corporate Policy and Resources Committee for formal adoption; and
- b) any future housekeeping amendments be delegated to the

Chief Executive in consultation with the Chairs of the Joint Staff Consultative and Corporate Policy and Resources Committees.

**28 UPDATE ON SICKNESS ABSENCE**

The Assistant Director of People and Democratic Services informed the Committee that April/May 2021 had seen low numbers of absences but that October 2021 had seen an increased amount of short term sickness. However, there could be higher figures by the end of this year. It was explained that there would be regular sickness absence updates included in the Work Plan for the Committee.

With no comments or questions, the contents of the Sickness Absence Update report were **DULY NOTED**.

**29 WHISTLEBLOWING POLICY REVIEW**

The Committee heard that whistleblowing activity was reported to the Governance and Audit Committee on an annual basis. At the meeting of that Committee in June 2021 a number of recommendations had been made, with the reviewed policy to be shared with JSCC and recommended to the Corporate Policy and Resources Committee for approval. Recommendations in the policy were shown in black text, with responses from the Assistant Director of People and Democratic Services shown in red.

During the course of discussions, attention was drawn to page 6 where it was stated “concerns should be raised by the Leader”. It was noted that anything at the level of CEO could be sensitive meaning that the Leader of Council should receive appropriate training to be able to operate accordingly at that level. It was also stated that guidance for Members as to how to whistleblow on Officers needed to be explicit.

The Assistant Director of People and Democratic Services agreed to look at all feedback received and report back again to the next meeting of the Joint Staff Consultative Committee on 20 January 2022.

**30 WORK PLAN**

Consideration was given to the Committee work plan as published, however it was noted there were additional items for upcoming meetings, such as the return of the Whistleblowing Policy Review, Sickness Absence Updates and a report on the effects of Covid. There would also be updates in relation to the National Pay Award.

As a current update, the Assistant Director of People and Democratic Services explained that the matter had not been concluded and would

continue into the New Year. Unions had not agreed to the offer of 1.75% and Unite were to ballot for strike action.

With no further questions or comments from the Committee, the work plan was **DULY NOTED**.

31 **TO NOTE THE DATE OF THE NEXT MEETING**

The date and time of the next meeting of the Joint Staff Consultative Committee to be held at 4pm on Thursday, 20 January 2022, was **NOTED**.

The meeting closed at 4.36 pm.

Chairman

**WEST LINDSEY DISTRICT COUNCIL**

MINUTES of a Meeting of the Joint Staff Consultative Committee held via MS Teams on Thursday, 20 January 2022 commencing at 4.00 pm.

**Members:** Councillor David Cotton (Chairman)  
Councillor Matthew Boles  
Councillor Mrs Jessie Milne

**Representatives of  
Union members:**

**Representatives of  
Non-union staff:** Rachel Parkin  
Amy Potts

**In attendance:** Emma Redwood, Assistant Director People and  
Democratic Services  
Andrew Warnes, Democratic & Civic Officer  
Ele Snow, Senior Democratic and Civic Officer

**Apologies:** Councillor Mrs Jackie Brockway  
James Deacon (Vice Chairman)

**32 MEMBERS' DECLARATION OF INTEREST**

There were no declarations of interest.

**33 MINUTES**

**RESOLVED** that the minutes of the meeting of the Joint Staff Consultative Committee held on Thursday, 18 November 2021 be approved as a correct record.

**34 MATTERS ARISING SCHEDULE**

There were no outstanding matters arising.

**35 UPDATE ON NATIONAL PAY AWARD - VERBAL**

The Committee heard a verbal update from the Assistant Director People and Democratic Services regarding the National Pay Award. It was explained that the pay award was decided by the National Joint Council (NJC). The discussions were being held for the April 2021 pay award. The

Officer explained that the employers had offered a 1.75% raise, whilst the unions had pushed for a 10% rise. The 1.75% figure was rejected by the union side, with the three constituent unions, Unison, GMB, and Unite, having gone to ballot. Unison's ballot failed to get above the 50% threshold, with only a 14% turnout, and so would not proceed to industrial action. GMB had yet to report on the outcome of their result, and Unite's ballot had not closed at the time of this meeting. Members queried whether Unison could run another ballot in 28 days' time, though the Officer said this was not available for the April 2021 pay award discussions.

Similarly, Members of the Committee heard that the national employers involved with the NJC had not met, though a meeting date was planned for 31 January 2022 to discuss the April 2021 Pay Award. The Officer also mentioned that discussions were due to commence for the April 2022 Pay Award.

During this item, Members of the Committee raised concerns about the lower grade officers, and parish clerks not receiving a higher share due to their lower wages, in light of the recent news about the raise of inflation affecting those with lower salaries. The Officer responded that usually in these pay awards, that lower pay graded officers usually received a higher percentage of a pay rise.

The Assistant Director People and Democratic Services informed the Committee that an update would be provided at the March meeting, and she would inform the Committee of further information.

With no further comments or questions, the contents of the National Pay Award Update verbal update were **DULY NOTED**.

## 36 **SICKNESS ABSENCE UPDATE**

The Assistant Director of People and Democratic Services gave an update regarding sickness absences to the Committee. She informed Members that November/December 2021 had seen an upward trend of short-term sickness, and some absences due to COVID-19. There had been a number of longer-term absences in October/November due to planned operations and the recovery time afterwards, with these type of absence figures for December/January decreasing as staff members recover (to figures available at the time of the meeting). The Officer also highlighted that it was a cumulative five days per FTE for sickness absence for the 2021-22 year.

Regarding absences due to COVID-19, there had been an increase in these types of absences from December, and a sizable number signed-off in January. The Officer reported that some staff had tested positive, and felt well enough to work from home. Questions from Members of the Committee on COVID-19 included the effect of long COVID on absences. The Officer responded that the effect of this had been negligible, though it was mentioned that the Authority were still in the early days of knowing the full

effects about long COVID.

Members queried about the usage of vaccines and vaccine mandates. The Officer commented that for a very small number of officers, such as food inspectors for those going to care homes, vaccines were mandatory due to the regulations set by their industrial bodies. The Committee heard that there was no statutory backing for mandating vaccination against COVID-19, but that the Authority had made publications and internal advertising about getting vaccinated, and the benefit of being vaccinated, in addition to guiding staff about regular testing, and testing before going to the office.

There were also questions put to the Officer regarding staff working habits in the past few months, especially with working from home being more accessible than before. Specifically, whether it was easier to call in ill if staff had to come into the office most of the time than when mainly working from home. The Officer responded that this was not the best working practice for staff, highlighting that if staff were not well, that recovery and taking time off work were more beneficial for an ill Officer, and their work.

The Officer informed the Committee that an unannounced visit by the Health and Safety Executive on the day of the meeting showed the West Lindsey District Council were following the protocols and rules regarding COVID-19, and they were happy with the Authority's procedures. The Committee also discussed that following the recent news about the change in the COVID plans and guidance, including nearly all of the restrictions being taken away, some members of the public might feel that COVID had disappeared.

Councillor Jessie Milne also wanted to give her thanks and support to the West Lindsey District Council staff during this tough time, stating that she felt proud of them for 'flying the flag' during these last few months. Other members also complimented the work of WLDC staff during this time as well.

It was explained that there would be regular sickness absence updates included in the Work Plan for the Committee.

With no further comments or questions, the contents of the Sickness Absence Update report were **DULY NOTED**.

### 37 **WHISTLEBLOWING POLICY REVIEW**

The Committee considered the report from the Assistant Director of People and Democratic Services, regarding the review of the Whistleblowing Policy. This item was reported at the last Joint Staff Consultative Committee on 18 November 2021 with the agreement that it would return having taken into account all previous feedback. Recommendations in the policy were shown in black text, with responses from the Assistant Director of People and Democratic Services shown in red.

The Officer updated and gave answers to questions raised at the last meeting. These included a question about a Councillor whistleblowing about a member of staff, and the ensuing procedures. The Officer gave specific reference to the Member-Officer Protocol, and explained that if a Councillor had a concern, they should speak to the Assistant Director for that service area. Similarly, that if there was a whistleblowing about the Chief Executive, that the individual should speak to the Leader of the Council. Members also learned that if there was a whistleblowing concern about an Assistant Director, they should speak to the Chief Executive.

Members also heard that all the comments, in the light of these amendments, had been received from the Governance and Audit Committee, which were noted at the last Joint Staff Consultative Committee. It was mentioned that these amendments would go to the April meeting of the Corporate Policy and Resources Committee.

Having been moved and seconded, it was unanimously

**RESOLVED** that:

- a) the amendments to the Whistleblowing Policy be supported and recommended to the Corporate Policy and Resources Committee for formal adoption; and
- b) any future housekeeping amendments be delegated to the Chief Executive in consultation with the Chairs of the Joint Staff Consultative and Corporate Policy and Resources Committees.

**38 WORK PLAN**

Consideration was given by the Committee to the work plan as published. It was noted there were additional items for upcoming meetings, such as the National Pay Update, Sickness Absence Updates, an update on the effect of the HGV Driver Market Supplement, and a Gender Pay Report.

It was noted in the meeting that it was Rachel Parkin's last meeting as a representative of the non-union staff, and as an employee at West Lindsey District Council. Members of the Committee thanked her for her service and wished her the best for the future. The Chairman stated that Rachel had given great support to him, and was a friend to the Committee.

With no further questions or comments from the Committee, the work plan was **DULY NOTED**.

**39 TO NOTE THE DATE OF THE NEXT MEETING**

The date and time of the next meeting of the Joint Staff Consultative



Committee to be held at 4pm on Thursday, 24 March 2022, was **NOTED**.

The meeting closed at 4.33 pm.

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	Event parking in Market Rasen	to liaise with SLM re opportunities for parking provision in Market Rasen on event days	<p><b>A Member of the Committee suggested liaising with SLM re use of the leisure centre parking for events such as the Christmas Market, if not for this year perhaps for future events,</b></p> <p><b>Update: SLM agree in principle and have suggested that each event be considered on its own merits, for example to avoid committing the car park to be over-capacity.</b></p>	31/12/21	David Kirkup



**Corporate Policy and  
Resources Committee**

**Thursday 10 February 2022**

**Subject: Funding the future West Lindsey Markets model**

Report by:	Assistant Director of Commercial and Operational Services
Contact Officer:	Ady Selby Assistant Director of Commercial and Operational Services  ady.selby@west-lindsey.gov.uk
Purpose / Summary:	For Corporate Policy and Resources Committee to approve future funding of the West Lindsey Markets function.

**RECOMMENDATION(S):** It is recommended that Corporate Policy and Resources Committee;

1. Approves the proposed Market budget (as detailed at 2.5) into the Medium Term Financial Plan 2022/23-2026/27.
2. Approves £100k of the Cultural Strategy Reserve is earmarked to support the future development of Markets.

## IMPLICATIONS

**Legal:** None from this report.

### **Financial : FIN/172/22/CPR/SSc**

The new financial model creates a pressure on the MTFP of £50k 2022/23, £25.9k 2023/24, £25.9k 2024/25, £12.1k 2025/26 and £10.6k 2026/27. See table below.

Summary	2022/23	2023/24	2024/25	2025/26	2026/27
Employees	86,200	49,800	51,800	54,100	55,300
Premises	600	600	600	900	600
Transport	5,600	5,000	5,000	5,000	5,000
Supplies and Services	48,300	37,900	37,900	24,300	24,300
Customer and Client Receipts	(36,300)	(37,700)	(39,100)	(40,600)	(42,100)
New Market Costs	104,400	55,600	56,200	43,700	43,100
Current MFTP proposed	54,200	55,800	56,900	58,800	60,400
<b>(Savings)/Pressure on MTFP for Market only</b>	<b>50,200</b>	<b>(200)</b>	<b>(700)</b>	<b>(15,100)</b>	<b>(17,300)</b>
Cost to other Cost Centres	0	26,100	26,600	27,200	27,900
<b>(Savings)/Pressure on MTFP Overall</b>	<b>50,200</b>	<b>25,900</b>	<b>25,900</b>	<b>12,100</b>	<b>10,600</b>

£100k of the Cultural Strategy Reserve is earmarked to support the future development of Markets. The Cultural Strategy Reserve currently has a forecast balance of £235k as at 31.03.22.

### **Staffing : HR163-1-22**

Existing market stall operatives may be at risk of redundancy. It should be noted that these positions are in addition to the operatives substantive posts.

**(N.B. Where there are staffing implication the report MUST have an HR Ref)**

**Equality and Diversity including Human Rights :** None from this report.

**Data Protection Implications :** All data collected as part of the Markets function will be handled in line with the Council's Data Protection Policies.

**Climate Related Risks and Opportunities :** None

**Section 17 Crime and Disorder Considerations :** None

**Health Implications :** None

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

Wherever possible please provide a hyperlink to the background paper/s  
If a document is confidential and not for public viewing it should not be listed.

**Risk Assessment :**

Failure to adequately fund the proposals would result in the risk of non-delivery.

**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**

**x**

**No**

## **1 Introduction**

- 1.1 On 25<sup>th</sup> January 2022, Prosperous Communities considered a report regarding the future delivery of street markets in West Lindsey (Exempt Appendix 1).
- 1.2 The report was the culmination of work undertaken by officers and a leading sector consultancy, Quarterbridge (Exempt Appendix 2).
- 1.3 West Lindsey hosts three street markets - Gainsborough, Market Rasen and Caistor. In recent times there have been attempts to make the Gainsborough Market operate on a cost neutral basis, however the financial burden has continued to rise. Following reports delivered during 2020, Members commissioned officers to work with industry experts Quarterbridge, to find a new proposal for the future of West Lindsey Street Markets.
- 1.4 Presented in the Prosperous Communities Committee report was a proposal for the future operation of street markets in the District. It included a change of focus to move away from attempts to achieve cost neutrality and more towards an acceptance that the markets are key cultural assets that bring a USP and as such, should be invested in as part of the West Lindsey offer.
- 1.5 The report produced by Quarterbridge identified that the Council must invest and change to produce sustainable offerings. Current infrastructure is antiquated and unattractive, whilst more modern solutions such as gazebos may seem attractive, they are expensive and challenging to maintain. A design competition may produce a bespoke solution for markets in West Lindsey.
- 1.6 The Council should seek a new type of trader to mix with its loyal base, this trader may not attend every market, but more of a 'now and again' regime with speciality products.
- 1.7 Regular, small events which attract families would need to intersperse with larger events, the offering should be fresh and innovative. This would need driving and the proposal includes a new Towns Manager post, who would be the key linchpin between the stakeholders involved in the three town centres.
- 1.8 The environment needs to change too, a dwell time and café culture should be promoted. This means implementing public realm improvements including the reduction of regular traffic, greening of the space, art installations, etc.
- 1.9 The trader and public engagement exercises clearly identified that markets can be popular and footfall can increase for the benefit of all, if the right environment is created. The three towns in West Lindsey have unique and attractive centres, these can be enhanced with attractive, regular street market offerings. It will come at a price though, there would need to be an acceptance that the markets will be an ongoing burden to the taxpayer. Whilst this burden reduces in future years and there is available investment from the Levelling Up Fund, it is not possible to see a markets function which breaks even if it is adequately resourced.

1.10 It is very relevant that these proposals can be supported by wider regeneration work, in particular the Levelling Up Fund opportunities in Gainsborough and the heritage-led regeneration efforts in all three locations.

## 2. Financial Implications

2.1 The capital investment from the Levelling-Up Fund is expected to underwrite the cost of the stall design, plus purchase of the stalls. At this time the implications of the final design are unknown, it is however prudent to allow for ongoing maintenance and transportation in revenue budgets.

2.2 It is recommended that the current stalls continue to be utilised until April 2023, this allows time to procure new stalls.

2.3 If approved, the Towns Manager post should be scheduled to be recruited to in October 2022. This will allow sufficient time for the post-holder to become familiar with their work area before the new market stall regime is implemented in April 2023.

2.4 Allowance has been made for continuation of the contractual event management arrangements in the short term.

2.5 Table 1 below demonstrates the headline financial position of the Markets over the next five years.

Table 1 Financial Projection for Markets function

Summary	2022/23	2023/24	2024/25	2025/26	2026/27
Employees	86,200	49,800	51,800	54,100	55,300
Premises	600	600	600	900	600
Transport	5,600	5,000	5,000	5,000	5,000
Supplies and Services	48,300	37,900	37,900	24,300	24,300
Customer and Client Receipts	(36,300)	(37,700)	(39,100)	(40,600)	(42,100)
New Market Costs	104,400	55,600	56,200	43,700	43,100
Current MFTP proposed	54,200	55,800	56,900	58,800	60,400
<b>(Savings)/Pressure on MFTP for Market only</b>	50,200	(200)	(700)	(15,100)	(17,300)
Cost to other Cost Centres	0	26,100	26,600	27,200	27,900
<b>(Savings)/Pressure on MFTP Overall</b>	50,200	25,900	25,900	12,100	10,600

2.6 It can be seen that these proposals would bring an additional burden to the Council in 2022/23 of £50.2k. This is because the current stall operation would continue, as would the Marshalls Yard contract and the new Towns Manager would start in October 2022.

2.7 This new burden would then reduce in future years as the new stall regime is delivered and the reliance on other contracts reduces.

2.8 By 2026/27 it is estimated there would be a saving of £17.3k on the net cost of the Markets function, against the current MFTP budget, however the appointment of the Towns Manager will release some capacity of current operational management which will be redirected to other services areas, resulting in an overall £10.6k burden to the Council's bottom line.

2.9 It is proposed that £100k of the Cultural Strategy Reserve is earmarked to support the development and delivery costs over the next 3 years.

### **3 Prosperous Communities decision**

3.1 Having considered all the issues raised in the reports, Members resolved to;

1. Support the vision for West Lindsey Markets, recognising that they are key cultural and heritage assets that perform a wide socioeconomic function in the District.
2. Support the proposal for a three year plan to regenerate markets across West Lindsey based on the principles set out in the report.
3. Agree the extension of current contractual arrangements.
4. To recommend to Corporate Policy and Resources Committee the proposed Market budget (as detailed at 2.5) be incorporated into the Medium Term Financial Plan.
5. To recommend to the Corporate Policy and Resources Committee the earmarking of £100k for the purpose of supporting the Markets three year development and delivery plan.

### **4. Recommendations**

It is therefore recommended that Corporate Policy and Resources Committee;

1. Approves the proposed Market budget (as detailed at 2.5) into the Medium Term Financial Plan 2022/23-2026/27.
2. Approves £100k of the Cultural Strategy Reserve is earmarked to support the future development of Markets.





**Corporate Policy and  
Resources Committee**

**Thursday, 10 February 2022**

**Subject: 2022/23 Progress & Delivery Measure Set**

Report by:	Assistant Director – Change Management & Regulatory Services
Contact Officer:	Darren Mellors Performance & Programme Manager  darren.mellors@west-lindsey.gov.uk
Purpose / Summary:	To agree the Progress and Delivery measure set for 2022/23

**RECOMMENDATION(S):**

- Approve the Progress and Delivery measure set for 2022/23

## IMPLICATIONS

**Legal:** None

(N.B.) Where there are legal implications the report **MUST** be seen by the MO

**Financial:** None

(N.B.) All committee reports **MUST** have a Fin Ref

**Staffing:** None

(N.B.) Where there are staffing implications the report **MUST** have a HR Ref

**Equality and Diversity including Human Rights:** None

**Data Protection Implications:** None

**Climate Related Risks and Opportunities:** None

**Section 17 Crime and Disorder Considerations:** None

**Health Implications:** None

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

**Risk Assessment :** None

**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**

## Executive Summary

A full review of WLDC Progress & Delivery (PD) measures have been completed with Team Managers and Assistant Directors in preparation for the financial year of 2022/23. An overview of the sessions is contained within the Executive Summary of the report with detailed service specific scorecards within the appendices.

### Feedback from Member Engagement Session

A Member working group was held on 01st December 2021 to review the proposed P&D measures and targets. This was facilitated by the Change, Performance and Programmes Team Manager and the Change, Project and Performance Officer. The focus of the session was on those measures that have been deleted or amended, as well as proposed new measures. Feedback from the session is as follows:

- **Percentage measures** – members wished to see the values that make up the percentage calculation. It is recommended that the total value is shown within the measure definition whilst the actual number is to be articulated within the report narrative.
- **Removal of Democratic Services measure sets** – members proposed the removal of the three measures recommended to be included for Democratic Services as officers have no control over their performance. These measures include 'Satisfaction with member training and development events', 'Attendance at mandatory member training' and 'Attendance at non-mandatory member training'.
- **Leisure Contract** – measure to be included to show non-member usage of the facilities to identify those users who pay as they go and that aren't members.
- **Markets** – re-naming of measure set to 'Gainsborough Market' to show the localisation of performance

### Climate Change and the Sustainable Environment

The Council recognises the urgency and importance of its role in tackling climate change and is committed, through its Sustainability, Climate Change and Environment Strategy, to reducing its carbon footprint to net zero by 2050.

In October 2021, a Corporate Policy and Strategy team was formed to lead on this area of work and coordinate the delivery of the Strategy's corresponding Action Plan. It is the Council's intention to begin reporting on a basket of climate related performance indicators through Progress and Delivery reporting from April 2023 onwards and, over the coming months, the team will be working in consultation with key stakeholders to design, baseline, benchmark and test these measures.

In addition to P&D reporting, the Council will be taking full advantage of other reporting mechanisms to demonstrate its commitment to achieving net zero, including

a report to Full Council in spring 2022 detailing progress against the implementation of the Strategy; and the publication of additional reports which track and monitor greenhouse emissions. Achieving net zero requires commitment from across the Council and the wider district and, in recognition of this, delivery of the Action Plan will be supported by a clear and comprehensive internal and external communications strategy.

## New measures

The workshops identified the opportunity to introduce a new set of measures; over a half of these indicators relate to Communities and ICT. Communities feel that a broader range of KPIs will allow for a better narrative to be given to stakeholders. ICT have indicated a preference to show help desk performance broken down by request type, rather than a general view of performance, will give greater management information to improve the service that is delivered.

As these are new measures, no targets will be allocated and performance will be included in each PD report. 2022/23 performance will be used to baseline performance and inform an appropriate target for 2023/24.

Service	Measure
<b>Portfolio: Homes and Communities</b>	
Homes, Health & Wellbeing	<ul style="list-style-type: none"> <li>• % of DFG referrals completed within 120 working days</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Total number of grants awarded</li> </ul>
<b>Portfolio: Operational and Commercial Services</b>	
Contract Management	<ul style="list-style-type: none"> <li>• Number of expired contracts</li> </ul>
Crematorium	<ul style="list-style-type: none"> <li>• Secondary sales</li> </ul>
Leisure Contract	<ul style="list-style-type: none"> <li>• Number of users of the senior's active programme</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of non-members using the leisure centres</li> </ul>
	<ul style="list-style-type: none"> <li>• Number of outreach sessions held</li> </ul>
Gainsborough Market	<ul style="list-style-type: none"> <li>• Number of market traders</li> </ul>
Street Cleansing	<ul style="list-style-type: none"> <li>• Cost of delivering the service per household</li> </ul>
<b>Portfolio: Change Management and Regulatory Services</b>	
Enforcement	<ul style="list-style-type: none"> <li>• % of properties in the selected licensing scheme that are licensed</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• Customer Satisfaction</li> </ul>
	<ul style="list-style-type: none"> <li>• % of high priority ICT helpdesk calls closed within the SLA of 24 working hours</li> </ul>
	<ul style="list-style-type: none"> <li>• % of medium priority ICT helpdesk calls closed within the SLA of 74 working hours</li> </ul>
	<ul style="list-style-type: none"> <li>• % of low priority ICT helpdesk calls closed within the SLA of 48 working days</li> </ul>

## Measures amended

The below table shows the measures that are being recommended to be amended, the majority of which sit with Home Choices and Leisure Contract. Home Choices felt that a move to measures aligned to statutory obligations will allow for a better narrative to be given to stakeholders as often special cases can impact service performance. The Leisure Contract believe that a focus on levels of activity rather than people through the turnstiles will give a better overview of activity levels within the facilities and greater align to the strategic aims of the centre.

Service	2021/22 Measures	Amended measure
<b>Portfolio: Homes and Communities</b>		
Home Choices	Number of nights spent in temporary accommodation	• % of households spending 56 nights or more in leased accommodation
	Number of nights spent in bed and breakfast accommodation	• % of householder that spend 35 nights or more in B&B accommodation
	Homeless Prevention	• Number of homelessness approaches with positive outcomes
	Homeless Relief	
	Homeless prevention as a % of total	
<b>Portfolio: Operational and Commercial Services</b>		
Leisure	Leisure facilities usage – Gainsborough	• Number of individual leisure centre members
	Leisure facilities usage - Market Rasen	
	Number of individual users – Gainsborough	• Number of members visiting the leisure centre at least once per week • Number of members using the wet side at least once per week
	Number of individual users - Market Rasen	
	Number of individual users visiting the Leisure Centres at least three times a week	
TAC	Audience figures	• Audience figures as a % of capacity
Ops	Missed black and blue bin collections collected within 5 working days	• % of missed black and blue bins collected within 5 working days
<b>Portfolio: Change Management and Regulatory Services</b>		
Enforcement	The number of community safety cases closed following compliance	• % of community cases closed following compliance

## Measures Removed

The review identified that a series of measures that are deemed no longer relevant and it is recommended that these are removed from the framework. These measures are spread throughout the Council and are shown in the below table. It is recommended that this measure is removed from PD and an annual assessment and internal benchmarking is undertaken to ascertain performance.

Service	Measure	Reason for non-inclusion
All	Cost of delivering the service per head of population	Remove, internal benchmarking to be undertaken against performance.
<b>Portfolio: Finance and Property</b>		
Assets & Facilities Management	Rental income - car parks	Monitored through Commercial Board and budget monitoring. Out of control of the team.
	Rental income - received assets	Reported into Commercial Board; performance is dependent on market value and tenant agreement. Rental void is a more telling measure.
<b>Portfolio: Homes and Communities</b>		
Homes, Health & Wellbeing	% of long-term empty properties that have been brought back into use	It is recommended that this measure is deleted. In line with the Council's agreed policy, there is currently no resource or officer proactively dedicated to this area of work. It is recommended that the narrative of the P&D report is used instead to report progress against related project work that the Council has a direct influence over.
	Affordable housing completions	This measure now sits under the new Planning and Housing Delivery Team Manager. This measure will therefore be moved to sit with that team accordingly. Discussion re measure and target to be held once new Housing and Planning Delivery Manager is appointed.
Home Choices	Households housed from the Housing Register	This measure is to be reported as a service measure
Communities	Number of commercial customers using the CCTV service	The measure doesn't align to Corporate Plan theme/outcome or the purpose/wider objectives of the service.
	Number of shop watch customers using CCTV service	The measure doesn't align to Corporate Plan theme/outcome or the purpose/wider objectives of the service.
<b>Portfolio: Operational and Commercial Services</b>		
Contract Management	Challenges to the procurement exercise that are upheld	It is recommended that this measure is removed as we have never received a challenge to the procurement exercise. Any challenge that may emerge would also be made to Lincolnshire County Council as the lead authority for the procurement exercise.



Service	Measure	Reason for non-inclusion
Crematorium	Percentage of services that are direct funerals	This measure includes information that is duplicated elsewhere in the report.
Green Garden Waste	Missed garden waste collections	This is a legacy measure to monitor missed collections when service began. Performance has been consistently better than target and there have been no issues with missed collections
Leisure	Maintain external quest accreditation	Accreditation now takes place every two years as opposed to annually. It is therefore recommended that this is removed as a performance measure and instead reported through the narrative of the P&D report.
Trinity Arts Centre	Total amount of income retained by Council	Doesn't provide Members or Management Team with useful information. Also not possible to compare a direction of travel as retained income depends on the number and type of performance held which varies each month / quarter / year
Street Cleansing	Number of volunteer litter picks	Once a group has registered for, and been supplied with a kit, they carry out litter picks independently and the Council has no way of recording how many picks are carried out beyond the initial point of contact.
<b>Portfolio: Regulatory Services &amp; Change Management</b>		
Housing Benefit & Local Council Tax Support	Cost per live claim	Measure to be removed and managed at service level. Performance is out of control of the service as it is dependent on DWP funding.
ICT	Number of helpdesk requests received	This measure doesn't tell us anything meaningful as these figures could include any logged request. Report as a service level and feed into the partnership meeting
	Average number of hours taken to resolve a helpdesk request	
	Number of change management requests received	
	Number of change management requests completed	
Regulatory Services	Cost of delivering the service per food safety inspection	Not a statutory requirement in the Local Authority Enforcement Monitoring System (LAEMS) data return. Difficult to calculate and not useful or informative. LAEMS more concerned with how many FTEs and how many inspections are done
<b>Portfolio: People and Democratic Services</b>		
Democratic Services	Satisfaction with member training and development events.	Out of the control of the service

Service	Measure	Reason for non-inclusion
	Attendance at mandatory member training and development.	
	Attendance at non-mandatory member training and development events.	

Table 1: Recommended removed PD measures

## Amended Targets

There are five measures which the outcome of the review indicated a possible change in targets. One measure is recommended a decrease in target 'Amount of residual waste collected per household' to reflect the average performance for 2021/22.

Service	Measure	Freq.	2021/22 Target	Proposed Target
<b>Portfolio: Operational and Commercial Services</b>				
Trinity Arts Centre	The total number of performance and screenings held.	M	No target set	8
	Number of engagement activities held. The total number of engagement activities held at TAC during the reporting period	M	No target set	12 per 13 week term
<b>Portfolio: Planning &amp; Regulatory Services</b>				
Development Management	Non-major applications determined in-time.	M	80%	94%
<b>Portfolio: Regulatory Services &amp; Change Management</b>				
Regulatory Services	% of food safety inspections completed.	M	98%	90%
Systems Development	% of systems development requests completed within the SLA.	M	80%	85%

Table 2: Measures with amended targets

## Appendix A: Corporate Health

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
Customer Satisfaction (Overall)	M	75%	75%
Compliments received	M	No target set	No target set
Complaints received	M	No target set	No target set
% of complaints where the Council is at fault	M	45%	45%
Average time taken to resolve a complaint	M	21	21
Overall Council Budget Forecast Outturn	Q	0%	0%
Percentage Increase in NNDR	A	No target set	No target set
Average number of days taken to pay invoices	Q	14	14
Budget Variance	A	No target set	No target set
Server and System Availability	M	98%	98%
Staff Absenteeism	M	0.6	0.6
Employee Satisfaction	A	90%	90%
Health & Safety Incidents	Q	0	0
Data Breaches resulting in action by the ICO	M	0	0

## Appendix B: Finance and Property

Assistant Director

Tracey Bircumshaw

B1: Property and Assets

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Planned maintenance.</b> The % of all maintenance that is planned	A	70%	70%
<b>Responsive maintenance.</b> The % of all maintenance that is responsive	A	30%	30%
<b>Rental portfolio voids.</b> The amount of Council owned rental property that are void during the reporting period	M	12%	12%

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Rental income - car parks	Monitored through Commercial Board and budget monitoring. Out of control of the team.
Rental income - received assets	Reported into Commercial Board; performance is dependent on market value and tenant agreement. Rental void is a more telling measure.

## Appendix C: Homes and Communities

Assistant Director

Di Krochmal

### C1: Homes, Health and Wellbeing

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Average number of days from DFG referral to completion.</b> The average number of calendar days from receipt of referral from LCC Adult Social Care to completion of works.	M	120	No target set
<b>% of DFG referrals completed within target time <i>*new*</i></b> The % of DFG referrals (not including complex cases - any grant that is not procured through existing contractor Framework or Obam contract. These include but are not limited to; extensions, conversions and dropped kerbs. These adaptations are complex and will not be completed within the target time frame.) Where the work is completed within 120 days.	M	-	No target set
<b>Number of long term empty properties in the district.</b> The total number of properties classed as long-term empty in the district during the reporting period	M	No target set	No target set
<b>Long-term empty properties as a % of all housing stock in the district.</b> The number of long-term empty properties as a % of all housing stock in the district	M	2%	2%

**Measures to be amended** None

#### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population.	Management Team decision needed over the future of the measure
% of long-term empty properties that have been brought back into use	It is recommended that this measure is deleted. In line with the Council's agreed policy, there is currently no resource or officer proactively dedicated to this area of work. It is recommended that the narrative of the P&D report is used instead to report progress against related project work that the Council has a direct influence over.
Affordable housing completions	This measure now sits under the new Planning and Housing Delivery Team Manager. This measure will therefore be moved to sit with that team accordingly. Discussion re measure and target to be held once new Housing and Planning Delivery Manager is appointed.

## 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of homelessness approaches with positive outcomes.</b> <b>*amended*</b> The number of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented (pro-active action providing people with the ways and means to address their housing and other needs to avoid homelessness), relieved (re-active action taken to help resolve homelessness) or accepted (cases not relieved within the 56 days relief duty stage, move to main duty where the case is 'accepted'). Negative outcomes include no further response from the customer.	M	-	No target set
<b>Percentage of homelessness approaches that are prevented or relieved.</b> The percentage of homelessness approaches that are prevented (pro-active action providing people with the ways and means to address their housing and other needs to avoid homelessness) or relieved (re-active action taken to help resolve homelessness).	M	-	No target set
<b>Total number of households in leased/B&amp;B accommodation.</b> The number of households that are residing in leased or B&B accommodation. There is a statutory obligation to provide temporary accommodation and this measure allows us to monitor the severity of received homelessness cases. This is the total number of household's places in leased temporary accommodation and the number of households in B&B accommodation.	M	-	No target set
<b>Number of households placed in leased temporary accommodation.</b> The number of households that have been placed in leased temporary housed within appropriate accommodation. At the moment this accommodation relates to Cross Street, Gainsborough	M	5	5
<b>% of households spending 56 nights or more in leased accommodation</b> <b>*amended*</b> The percentage of households that spend 56 nights or more in leased accommodation. 56 nights is the relief duty of the homelessness service as set by Government legislation. At the moment this accommodation relates to Cross Street, Gainsborough	M	-	No target set
<b>Number of households in bed and breakfast accommodation.</b> The total number of households that have been placed in temporary B&B accommodation during the reporting period	M	-	No target set
<b>% of households spending 35 nights or more in bed and breakfast accommodation</b> <b>*amended*</b> The percentage of households that spend 35 nights or more in bed and breakfast accommodation. 35 nights is the maximum number of nights a household should stay in B&B accommodation based on best practice/government advice and the homelessness code of guidance states that B&B is unsuitable for families with children for any period of time	M	-	No target set

## Measures to be amended

Measure	Reason for non-inclusion
Number of nights spent in temporary accommodation	Measure removed and replaced with “% of householder that spend 56 nights or more in leased accommodation” as this is more meaningful. The variation in the cases can lead to one household skewing the figures whilst the proposed new measure gives the service the information to learn and improve as well as greater assurance to stakeholders.
Number of nights spent in bed and breakfast accommodation	Measure removed and replaced with “% of householder that spend 35 nights or more in B&B accommodation” as this is more meaningful. The variation in the cases can lead to one household skewing the figures whilst the proposed new measure gives the service the information to learn and improve as well as greater assurance to stakeholders.
Homeless Prevention	Measure removed and replaced with “Number of homelessness approaches with positive outcomes” as this is more meaningful.
Homeless Relief	Measure removed and replaced with “Number of homelessness approaches with positive outcomes” as this is more meaningful.
Homeless prevention as a % of total	Measure removed and replaced with “Number of homelessness approaches with positive outcomes” as this is more meaningful.

## Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Households housed from the Housing Register	This measure is to be reported as a service measure

### C3: Communities

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Total number of grants awarded *new*</b> The total number of grants awarded during the reporting period	Q	-	No target set
<b>Total value of grants awarded.</b> The total value of grants awarded during the reporting period, when the agreement is signed.	Cumulative	No target set	No target set
<b>External community funds levered by WLDC.</b> The total amount of community funds levered by the Council during the reporting period	Cumulative	No target set	No target set

**Measures to be amended** None

#### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Number of commercial customers using the CCTV service	The measure doesn't align to Corporate Plan theme/outcome or the purpose/wider objectives of the service.
Number of shop watch customers using CCTV service	The measure doesn't align to Corporate Plan theme/outcome or the purpose/wider objectives of the service.



## Appendix D: Operational and Commercial Services

Assistant Director    Ady Selby

### D1: Building Control

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Applications Received.</b> The total number of applications received defined as Building Notices, Full Plans, Partnership Applications, Other Authority Partnership Applications and Regularisation Applications	M	No target set	No target set
<b>Income received.</b> The total amount of income received into the Building Control service during the reporting period.	M	No target set	No target set
<b>Market Share.</b> The percentage of the overall market that is captured by the Council	M	78%	78%

**Measures to be amended**    None

#### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

### D2: Contract Management

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Percentage of contracts that are awarded to local suppliers.</b> The percentage of all Council contracts that are awarded to local suppliers, defined as within the County of Lincolnshire, plus a 20 mile radius.	A	20%	20%
<b>Number of expired contracts *new*</b> The number of Council contracts that have expired with no extension or new contract in place	Q	-	No target set

**Measures to be amended**    None

#### Measures to be removed

Measure	Reason for non-inclusion
Challenges to the procurement exercise that are upheld	It is recommended that this measure is removed as we have never received a challenge to the procurement exercise. Any challenge that may emerge would also be made to Lincolnshire County Council as the lead authority for the procurement exercise.

## D3: Crematorium

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Services held.</b> The total number of services held	M	No target set	No target set
<b>Direct funerals held</b> <i>*amended*</i> The total number of direct funerals held held	M	No target set	No target set
<b>Income received.</b> The total amount of all income received by the crematorium during the reporting period	M	No target set	No target set
<b>Secondary sales</b> <i>*new*</i> <b>Utilisation</b> of the garden of remembrance and memorialisation (secondary sales)	A	-	No target set

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Percentage of services that are direct funerals	This measure includes information that is duplicated elsewhere in the report.

## D4: Garden Waste

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of bins sold.</b> The total number of garden waste bins sold during the reporting period	M	No target set	28,289 <sup>1</sup>
<b>Subscription take-up.</b> The percentage take-up of garden waste subscribers	M	-	-

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Missed garden waste collections	This is a legacy measure to monitor missed collections when service began. Performance has been consistently better than target and there have been no issues with missed collections

<sup>1</sup> Bins sold in 2020

## 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of individual leisure centre members</b> *amended* The total number of members of the Gainsborough and Market Rasen Leisure Centre during the reporting period	M	-	No target set
<b>% of members visiting the leisure centre at least once per week</b> *amended* The percentage of members using the Gainsborough and Market Rasen Leisure Centres at least once per week.	M	-	No target set
<b>% of members using the wet side at least once per week</b> *amended* The percentage of members using the Gainsborough Leisure Centre wet side at least once per week.	M	-	No target set
<b>Number of users of the senior's active programme</b> *new* The total number of users of the Seniors Active Programme during the reporting period.	M	-	No target set
<b>Number of non-members using the leisure centres</b> *new* The total number of pay-as-you-go users of the Gainsborough and Market Rasen Leisure Centres during the reporting period	M	-	No target set
<b>Number of outreach sessions held</b> *new* The total number of outreach sessions held during the reporting period.	M	No target set	No target set
<b>Number of outreach users.</b> The total number of outreach users during the reporting period.	M	No target set	No target set
<b>Number of leisure centre users referred through the Healthy Lifestyle scheme.</b> The total number of users of the Gainsborough and Market Rasen Leisure Centres who have been referred by their GP through the Healthy Lifestyle scheme	M	No target set	No target set

## Measures to be amended

Measure	Reason for non-inclusion
Leisure facilities usage - Gainsborough	This performance measure doesn't provide any meaningful data and it is recommended for removal to be replaced with more meaningful data around membership and membership activity. It will continue to be monitored at an operational level.
Leisure facilities usage - Market Rasen	
Number of individual users - Gainsborough	Remove and replace with a measure that captures membership activity rather than casual users.
Number of individual users - Market Rasen	
Number of individual users visiting the Leisure Centres at least three times a week	Remove and replace with a measure that captures membership activity (members visiting at least once per week) rather than individual users

## Measures to be removed

Measure	Reason for non-inclusion
Maintain external quest accreditation	Accreditation now takes place every two years as opposed to annually. It is therefore recommended that this is removed as a performance measure and instead reported through the narrative of the P&D report.

## D6: Trinity Arts Centre

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22T target	Proposed Target
<b>The total number of performance and screenings held.</b> The total number of performance and screenings hosted by TAC during the reporting period.	M	No target set	8
<b>Audience figures as a % of capacity</b> <i>*amended*</i> The % of TAC capacity that has been filled as an average during the reporting period	M	-	No target set
<b>Number of engagement activities held.</b> The total number of engagement activities held at TAC during the reporting period	M	No target set	12 per 13 week term
<b>Income received.</b> The total amount of income received by TAC during the reporting period	M	No target set	No target set
<b>Average spend per head on secondary sales.</b> The average amount in £ spent on secondary sales per head during the reporting period	M	£2.30	£2.30

#### Measures to be amended

Measure	Reason for non-inclusion
Audience figures	Replace with Audience figures as a % of capacity. Continue to report actual audience figures in the narrative of the P&D report.

#### Measures to be removed

Measure	Reason for non-inclusion
Total amount of income retained by Council	Doesn't provide Members or Management Team with useful information. Also not possible to compare a direction of travel as retained income depends on the number and type of performance held which varies each month / quarter / year

## D7: Operational Services

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Cost of delivering the service per household.</b> The total cost, excluding recharges, of delivering the waste service per household	A	No target set	TBC
<b>Amount of residual waste collected per household.</b> The amount, in kg, of residual waste collected per household	M	45kg	45kg
<b>Recycling rate.</b> The amount of waste sent for recycling as a % of all waste collected in the district	M	50%	50%
<b>% of missed black and blue bins collected within the SLA</b> <i>*amended*</i> The % of missed black and blue bin collections that are collected within the service level agreement of 5 working days	M	-	No target set

#### Measures to be amended

Measure	Reason for non-inclusion
Missed black and blue bin collections collected within the SLA	Change to a % of missed bins

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

### D8: Street Cleansing

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>% of fly tipping collected within the SLA.</b> The % of all fly-tipping reported to the Council that is collected within the service level agreement (10 working days)	M	90%	90%
<b>Cost of delivering the service per household.</b> *new* The total cost, excluding recharges, of delivering the street cleansing service per household	A	No target set	TBC

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Number of volunteer litter picks	Remove as we have no control once kit has been given out. Doesn't tell us anything

### D9: Gainsborough Market

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Average number of stalls on a Tuesday.</b> The average number of paid for market stalls during the reporting period for the Tuesday Gainsborough Market	M	37	37
<b>Average number of stalls on a Saturday.</b> The average number of paid for market stalls during the reporting period for the Saturday Gainsborough Market	M	14	14
<b>Number of market traders</b> *new* The average number of market traders (both markets combined) during the reporting period.	M	-	No target set

**Measures to be amended**

Measure	Reason for non-inclusion
Income received	Included in P&D reporting narrative for information only. No target assigned. Remove and replace with cost per household (annual)

**Measures to be removed** None

## Appendix E: People and Democratic Services

Assistant Director

Emma Redwood

E1: Democratic Services

**2022/23 Proposed Measure Set**

None

**Measures to be amended**

None

**Measures to be removed**

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Satisfaction with member training and development events.	Out of the control of the service
Attendance at mandatory member training and development.	
Attendance at non-mandatory member training and development events.	

## Appendix F: Planning and Regeneration

Assistant Director

Sally Grindrod-Smith

### F1: Development Management

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Received planning applications.</b> The total number of planning applications received during the reporting period. Includes TPO applications	M	No target set	No target set
<b>Major applications determined in-time.</b> The percentage of major planning applications that are determined within the statutory time limit or within agreed timescales i.e. extensions of time	M	90%	90%
<b>Non-major applications determined in-time.</b> The percentage of non-major planning applications that are determined within the statutory time limit or within agreed timescales i.e. extensions of time	M	80%	94%
<b>Major appeals allowed.</b> % of all the major decisions that are made in West Lindsey that have been appealed and upheld. This helps with the quality of decisions.	M	8%	8%
<b>Non-major appeals allowed.</b> % of all the non-major decisions that are made in West Lindsey that have been appealed and upheld. This helps with the quality of decisions.	M	8%	8%
<b>Planning and pre-app income.</b> The total amount of income received from planning and pre-application fees during the period	M	No target set	No target set

**Measures to be amended** None

#### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

## Appendix G: Change Management and Regulatory Services

Assistant Director Nova Roberts

G1: Council Tax and NNDR

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of properties on the council tax base per FTE.</b> The total number of properties on the Council tax base per FTE at the Council	M	5,000	5,000
<b>Amount of council tax collected.</b> The total amount of Council Tax collected in £ during the reporting period	M	No target set	No target set
<b>Council tax in-year collection rate.</b> The amount of Council Tax collected during the reporting period as a % of total available to collect during the reporting period	M	98%	TBC
<b>Amount of NNDR collected.</b> The total amount of NNDR collected in £ during the reporting period	M	No target set	No target set
<b>NNDR in-year collection rate.</b> The amount of NNDR collected during the reporting period as a % of total available to collect during the reporting period	M	97.9%	TBC

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure



## G2: Enforcement

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of planning enforcement requests received.</b> The total number of planning enforcement requests received during the reporting period	M	No target set	No target set
<b>% of planning enforcement cases given an initial response within 20 working days.</b> The % of all planning enforcement cases during the reporting period where the customer is given an initial response within 20 working days	M	90%	90%
<b>% of planning enforcement cases closed within 6 months.</b> The number of planning enforcement cases that are closed within 6 months of receipt as a percentage of all planning enforcement cases.	M	75%	75%
<b>Number of housing enforcement requests received.</b> The total number of housing enforcement requests received during the reporting period	M	No target set	No target set
<b>% of housing enforcement cases closed within 6 months.</b> The number of housing enforcement cases that are closed within 6 months of receipt as a percentage of all planning enforcement cases.	M	75%	75%
<b>% of community cases closed following compliance *amended*</b> The percentage of community safety cases that are closed during the reporting period as a result of compliance with warning, Fixed Penalty Notice or formal action	Q	-	No target set
<b>% of rented properties in the selected licensing scheme that are licensed *new*</b> The percentage of rented properties in the West Lindsey district that are licensed through the Council's Selective Licensing Scheme	M	-	No target set

#### Measures to be amended None

Measure	Reason for non-inclusion
The number of community safety cases closed following compliance	Creating a new measure in replacement

#### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

### G3: Housing Benefit and Local Council Tax Support

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>End to end processing times.</b> The average number of working days taken to process a benefit claim during the reporting period	Monthly	5	5
<b>Claims older than 30 days.</b> The number of claims that have been open for more than 30 days during the reporting period	Monthly	12	12

**Measures to be amended** None

#### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Cost per live claim	Measure to be removed and managed at service level. Performance is out of control of the service as it is dependent on DWP funding.

### G4: ICT

#### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Customer Satisfaction</b> <i>*new*</i> The average response to the question "How satisfied are with the service provided by the IT department? (1- lowest, 5-highest)"	A	-	No target set
<b>Percentage of high priority ICT helpdesk calls closed within 24 hours</b> <i>*new*</i> % of high priority ICT helpdesk calls that are closed within the Service Level Agreement of 24 working hours within the IT function. SLA is to be agreed by the ICT Partnership Board in February 2022.	M	-	No target set
<b>Percentage of medium priority ICT helpdesk calls closed within 74 working hours</b> <i>*new*</i> % of medium priority ICT helpdesk calls that are closed within the Service Level Agreement of 74 working hours within the IT function. SLA is to be agreed by the ICT Partnership Board in February 2022.	M	-	No target set
<b>Percentage of low priority ICT helpdesk calls closed within 48 working days</b> <i>*new*</i> % of low priority ICT helpdesk calls that are closed within the Service Level Agreement of 48 working days within the IT function. SLA is to be agreed by the ICT Partnership Board in February 2022.	M	-	No target set

**Measures to be amended** None

## Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Number of helpdesk requests received	This measure doesn't tell us anything meaningful as these figures could include any logged request. Report as a service level and feed into the partnership meeting
Average number of hours taken to resolve a helpdesk request	This measure doesn't tell us anything meaningful as these figures could include any logged request. Report as a service level and feed into the partnership meeting
Number of change management requests received	This measure doesn't tell us anything meaningful as these figures could include any logged request. Report as a service level and feed into the partnership meeting
Number of change management requests completed	This measure doesn't tell us anything meaningful as these figures could include any logged request. Report as a service level and feed into the partnership meeting

## G5: Local Land Charges

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of Local Land Charge searches received.</b> The total number of Local Land Charge searches received during the reporting period	M	No target set	No target set
<b>Market share.</b> The amount of market share captured by the Council as a % of the total available market (excluding EIRs)	M	40%	40%
<b>Average number of days taken to process a search.</b> The average number of working days taken to process a search	M	10 days	10 days
<b>% of searches processed within the target time.</b> The % of all searches that are processed within the target time of 10 days	M	No target set	No target set
<b>Income received.</b> The total amount of income received during the reporting period	M	No target set	No target set

**Measures to be amended:** None

## Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

## G6: Licensing

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Applications process within SLA.</b> The percentage of licensing applications that have been processed within the service standard	M	96%	96%

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

## G7: Regulatory Services

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>Number of environmental protection requests received.</b> The total number of environmental protection requests received during the reporting period	M	42	No target set
<b>% of environmental protection requests completed within 6 months.</b> The percentage of environmental protection cases that are closed within 6 months of receipt	M	75%	75%
<b>% of registered food premises rated 3 stars or above.</b> The % of registered food premises rated at 3 stars or above following inspection	M	96%	96%
<b>% of food safety inspections completed.</b> The % of FSA inspections that are completed within the reporting period	M	98%	90%

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure
Cost of delivering the service per food safety inspection	Not a statutory requirement in the LAEMS return. Difficult to calculate and not useful or informative. LAEMS more concerned with how many FTEs and how many inspections are done

## G8: Systems Development

### 2022/23 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
<b>LLPG Standard.</b> The standard awarded for the Council's LLPG	M	National Standard	National Standard
<b>Website availability.</b> % of time that the Council's website is available	M	98%	98%
<b>% of systems development requests completed within 10 working days.</b> The % of Systems Development requests that are completed within the service level agreement. Measures requests from WLDC, NKDC and Central Lincs Planning Unit (JPU)	M	80%	85%

**Measures to be amended** None

### Measures to be removed

Measure	Reason for non-inclusion
Cost of delivering the service per head of population	Management Team decision needed over the future of the measure

# Agenda Item 6c



**Corporate Policy and  
Resources**

**Thursday, 10 February  
2022**

**Subject: Budget and Treasury Monitoring - Quarter 3 2021/2022  
(1<sup>st</sup> April 2021 to 31<sup>st</sup> December 2021)**

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 2021 to 31 December 2021.

## **RECOMMENDATION(S):**

### **REVENUE**

- a) Members accept the forecast out-turn position of a £0.014m net deficit from reserves as at 31<sup>st</sup> December 2021 (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).

### **CAPITAL**

- c) Members accept the current projected Capital Outturn as detailed in 3.1.1.
- d) Members are asked to approve £0.01m spend on Play Park works and equipment at Hemswell Cliff, against the Hemswell Masterplan Public Realm Improvements capital scheme (3.1.3).
- e) Members accept the proposal that we do not make any amendments to the capital programme at this time. The schemes will be adjusted

at Quarter 4 2021/2022 when the Capital Financing will be finalised.

## **TREASURY**

- f) Members accept the report, the treasury activity and the prudential indicators.

## **IMPLICATIONS**

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

## Financial : FIN/157/22/CPR/SL

### REVENUE

The draft revenue forecast out-turn position for 2021/2022 is currently reflecting a net deficit from reserves of £0.014m relating to business as usual activity as at 31<sup>st</sup> December 2021.

When then considering the impact of Covid-19 we are currently forecasting that the additional costs and loss of income forecast for the financial year, offset by savings, will total a net pressure of £1.243m. This will leave a balance of £0.286m remaining against the Covid Support funds held to support Covid recovery (total £1.529m).

The summary of forecast Covid financial implications are contained within the report at 2.2.8.

A summary of the forecast out-turn position relating to business as usual activity:

Summary of Out-turn Position 2021/2022		
	£ 000	
FORECAST OUTTURN AS AT 31.12.21	(294)	BEFORE CARRY FORWARDS
<b>CARRY FORWARDS : BASE BUDGET-APPROVED IN YEAR</b>	20	ALREADY APPROVED
<b>CARRY FORWARDS : USE OF EARMARKED RESERVES</b>	176	ALREADY APPROVED
<b>SUB-TOTAL:</b>	<b>(98)</b>	
SERVICE CARRY FORWARD REQUESTS	112	Pending Approval by Management Team 28.03.22
<b>NET CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES:</b>	<b>14</b>	

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

### CAPITAL

The anticipated capital out-turn position 2021/2022 is £8.877m. This is a variance of £0.954m on the approved budget. The required amendments to the Capital Programme are detailed at 3.1.2.

### TREASURY

The Treasury Management activities during the reporting period are disclosed in the body of this report. Total external borrowing is currently £25m; however, no additional borrowing will be required this financial year.

There have been no breaches of Treasury or Prudential Indicators within the period of this report.

Average investments for the period (Oct-Dec) was £21.626m, which achieved an average rate of interest of 0.727% (Jun-Sep was 21.286m, 0.754%).



**Staffing:**

Salary budgets for 2021/2022 were set based on an estimated 0% pay award. The actual pay award for the year is yet to be confirmed, with the latest employer offer being 1.75%. This offer has not been accepted by the Unions and negotiations are ongoing.

The salary costs included in this report are based on this increase being applied for the year.

There is an estimated 1.15% (£0.136m) surplus for the year against original employee budgets as a result of staff turnover.

This is after the 2% (£0.183m) Vacancy Factor included within the 2021/2022 Budget, which was applied to salary budgets for posts which are on our organisational establishment (basic pay, superannuation and national insurance).

Without the vacancy factor, there would be a 2.7% (£0.319m) surplus across all employee budgets.

**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

**Key Decision:**

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

Yes

No

## 1. Executive Summary

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

### **REVENUE**

- 'Business as Usual' Revenue Forecast Out-Turn (after carry forwards) – Deficit from Reserves £0.014m. (-0.10% of Net Revenue Budget – see 2.1 for details of significant variances).
- There is no forecast pressure above Covid-19 Support Grants from Government and contingency funds held within Earmarked Reserves at this time (see 2.2.8 for details).

### **CAPITAL**

- Capital Forecast Out-Turn £8.877m, a variance of £0.954m against current budget £9.831m and include the following requests;

#### **Members are asked to approve;**

- Members are asked to approve the spend £0.01m for Hemswell Play Park works and equipment, from the Hemswell Masterplan-Public Realm Improvements capital budget of £0.05m. This is to aid the play park's adoption by Hemswell Cliff Parish Council.
- No further amendments to the Capital Budget are requested at this time. Any final adjustments will be detailed in the Quarter 4 2021/2022 report.

### **TREASURY MANAGEMENT**

- Treasury Management Report and monitoring:
- Investments held as at 31 December 2021 were:
  - Average investment interest rate for October to December was 0.727%.
  - Total Investments at the end of Quarter 3 was £22.219m.

The tables below reflect investment movements and prudential borrowing analysis:

<b>Investment Movements</b>	<b>Qtr. 2 £'000</b>	<b>Qtr. 3 £'000</b>
Investments B/fwd (at 30.09.2021 incl. bank)	16,376	20,602
Add/(Less) Capital expenditure	(3,255)	(943)
Add/(Less) PWLB/Other LA Borrowing in year	0	0
Add/(Less) Net Revenue Expenditure	(2,018)	(1,563)
Add/(Less) Net Collection Fund Movement (Ctax/NNDR)	27,246	20,237
Add/(Less) Working Capital Movement	(17,747)	(16,114)
<b>Investments c/fwd (at 31.12.2021)</b>	<b>20,602</b>	<b>22,219</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 December 2021.

	<b>Qtr.2 £'000</b>	<b>Qtr. 3 £'000</b>
<b>Prudential Borrowing</b>		
Total External Borrowing (PWLB) and Other Local Authorities	16,500	16,500
Internal Borrowing	3,500	3,500
	20,198	14,425
<b>Total Prudential Borrowing at 31.12.2021</b>	<b>40,198</b>	<b>39,425</b>

**REVENUE BUDGET MONITORING QUARTER 2**  
**(1<sup>st</sup> April 2021 to 31<sup>st</sup> December 2021)**  
**Forecast Outturn for 2021/2022**

2. The Revenue Budget forecast for 'business as usual' out-turn currently stands at a net deficit from reserves of £0.014m as detailed in the table below.

This is after taking account of £0.308m of revenue budget carry forwards. 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 can be found at 2.2.8.

SERVICE CLUSTER	2021/2022			
	Original Budget £	Revised Budget £	Forecast Outturn £	Outturn Variance £
Our People	1,529,000	2,196,000	1,990,857	(205,143)
Our Place	3,778,100	4,217,900	4,175,152	(42,748)
Our Council	6,372,700	6,702,700	6,284,626	(418,074)
<b>Controllable Total</b>	<b>11,679,800</b>	<b>13,116,600</b>	<b>12,450,635</b>	<b>(665,965)</b>
<b>Corporate Accounting:</b>				
Interest Receivable	(124,600)	(124,600)	(175,500)	(50,900)
Interest Payable	377,700	383,500	372,100	(11,400)
Investment Income	(1,434,900)	(1,434,900)	(1,434,359)	541
Precepts and Levies	2,574,700	2,574,700	2,572,300	(2,400)
<b>Movement in Reserves:</b>				
To / (From) General Fund	(1,943,700)	(3,482,400)	(3,482,400)	0
Use of Specific Reserves	(3,011,800)	(2,575,900)	(2,575,900)	0
Contribution to Specific Reserves	4,719,000	5,291,500	5,291,500	0
Repayment of Borrowing	442,900	442,900	823,000	380,100
<b>Net Revenue Expenditure</b>	<b>13,279,100</b>	<b>14,191,400</b>	<b>13,841,376</b>	<b>(350,024)</b>
<b>Funding Total</b>	<b>(13,279,100)</b>	<b>(14,191,400)</b>	<b>(14,135,800)</b>	<b>55,600</b>
<b>NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR</b>	<b>0</b>	<b>0</b>	<b>(294,424)</b>	<b>(294,424)</b>

Carry Forwards - approved in year	20,300
Carry Forwards - approved at year end	112,000
Carry Forwards - use of Earmarked Reserves	175,700
<b>Net Contribution (To) / From General</b>	<b>13,576</b>

2.1 The significant movements being;

Cluster	EXPENDITURE	Total £000	Direction of Travel
<b>BUDGET UNDERSPENDS</b>			
	Salary ( <b>savings</b> ) / pressure. Includes 2% vacancy factor £183k. Includes est. 1.75% pay award.	(£136)	↑
Our Council	Corporate Contingency budget not required.	(£20)	↔
Our People	Reduced spend on legal services.	(£49)	<b>New</b>
<b>PRESSURES</b>			
Movement in Reserves	Voluntary Revenue Provision - Commercial Properties.	£180	<b>New</b>
Our Council	Software Licence Fee nationwide increase.	£52	↔
Our Council	Telephony costs - continued compliant connection to the Voter Registration Process and the DWP Benefits system.	£23	↓
Our Council / Our Place	Fuel - increased costs.	£22	<b>New</b>
	Various forecast outturn variances <£10k	£61	↓
		<b>£133</b>	

Cluster	INCOME	Total £000	Direction of Travel
<b>BUDGETED INCOME EXCEEDED</b>			
Corporate Accounting-Interest Received and Paid	Interest Receivable £51k, Interest Payable £11k.	(£62)	↓
Our Council	Green Waste service income target exceeded - service subscriptions £46k, new bin sales £19k.	(£65)	↑
Our Place	Planning Pre Application advice income forecast above budget for the year.	(£22)	↔
Our Place	Shopping Trolley reclaimed income.	(£53)	↑
<b>BUDGETED INCOME NOT ACHIEVED</b>			
Funding	Government Grants - Localised Council Tax Support administration subsidy grant.	£56	↔
Our Place	Property Services - loss of rental income due to transfer of Housing Stock to P3.	£27	↔
		<b>(£119)</b>	
<b>TOTAL VARIANCE</b>		<b>£14</b>	

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

### 2.2.1 Movement in Reserves

- The total Voluntary Revenue Provision (VRP) for 2021/2022 is £0.374m. It is proposed to use £0.194m of the Commercial Contingency budget to offset this cost.

The balance of £0.18m is to be met from in year surplus, if there are sufficient balances at year-end.

Alternatively, the £0.18m balance will be funded from the Valuation Volatility Reserve if required.

The forecast outturn reported at Qtr.3 2021/2022 includes the VRP as a use of in year surplus. Without this transaction, the forecast outturn is **a net contribution to reserves** of £0.166m.

### 2.2.2 Interest & Investment Income

- (£0.062m) - Interest receivable on investments is forecast to be £0.051m above budget for the year, and interest payable on borrowing is forecast to be £0.011m less than budget for the year.

### 2.2.3 Our Council

- £0.008m approved carry forwards into 2022/2023, and £0.026m pending approval at year-end (see Appendix 4 for details).
- (£0.065m) - Income from Green Waste service received above budget for the year to date. £0.046m is from service subscriptions, and £0.019m from the sale of new bins.
- (£0.020m) – being the balance of a corporate contingency budget which is not required.
- £0.052m - Pressure for software licenses. This is the result of a nationally agreed framework and an increase in the number of licensed users. The ICT Team will over the next year look to reduce these costs by converting some users to an alternative license model, and by reviewing the applications used and suggesting alternative approaches to reduce costs.
- £0.023m – Pressure for telephony costs. To ensure the continued compliant connection to the Voter Registration Process and DWP Benefits system. The Council has engaged in a procurement exercise with a reduced requirement to try to reduce further costs.
- £0.022m – increased fuel costs due to market price for fuel, and the use of fuel cards during the transition period when moving depot sites (from late July to early December 2021).

### 2.2.4 Our People

- £0.162m approved carry forwards into 2022/2023, £0.038m pending approval at year-end (see Appendix 4 for details).
- £0.049m - reduced spend on legal services is forecast for 2022/2023 (£0.032m within Development Management).

### 2.2.5 Our Place

- £0.026m approved carry forwards into 2022/2023, £0.048m pending approval at year-end (see Appendix 4 for details).
- £0.006m - There is a pressure on market fee income due to charges being suspended for April and May in support of traders in their financial recovery from Covid-19 impacts. Charges were reinstated from 1<sup>st</sup> June 2021. This pressure will be offset by the use of the Commercial Contingency budget.
- £0.027m – the transfer of housing stock to P3 has realised a net pressure for the year, due to loss of rental income.
- (£0.022m) – The forecast income for planning pre-application advice is expected to be greater than budget, based on activity for this period.
- (£0.053m) of income has been received to date 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.

## 2.2.6 Funding

£0.056m reduction in funding against the budget. The budget was set at an estimated value of £0.159m. The final settlement was announced in March 2021 as £0.103m.

## 2.2.7 Establishment

A 2% vacancy factor against salary budgets was approved for 2021/2022 through the MTFP, which equates to a reduction of £0.183m.

Salary budgets for 2021/2022 were set based on an estimated 0% pay award. The actual pay award for the year is yet to be confirmed, with the latest employer offer being 1.75%. The salary costs included in this report are based on this increase being applied for the year.

Current vacancy levels after costs of interim staffing resources is forecast to achieve a further £0.136m budget underspend for the year; this represents 1.06% of the overall employee revised budget. This is detailed by cluster as follows:

Cluster	Sum of variance £
Our Council	(229,230)
Our People	(85,237)
Our Place	(5,032)
2% Vacancy Factor	183,400
<b>Grand Total</b>	<b>(136,099)</b>

## 2.2.8 Financial Implications of Covid-19

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

We are currently forecasting that the additional costs and loss of income forecast for the financial year, offset by savings, will total a net pressure of £1.243m. This will leave a balance of £0.286m remaining against the Covid Support funds held to support Covid recovery (total £1.529m).

The tables below present the forecast financial impact of Covid-19 on the Council for 2021/2022.

<b>Full Year 2021/2022 Financial Summary</b>	<b>£000</b>
Total Covid-19 pressure to date	1,243
LA Covid Support Grant 20/21 - Balance Remaining Held in Earmarked Reserves	(434)
LA Covid Support Grant 21/22	(510)
Additional grant for loss of income (estimate)	(85) (1,029)
Earmarked Reserve Approved 21/22 MTFP	(500)
<b>Net Covid-19 Allocation Balance Remaining</b>	<b>(286)</b>

<b>Covid-19 Pressures</b>	<b>2021/22 Actuals £000</b>
Loss of income due to service closures / changes - services covered by Sales, Fees and Charges Compensation Grant for the period Apr - Jun 2021 (Qtr 1)	162
Loss of income due to service closures / changes	665
Cost Pressures - Covid costs funded from Support Grant *	536
Other Income Received to Support Services	(12)
Savings	(108)
<b>Total Pressures</b>	<b>1,243</b>

<b>* Cost Pressures - Covid costs funded from Support Grant</b>	<b>£000</b>
Additional Resources - agency, backfilling, overtime	387
Economic Development - additional resources for project development	48
Theatre - cost of equipment to comply with Covid regulations	17
Democratic Representation - hire of premises and equipment to hold meetings	21
ICT Team - headsets / licences / training	20
ICT Team - additional laptop provision for Covid virtual working (capital)	14
Health & Wellbeing - Leisure Management contractor support	12
Other costs <£10k	17
	<b>536</b>

Costs are mitigated by savings achieved and other income received to support services.

## 2.3 Fees and Charges

2.3.1 £3.277m has been received in Fees and Charges up to the end of the period against a budget for the period of £3.35m, a shortfall to date of £0.073m. However, the forecast for the year is a surplus of £0.039m.

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

- Garden Waste subscriptions £0.046m
- Garden Waste sale of new bins £0.019m
- Planning pre-application advice £0.022m

The significant areas of forecast income losses due to the ongoing impact of Covid-19, which are included in the claim against the Local Government Income Compensation Scheme for Lost Sales, Fees and Charges, are:

- Trinity Arts Centre box office takings £0.126m
- Local Tax Collection – Court Costs Recovered £0.122m
- Car Park income (season tickets and parking fees) £0.076m

## 2.4 2021/2022 Use of and Contribution to Reserves

### 2.4.1 Use of Reserves – Delegated Decision

The Chief Finance Officer has used delegated powers to approve the use of earmarked reserves up to £0.05m.

- £0.005m from the Communities at Risk reserve. Cost of 9 days consultancy from East Midlands Community Led Housing to help inform the Authority on alternative housing and land management solutions for the RAF Scampton decommissioning work.
- £0.005m from the Vehicle Replacement Reserve. Contribution towards the cost of a new gritting machine (remaining cost met from sale of existing vehicle/equipment).
- £0.006m from the Cultural Strategy Reserve for consultation work.
- £0.009m from the Cultural Strategy Reserve, for a Cultural Strategy Officer, fixed term for 2 years from January 2022.
- £0.003m from the IT Reserve. Revenue costs of the Customer Relationship Management System capital scheme (support costs).

## 2.5 Grants

As at 1st April 2021 we had an amount of £0.885m 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 2022 is £0.379m (including the use of earmarked reserves detailed at 2.4.1).

### 2.5.1 Successful Grant Bids and New Grant determinations

The following grants have been received/awarded during this period:

Grant Issued By	Name of Grant	£
Homes England	Housing Infrastructure Funding	1,498,067
Department for Levelling Up, Housing and Communities	New Home Bonus	179,785
Department of Health and Social Care	Contain Outbreak Management Fund	100,000
Lincolnshire County Council	Outbreak & Prevention	60,752
Department for Levelling Up, Housing and Communities	Covid- Test and Trace Grants - Main Scheme	52,000
Midlands Energy Hub	Private Rented Sector (PRS) Compliance and Enforcement competition	47,829
Department for Levelling Up, Housing and Communities	Lower Tiers Services Grant	32,190
Department for Work and Pensions	DWP System Upgrades	24,825
Department for Levelling Up, Housing and Communities	Emergency Planning	14,749
Department for Work and Pensions	Kickstart Grant	10,278
Department for Environment, Food & Rural Affairs	Allergens	2,807
		<b>2,023,283</b>

### Other Items for information

## 2.6 Planning Appeals

In Quarter 3 2021/2022 there were 3 appeals determined – 1 allowed and 2 dismissed.

There is 1 live application for costs.

Period	Number of Appeals	Allowed	Dismissed
October	1	0	1
November	1	0	1
December	1	1	0
<b>Total for Quarter 3</b>	<b>3</b>	<b>1</b>	<b>2</b>

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

At the end of December 2021, there was a total of £0.219m outstanding debt in the system over 90 days. The majority of this debt was over 150 days old and mainly comprised of:

- Environmental Protection & Licensing £0.058m – the debt recovery process is under way for all debt over 90 days, payment plans are being put in place where possible.
- Housing Benefits overpayments £0.036m the majority of which will look to be recovered through ongoing entitlement or where appropriate on agreed repayment schedules.
- Housing £0.018m – the majority of which are in the process of debt recovery, or a payment plan is being implemented.
- Property Services £0.017m – the majority of which are in the process of debt recovery.

The level of outstanding debt for the same period 2020/2021 is provided below for information.

2020/2021 Total £	Month	90 – 119 days £	120 – 149 days £	150+ days £	2021/2022 Total £
227,938	Quarter 1 - ending May 2021	8,813	8,120	163,504	180,437
370,266	Quarter 2 - ending Sept 2021	47,871	3,217	158,630	209,718
345,840	Quarter 3 - ending Dec 2021	16,097	13,499	189,805	219,401

## 2.8 Changes to the Organisation Structure

- 2.8.1 **Planning and Regeneration Restructure** - The restructure has been approved to support the creation of a sustainable permanent structure for the team, and to provide adequate resource to deliver the work areas of Development Management, Local Plan and Housing Delivery and Growth.

The impact for 2021/2022 is an additional cost of £0.087m, which has been met from an approved carry forward of in year surplus at year-end 2020/2021.

Ongoing implications from 2022/2023, a pressure of £0.166m, have been built into the MTFP.

2.8.2 **Policy and Strategy Structure** – the Corporate Policy Manager post was deleted, and 3 new posts created:

- Policy & Strategy Officer – Corporate Strategy & Business Planning
- Policy & Strategy Officer – Climate & Sustainable Environment
- Head of Strategy & Policy

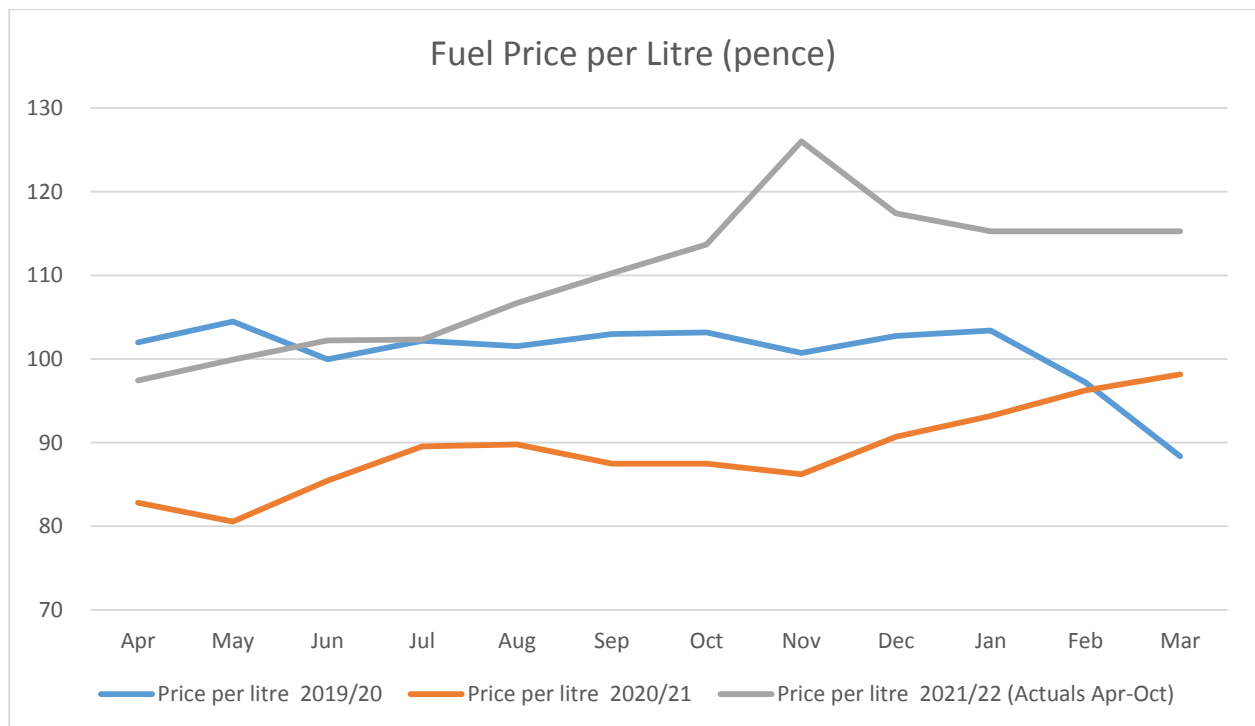
The overall impact is a pressure of £0.089m in 2021/2022 funded from Management Structure savings.

2.8.3 **Finance Service Restructure** – a restructure of the service has been approved, and the financial implications of amendments to the team have been contained within existing budget provision.

## 2.9 Fuel

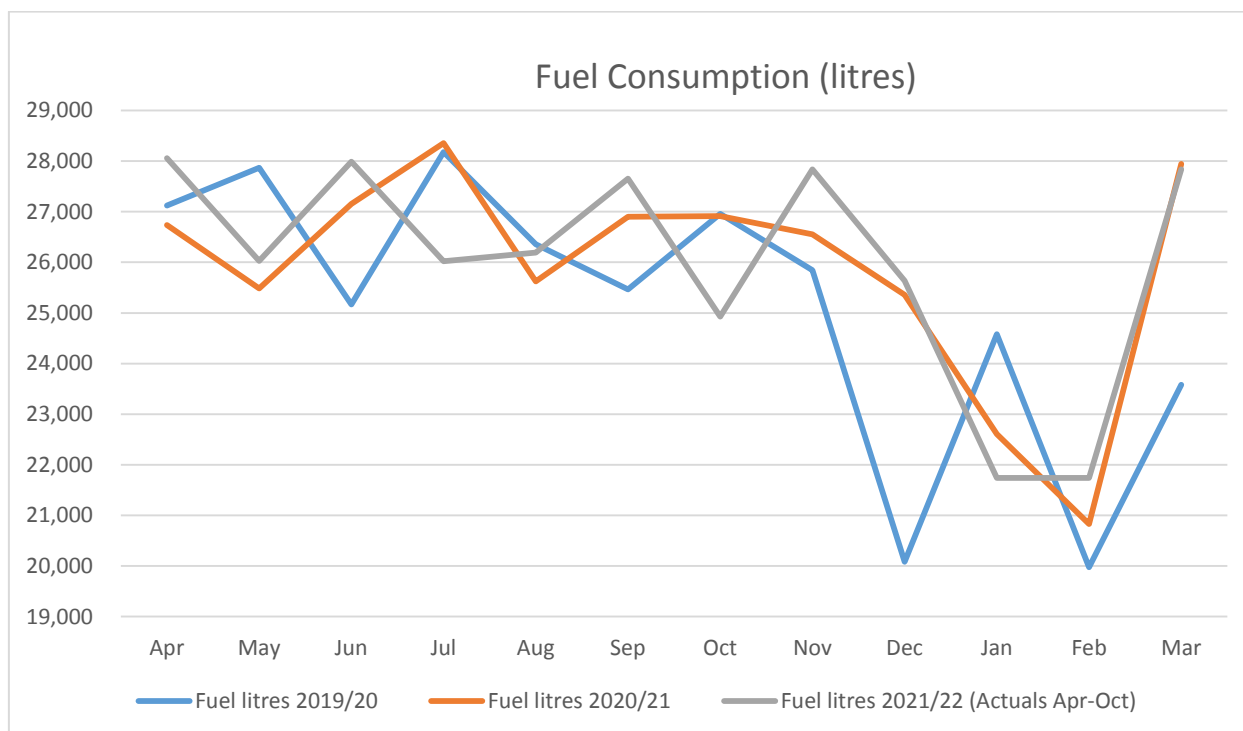
2.9.1 The chart below shows the actual price paid per litre of fuel, in pence, during 2019/2020 and 2020/2021. The prices shown for 2021/2022 are actuals to date, for the period April to January 2022, and estimated rates for the remainder of the financial year.

During the period from late July to early December 2021 a combination of fuel cards and fuel from the existing depot site tanks have been used to deplete the stock held in the tanks, pending the transfer to the new site. The fuel tank at the new depot site was available for use from early December 2021.



2.9.2 The chart below show the actual volume of fuel purchased, in litres, during 2019/2020 and 2020/2021. The volumes shown for 2021/2022 are actuals to date, for the period April to January 2022, and estimated consumption for the remainder of the financial year.

There is a drop in fuel purchased December to February, which reflects the pause in Garden Waste collections.



### 3.1 CAPITAL BUDGET MONITORING – QUARTER 3 2021/2022

3.1.1 The Capital Budget forecast out-turn for schemes approved to spend (includes Stage 3 and BAU) totals £7.999m against a revised budget of £8.805m. Reasons for variations are detailed below.

Pipeline Schemes (Pre Stage 1, Stage 1 and Stage 2) are expected to spend £0.877m (subject to formal approval). This gives an overall total spend of £8.876m as detailed in the table below.

Capital Investment Programme 2021/2022

Corporate Priority / Scheme	Actuals to 31/12/2021	Original Budget 2021/2022	Revised Budget 2021/2022	Forecast Outturn 2021/2022	Over / (Underspend)	Carry Forward Requests/ Drawbacks
<b>Total Capital Programme Gross Expenditure - Stage 3 and BAU</b>	4,655,616	4,784,545	8,805,488	7,999,396	(374,662)	(431,430)
Stage 2	42,000	3,092,000	919,316	770,916	0	(148,400)
Stage 1	0	1,500,000	86,240	86,240	0	0
Pre-Stage 1	0	20,000	20,000	20,000	0	0
<b>Total Capital Programme Gross Expenditure</b>	4,697,616	9,396,545	9,831,044	8,876,552	(374,662)	(579,830)

3.1.2 The capital programme spend to date is £4.698m against a revised budget of £9.831m. Expenditure is forecast to be £8.876m resulting in a £0.954m variance. The variance consists of:

- An anticipated £0.58m to be re-phased at the financial year-end. Of this amount £0.05m is to be brought forward from 2022/2023 with £0.63m to be slipped to future financial years.

- There are net projected underspends of £0.375m which is made up

of £0.002m overspend on the Private sector Housing scheme which is now closed and underspends of £0.377m on various projects as detailed in the summary table below.

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 to Committee at Quarter 4 2021/2022.

- 3.1.3 Members are asked to approve £0.01m spend on Play Park works and equipment at Hemswell Cliff against the Hemswell Masterplan Public Realm Improvements capital. This is to aid the play park's adoption by Hemswell Cliff Parish Council.
- 3.1.4 This Committee, at its meeting in November, approved funding to support the Levelling Up Fund Bid. A request to spend £0.389m in 2021/2022 was approved and this has been added into the monitoring table below. Individual business cases will be brought to this committee for approval at future meetings.
- 3.1.5 Individual schemes are detailed in the table below and commentary provided on performance.

**Capital Investment Programme 2021/22**

Corporate Priority / Scheme	Stage (1 April 2021)	Stage	Actuals to 31/12/2021	Original Budget 2021/22	Revised Budget 2021/22	Contingency Budget	Revised Budget Excluding Contingency Budget	Forecast Outturn 2021/22	Over/ (Underspend) Against Revised Budget 2021/22	Carry Forward Requests/ Drawbacks	Contingency Budget Spent	Comments
			£	£	£	£	£	£	£	£	£	
<b>Vulnerable Groups &amp; Communities</b>												
Extra Care Provision Scheme	Stage 1	Stage 1	0	1,500,000	0	0	0	0	0	0	0	
LEAP - Supported Accommodation	-	Stage 3	0	0	20,000	0	20,000	28,570	0	8,570	0	Scheme approved Sept 2021 it is anticipated this will be finalised in 22/23 - minor drawback from 22/23 anticipated.
Property Flood Resilience	-	Stage 3	29,409	0	34,200	0	34,200	29,409	(4,791)	0	0	Claims submitted in 21/22 - these will be funded from external grant - the claim will be made once all applications have been received.
Rough Sleeper Accommodation Project	-	Stage 2	42,000	0	0	0	0	42,000	0	42,000	0	The grant was to be paid on completion of a Grant Funding Agreement, it was finalised sooner than anticipated so the spend came out this financial year instead of the projected 2022/2023.
Local Authority Delivery Grant Phase 2 - Green Homes	-	Stage 3	0	0	560,000	0	560,000	300,000	0	(260,000)	0	Agreement took longer than anticipated to sign with Eon who are delivering the scheme on our behalf. Funding was due to all be spent by 31st March 2022 but Government extended the deadline of spend until 30th June 2022.
<b>Health and Wellbeing</b>												
Disabled Facilities Grants	BAU	BAU	679,618	857,714	977,140	0	977,140	927,140	0	(50,000)	0	All the DFG budget has been committed but due to a shortage of contractors not all work will be finalised before 31.3.2022.
Private Sector Renewal	Stage 3	Stage 3	46,000	98,547	43,842	0	43,842	46,000	2,158	0	0	Small overspend - project is now finished.
Market Rasen Leisure Centre	Stage 4	Stage 4	(435)	0	0	0	0	0	0	0	0	



### Capital Investment Programme 2021/22

Corporate Priority / Scheme	Stage (1 April 2021)	Stage	Actuals to 31/12/2021	Original Budget 2021/22	Revised Budget 2021/22	Contingency Budget	Revised Budget Excluding Contingency Budget	Forecast Outturn 2021/22	Over/ (Underspend) Against Revised Budget 2021/22	Carry Forward Requests/ Drawbacks	Contingency Budget Spent	Comments
			£	£	£	£	£	£	£	£	£	
<b>Economy</b>												
Market Rasen 3 year vision	Stage 3	Stage 3	0	200,000	50,000	0	50,000	0	0	(50,000)	0	Budget reapproved by PC & CPR in September for historic building grant scheme. Scheme developed and opened to applicants in Qtr. 3 21/22. A number of building owners have raised interest in the scheme since open, however due to individual project timelines none are expected to be in a position to draw down funds in this financial year.
Hemswell Masterplan - Public Realm Improvements	Stage 2	Stage 2	0	0	50,000	0	50,000	10,000	0	(40,000)	0	£10k spend in 2021/2022 to purchase wet pour base for a play park and additional play equipment to aid the play parks adoption by Hemswell Cliff Parish Council. £40k to be carried over to 2022/2023 and spent in conjunction with the £100k Investment for Growth for Building Regeneration / Community Space.
Crematorium	Stage 4	Stage 4	(7,085)	0	0	0	0	0	0	0	0	
Crematorium Phase 2	Stage 3	Stage 3	8,915	154,000	154,000	0	154,000	154,000	0	0	0	
Gainsborough Heritage Regeneration - THI	Stage 2	Stage 2	0	402,000	50,400	0	50,400	0	0	(50,400)	0	Building owners have been withholding applications due a lack of confidence and uncertainty due to COVID and the announcement of LUF funding which is supplementary to this scheme. Interested building owners have started coming forward following the results of LUF bid have been communicated, however due to project timelines no applicants will be in the position to draw down funds in this financial year.
Gainsborough Shop Front Improvement Scheme	Stage 3	Stage 3	5,300	70,000	5,300	0	5,300	5,300	0	0	0	

### Capital Investment Programme 2021/22

Corporate Priority / Scheme	Stage (1 April 2021)	Stage	Actuals to 31/12/2021	Original Budget 2021/22	Revised Budget 2021/22	Contingency Budget	Revised Budget Excluding Contingency Budget	Forecast Outturn 2021/22	Over/ (Underspend) Against Revised Budget 2021/22	Carry Forward Requests/ Drawbacks	Contingency Budget Spent	Comments
			£	£	£	£	£	£	£	£	£	
<b>Economy</b>												
5-7 Market Place - Redevelopment	Stage 3	Stage 3	2,184	342,300	250,000	0	250,000	190,000		(60,000)	0	Delays to start of building works due to limiting factors such as quantity surveyor availability and other professional services such as legal. Expecting to have paid out £40k preliminary costs and £150k relating to GLLEP LOTS grant and match funding before year end. Original scheme budget included contingency of £59.5k (10%), this has been slipped into 2022/23 as at Qtr 1.
Trinity Arts Centre Improvement Projects	Stage 3	Stage 3	15,750	279,800	20,500	0	20,500	20,500	0	0	0	
Gainsborough Growth - Grant for development (Cinema)	Stage 2	Stage 2	0	2,390,000	718,916	0	718,916	718,916	0	0	0	
Riverside Walk Acquisition	Stage 3	Stage 3	99,770	0	415,000	0	415,000	415,000	0	0	0	
Saxilby Industrial Units	Stage 4	Stage 4	(15,000)	0	0	0	0	0	0	0	0	
The Sun Inn - Capital Grant	Stage 3	Stage 3	0	0	0	0	0	0	0	0	0	
Hemswell Cliff Investment for Growth	Stage 2	Stage 2	0	100,000	100,000	0	100,000	0	0	(100,000)	0	Focus for spend is to invest in rejuvenation of run down building to provide a community space. Its location can facilitate links with community and business park which is an aim of the Masterplan. Focus 2022/2023 is to gain funding agreement for community space within ex-sergeants mess (currently New Owners Charity). No spend to date due to no engagement with previous owner and no feasible opportunities within business park arose during this financial year.
Thriving Gainsborough - LUF	-	Stage 3	0	0	259,300	0	259,300	259,300	0	0	0	LUF budget and anticipated spend as agreed CPR December (not including cinema).

### Capital Investment Programme 2021/22

Corporate Priority / Scheme	Stage (1 April 2021)	Stage	Actuals to 31/12/2021	Original Budget 2021/22	Revised Budget 2021/22	Contingency Budget	Revised Budget Excluding Contingency Budget	Forecast Outturn 2021/22	Over/ (Underspend) Against Revised Budget 2021/22	Carry Forward Requests/ Drawbacks	Contingency Budget Spent	Comments
			£	£	£	£	£	£	£	£	£	
<b>Public Safety &amp; Environment</b>												
Vehicle Replacement Programme	BAU	BAU	347,560	438,400	438,400	0	438,400	438,400	0	0	0	
Depot Review	Stage 3	-	1,969,757	1,650,000	2,467,607	500,000	1,967,607	2,167,607	(300,000)	0	200,000	Depot is now operational - still awaiting final invoices. The original scheme budget included £500k contingency budget (10%). £200k of the contingency has been spent.
CCTV Expansion	Stage 3	Stage 3	120,929	0	199,265	0	199,265	167,265	(32,000)	0	0	The scheme is forecast to be spent in full before the end of 2021/2022, however there may be a carry forward required at year-end subject to any further contractor/supplier delays. £32k is to be reallocated to revenue to cover the cost of a 5 year line connection fee.
<b>Housing Growth</b>												
Unlocking Housing - Living over the Shop	Stage 3	Stage 3	0	0	30,400	0	30,400	30,400	0	0	0	
Housing Infrastructure (Southern SUE)	Stage 3	Stage 3	980,480	218,784	2,193,784	0	2,193,784	2,193,784	0	0	0	
<b>Finances</b>												
Financial Management System	Stage 3	Stage 3	123,480	145,000	198,150	0	198,150	198,150	0	0	0	
Capital Enhancements to Council Owned Assets	BAU	BAU	25,857	50,000	76,000	0	76,000	60,875	(15,125)	0	0	The budget is based on the Asset Management Plan, but, before work is undertaken external consultants are asked to review the life of an asset and if the works need undertaking or can be delayed and sometimes events occur outside of the Council's control that means some works are brought forward or may not have been on the plan i.e. death of a tenant and work required on a property to enable the property to be re let.
Carbon Efficiency	Stage 3	Stage 3	0	210,000	50,000	0	50,000	50,000	0	0	0	
Richmond House Conservatory	Stage 3	Stage 3	0	0	20,000	0	20,000	0	0	(20,000)	0	The works quote came in at £150k all parties agreed a total cost of £60k for the works, therefore, all 3 parties have had to reconsider the project.

**Capital Investment Programme 2021/22**

Corporate Priority / Scheme	Stage (1 April 2021)	Stage	Actuals to 31/12/2021	Original Budget 2021/22	Revised Budget 2021/22	Contingency Budget	Revised Budget Excluding Contingency Budget	Forecast Outturn 2021/22	Over/ (Underspend) Against Revised Budget 2021/22	Carry Forward Requests/ Drawbacks	Contingency Budget Spent	Comments
			£	£	£	£	£	£	£	£	£	
<b>Customer</b>												
Telephony (incl. Contact Centre)	Pre-Stage 1	Pre-Stage 1	0	20,000	20,000	0	20,000	20,000	0	0	0	
Income Management	Stage 1	Stage 1	0	0	86,240	0	86,240	86,240	0	0	0	
3 D Secure Payment Software	Stage 3	Stage 3	0	0	12,000	0	12,000	12,000	0	0	0	
Customer Relationship Management System	Stage 3	Stage 3	8,447	0	20,000	0	20,000	16,696	(3,304)		0	Software costs - budget to be reduced to revenue.
<b>Staff &amp; Members</b>												
ERP Systems (Phase 2)	Stage 2	Stage 2	0	200,000	0	0	0	0	0	0	0	
Document management system	Stage 3	Stage 3	15,050	70,000	75,000	0	75,000	75,000	0	0	0	
Storage Refresh	Stage 3	Stage 3	185,997	0	200,000	0	200,000	200,000	0	0	0	
Additional Laptop Provision for Covid Virtual Working	Stage 1	Stage 3	13,633	0	35,600	0	35,600	14,000	(21,600)	0	0	Number of laptops required is less than initially expected.
<b>Total Capital Programme</b>												
<b>Gross Expenditure</b>			<b>4,697,616</b>	<b>9,396,545</b>	<b>9,831,044</b>	<b>500,000</b>	<b>9,331,044</b>	<b>8,876,552</b>	<b>(374,662)</b>	<b>(579,830)</b>	<b>200,000</b>	

## **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 totalled £0.283m relating to:

- £0.088m from the Housing Stock Transfer Agreement share of Right to Buy receipts.
- £0.031m Loan repayments.
- £0.024m for the Council's share of the proceeds of two plots of land.
- £0.140m from the sale of Lea Road School.

#### 4. TREASURY MONITORING – Quarter 3 (Sep – Dec 2021)

The Treasury Management Strategy Statement (TMSS) for 2021/2022, which includes the Annual Investment Strategy, was approved by the Council on 01 March 2021. It sets out the Council's investment priorities as being:

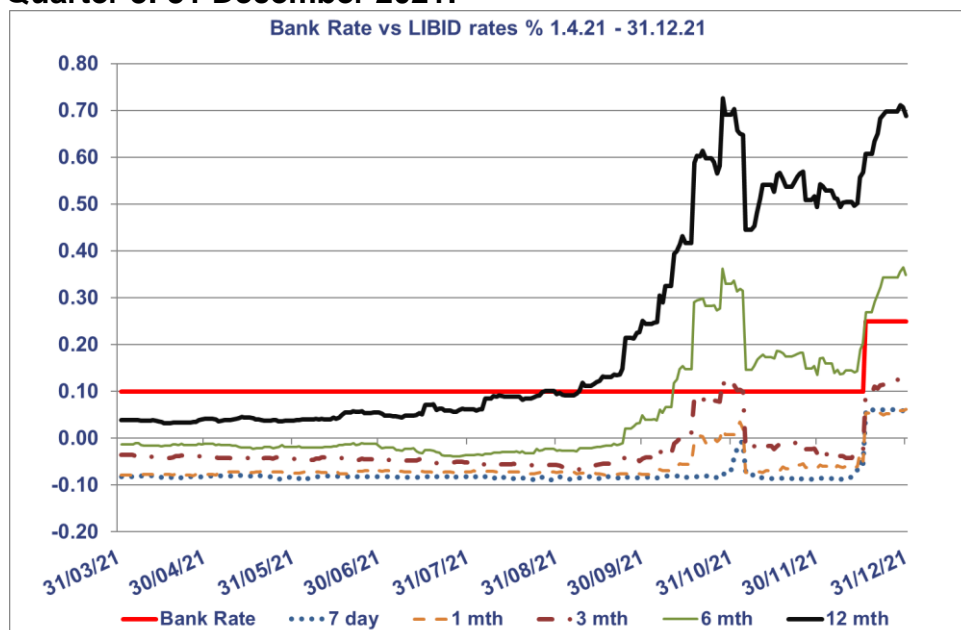
- Security of capital;
- Liquidity; and
- Yield.

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 0.727% (including CCLA) and 0.096% (excluding CCLA). It is now impossible to earn the level of interest rates commonly seen in previous decades as all short-term money market investment rates have only risen weakly since the Bank Rate was cut to 0.10% in March 2020 and only recently raised to 0.25% in December 2021. Given this environment and the fact that Bank Rate may only rise marginally over the course of 2022, investment returns are expected to remain low. The Council budgeted to receive £0.090m of investment income, the forecast outturn is now £0.158m.

#### Quarter 3: 31 December 2021:



	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
<b>High</b>	0.25	0.06	0.06	0.14	0.36	0.73
<b>High Date</b>	17/12/2021	29/12/2021	31/12/2021	31/12/2021	30/12/2021	28/10/2021
<b>Low</b>	0.10	-0.09	-0.08	-0.07	-0.04	0.04
<b>Low Date</b>	01/07/2021	27/08/2021	17/09/2021	08/09/2021	27/07/2021	08/07/2021
<b>Average</b>	0.11	-0.07	-0.05	-0.01	0.09	0.31
<b>Spread</b>	0.15	0.15	0.14	0.20	0.40	0.68

### 4.3 Interest Rate Forecasts

The Council's treasury advisor, Link Group, have provided the following forecasts on 20 December 2021:

Link Group Interest Rate View	20.12.21													
	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25
BANK RATE	0.25	0.25	0.50	0.50	0.50	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.25
3 month ave earnings	0.20	0.30	0.50	0.50	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
6 month ave earnings	0.40	0.50	0.60	0.60	0.70	0.80	0.90	1.00	1.00	1.10	1.10	1.10	1.10	1.10
12 month ave earnings	0.70	0.70	0.70	0.70	0.80	0.90	1.00	1.10	1.10	1.20	1.20	1.20	1.20	1.20
5 yr PWLB	1.40	1.50	1.50	1.60	1.60	1.70	1.80	1.80	1.80	1.90	1.90	1.90	2.00	2.00
10 yr PWLB	1.60	1.70	1.80	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.10	2.20	2.30
25 yr PWLB	1.80	1.90	2.00	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.40	2.40	2.50	2.50
50 yr PWLB	1.50	1.70	1.80	1.90	1.90	2.00	2.00	2.00	2.10	2.10	2.20	2.20	2.30	2.30

Link Asset Services detailed economic commentary on developments during quarter ended 31 December 2021 is included in Appendix 1.

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

Appendix 3 details the Approved countries for investments as at 31 December 2021.

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

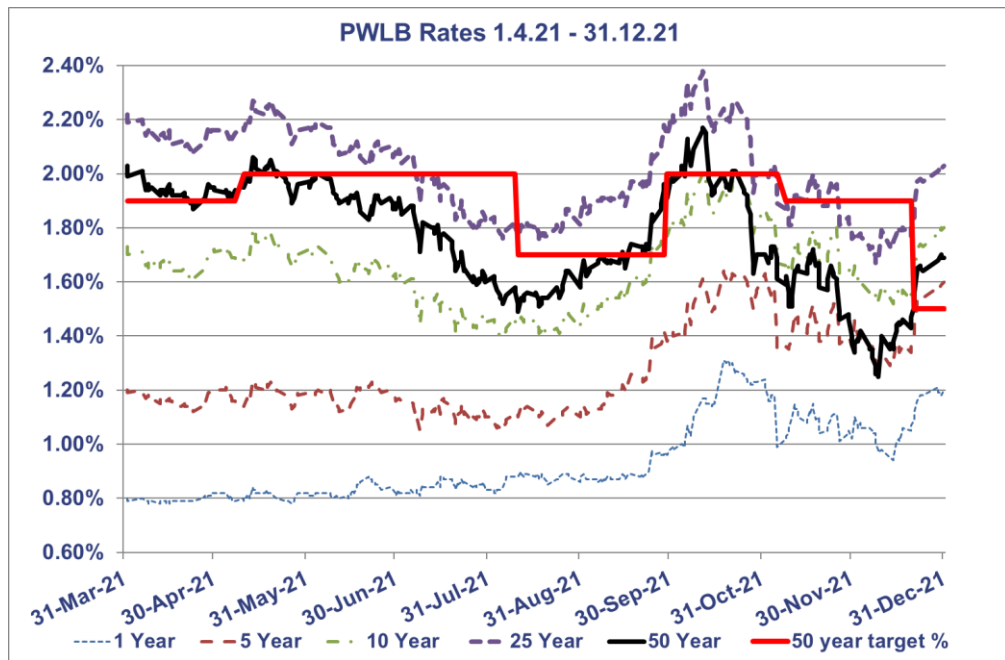
The total the Council has invested now stands at £3m (of an approved £4m). Interest is receivable on a quarterly basis with Q3 due during October.

### 4.5 New External Borrowing

New temporary borrowing of £5m was undertaken in the third quarter of the financial year.

The Council's total external borrowing stands at £25m.

It is anticipated that no further borrowing will be undertaken during this financial year and that borrowing at the end of 2021/2022 will be £25m.



	1 Year	5 Year	10 Year	25 Year	50 Year
<b>Low</b>	0.81%	1.05%	1.39%	1.67%	1.25%
<b>Date</b>	08/07/2021	08/07/2021	05/08/2021	08/12/2021	09/12/2021
<b>High</b>	1.31%	1.64%	2.01%	2.38%	2.17%
<b>Date</b>	18/10/2021	18/10/2021	11/10/2021	11/10/2021	11/10/2021
<b>Average</b>	0.99%	1.31%	1.63%	1.94%	1.68%
<b>Spread</b>	0.50%	0.59%	0.62%	0.71%	0.92%

#### 4.6 Borrowing in advance of need

The Council has not borrowed in advance of need during the period ending 31 December 2021.

#### 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 revisions to the Capital Programme as detailed in section 3 of this report.



	Original £'000	Q2 £'000	Q3 £'000
<b>Treasury Indicators</b>			
Authorised limit for external debt	45,000	45,000	45,000
Operational boundary for external debt	40,062	30,000	30,000
External Debt	31,000	27,500	25,000
Long term Leases	0	0	0
Investments	(12,133)	(17,689)	(19,219)
<b>Net Borrowing</b>	<b>18,867</b>	<b>7,311</b>	<b>5,781</b>
<b>Prudential Indicators</b>			
Capital Expenditure	9,396	8,755	8,876
Capital Financing Requirement (CFR)*	41,340	40,088	39,425
<i>Of Which Commercial Property</i>	<i>22,999</i>	<i>20,585</i>	<i>20,585</i>
Annual change in CFR*	1,278	1,562	1,915
External Debt	31,000	25,000	25,000
Under/(over)borrowing	10,340	15,088	14,425
Ratio of financing costs to net revenue stream*	7.12%	7.98%	6.70%
<b>Incremental impact of capital investment decisions:</b>			
Increase/(Reduction) in Council Tax (band change per annum)	£0.00	£2.27	£2.27

4.8 The Monthly Investment Review report for December is attached at Appendix 1.

## APPENDIX 2: Economics update

During the quarter ended 31st December 2021:

During the quarter ended 31<sup>st</sup> December 2021 (*quarter 3 of financial year 2021/22*):*Monthly*

- *GDP rose 0.1% in October as product/labour shortages held back output;*
- *There were signs of faster GDP growth in November, before surging COVID-19 cases in December hit activity;*
- *Inflation jumped to a nine-year high of 5.1% in November;*
- *Bank Rate rose from 0.10% to 0.25% in December;*
- *Gilt yields and sterling fell, before both turned a corner in recent weeks.*

**Q4 had a weak start in October, with the economy eking out GDP growth of only 0.1% m/m.** That was much lower than the 0.6% m/m growth in September and reflected falls in output in hospitality (-5.6% m/m), energy (-2.8% m/m) and mining (-5.0% m/m). In fact, without the boost from more face-to-face doctor appointments and the vaccine programme, GDP would have contracted in month-on-month terms.

**There were some signs that activity gained some momentum in November.** That seems to have been driven mainly by faster growth in consumer spending amid stronger-than-usual Black Friday sales and anecdotal reports that households brought forward some of their Christmas shopping. In November, retail sales jumped by 1.4% m/m, households' unsecured borrowing rose by a healthy £1.2bn, and survey data pointed to resilience in other sectors too, despite continued supply chain disruptions and shortages.

**But any improvement in activity probably proved short-lived.** The surge in COVID-19 cases caused by the Omicron variant prompted the government to impose 'Plan B' restrictions from mid-December, which included guidance to work from home and COVID-19 passports for some hospitality venues. Timely data indicated that households changed their behaviour in response to the risk of infection, even without the imposition of formal restrictions limiting social interactions. For example, restaurant attendance was hit hard in the run-up to Christmas, while journeys on public transport fell. That chimes with the fall in December's flash PMIs, which pointed to a big drop in services output.

**That prompted the government to announce a new £1bn support package for consumer-facing businesses in retail and hospitality** as those sectors lost earnings over the Christmas period due to heightened virus caution and the 'Plan B' measures. With eligible businesses able to receive grants of up to £6,000, that should have helped to cushion some of the blow. That said, the measures are much less generous than the support offered earlier in the pandemic and crucially don't include a furlough scheme, so businesses are unlikely to have avoided a hit to their balance sheets entirely.

As it stands, our forecast is for GDP growth in December of -0.1% m/m. But we suspect that the fall could be larger than that. Indeed, the flash composite PMI

for December was consistent with GDP growth of -1.5% m/m. Although we suspect that is a little pessimistic, a more conservative estimate of -0.5% m/m would pull down our forecast for Q4 as a whole to +0.7% q/q. That would delay the return of GDP to its pre-virus level, pushing it back from January 2022, (as we had expected), into Q2.

**Trade flows have continued to recover amid the fading of Brexit trade frictions and some easing in supply chain disruptions.** So far, the recovery in exports has lagged imports. But this divergence may be starting to lessen. Excluding oil and erratics, export values grew by 1.6% m/m in October, while import values grew by 0.7% m/m. By contrast, although total trade with the EU remains well below pre-crisis levels, the recovery in export values to the EU has been *faster* than that of imports. Indeed, export values were 5.3% below their Q4 2019 average in October 2021, while imports were 9.6% below. What's more, these data predate the full customs checks for imports that came into force on 1<sup>st</sup> January 2022. That's one of the reasons why we think that, while Brexit explains some of the shortfall in UK trade, pandemic effects have also played a big role. That implies the underperformance of UK exports may lessen as the pandemic fades.

**At the same time, CPI inflation surged to a 10-year high of 5.1% in November.** Some of the rise was due to one-off factors, such as the 5.1% m/m increase in fuel prices on the back of the surge in oil prices in October. But there was evidence of more persistent price pressures too. Food inflation added 0.1ppts to overall inflation, which reflected higher costs faced by suppliers. Higher second-hand car inflation and rising housing rents also contributed. Meanwhile, another rise in core producer output price inflation from 7.1% to 7.9% in November suggests that shortages are still boosting prices further up the inflation pipeline.

**Our forecast is for inflation to hover near its current level until it peaks at 5.2% in April 2022, before falling back sharply in the second half of next year.** But the risks to this forecast are firmly to the upside. The 15% rise in utility prices that we have pencilled in for next April now looks optimistic, with a much bigger rise a real possibility. If the Omicron variant prompts a worsening in global supply chain disruptions, that could mean inflation falls back more slowly than we anticipate.

**The end of the furlough scheme on 30<sup>th</sup> September seems to have had a temporary, limited impact on the labour market.** In October, the single-month data showed that LFS employment fell by 240,000 while unemployment rose by 75,000. That nudged up the ILO unemployment rate from 3.9% in September to 4.2%. But the weekly data showed that unemployment was falling again by the end of the month. And the fall in the claimant count and rise in PAYE employment in November suggest the labour market soon strengthened again. Meanwhile, growth in average weekly earnings has fallen in recent months. But we estimate that underlying earnings growth held steady at close to pre-pandemic rates. Admittedly, the hit to consumer-facing services in December may have slowed the labour market recovery as firms struggled with lost earnings in the run-up to Christmas. But we don't expect it to have derailed the recovery entirely.

**The Bank of England surprised us and many others with a hike to Bank Rate at the December Monetary Policy Committee (MPC) meeting from 0.10% to 0.25%.** We had expected the Bank would wait for more information on the impact of Omicron before raising rates. But a series of strong data releases on the labour market and inflation in the run-up to the meeting seem to have worried the Bank. And the minutes of the meeting indicated that, despite acknowledging the downward impact on GDP from Omicron, the MPC was more concerned about the upside risks to inflation. At the same time, the Bank dropped any reference to inflation being expected to be below the 2% target in two years' time, which it had used at its November meeting to imply that the market pricing of Bank Rate at that time was too high. That suggests to us that the Bank is now contemplating raising interest rates further than it was at its November meeting. But the Bank retained its guidance that only a "modest tightening" in monetary policy would be needed, so we doubt the shift in its thinking has been dramatic. Assuming that a typical policy tightening cycle involves rates rising by 25bps four times per year, we think that a "modest" tightening will be slower than that. That has prompted us to raise our Bank Rate forecast next year. We expect two more hikes to Bank Rate – the first 25bps in May and the second 25bps in August – taking Bank Rate to 0.75% by the end of the year. While that's a bit higher than our previous forecast of 0.50%, it is still less than the tightening to almost 1.25% that investors are discounting by end of 2022. That's because we expect GDP growth in the first half of 2022 to be weaker and inflation to fall back faster in the second half than the Bank expects.

**The sharp rise in gilt yields at the start of Q4 on expectations of higher interest rates was quickly reversed following the November MPC meeting after investors' expectations of a hike to Bank Rate was disappointed.** But the 10-year yield has risen again in recent weeks to reach 1.00%, up from roughly 0.70% in mid-December, following encouraging signs that the Omicron variant may not lead to as many hospitalisations as initially feared. We expect the 10-year yield to drift a little higher in the coming years, albeit not by much, to reach 1.25% by end-2023. That's underpinned by our more dovish Bank Rate forecast compared to investors and our view that **upward pressure on gilts from higher US Treasury yields will be more limited than we previously thought.**

**In fact, we have recently revised down our end-2022 and end-2023 forecasts for the 10-year US Treasury yield by 25bp each, to 2.00% and 2.25%, respectively.** That's still marginally more tightening than is discounted by investors, but we think the Fed's recent hawkish pivot in the face of higher inflation means that the policy rate will not need to rise as far further ahead as we had once assumed. Indeed, the rise in inflation in the US to 6.8% in November, up from 6.2% in October, probably marks the peak.

**Meanwhile, sterling weakened throughout most of Q4 as investors discounted the murkier outlook for GDP growth.** Admittedly, the pound has strengthened again in the past few weeks. But we suspect this will prove short-lived and forecast a further softening in the pound against both the dollar and the euro to \$1.25 and €1.16 respectively by end-2022 (from \$1.34 and €1.20 currently). That's mainly based on our view that the Bank will disappoint investors' rate expectations to a greater extent than the Fed or the ECB.

**Finally, the FTSE 100** has risen by nearly 7% since the start of Q4, with much of the gain in the past few weeks prompted by investors' more optimistic assessment of the risks posed by Omicron. In fact, the extent of the recent rise in the FTSE 100 means that the index is now not far off our end-2022 forecast of 7,600 and could suggest the scope for further gains is limited. Nonetheless, UK equities still look favourably valued compared to gilt yields and the S&P 500, which may prove to be an upside for the FTSE 100

## APPENDIX 3: Approved countries for investments as at 31st December 2021

### *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 – BASE BUDGETS ALREADY APPROVED

Budget underspends to be carried forward into 2022/2023, which have been approved during the year are provided below for information only.

The following carry forwards are base budgets which have been approved previously by Management Team or Committee.

- Please note the figures quoted are as forecast as at December 2021 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.

Page 91	BASE BUDGET C/FWDS APPROVED IN YEAR			Dec 21	Purpose of Carry Forward
	Committee	Cluster	Business Unit	£ 000	
Prosperous Communities	Our Council	Land Charges	8	Land Charges project - 2 year software £8.5k to be cfwd to 22/23 ICT Board 27.07.21 FIN/55/22. Horizon is a land charges specific system which is being used for the two years until the CRM system can be developed. The contract starts on 1st November. The costs per annum is £8,500. However there is a requirement for training in the first year which is £1,700.	
Prosperous Communities	Our People	Community Action	8	Employment & Skills budget £10k 2019/2020 - from Business Planning budget. Balance to be carried forward approved by MT 25.11.19 FIN/126/20.	
Prosperous Communities	Our People	General Grants etc	4	Approved to support commissioning work for Voluntary Community Sector review in 22/23.	
			<b>TOTAL</b>	<b>20</b>	

## APPENDIX 4

### REVENUE CARRY FORWARDS – USE OF EARMARKED RESERVES

Budget underspends to be carried forward into 2022/2023, which have been approved during the year are provided below for information only.

The following carry forwards are approved use of Earmarked Reserves where the project spend has slipped into future years.

- Please note the figures quoted are as forecast as at December 2021 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.

<b>USE OF EARMARKED RESERVES</b>				Dec 21
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Prosperous Communities	Our People	General Grants etc	36	Members Local Grants - Balance to be cfwd (£144k over 4 years 19/20 - 22/23)
Prosperous Communities	Our People	General Grants etc	101	Community Grants - Balance to be cfwd (£500k over 5 years 18/19 to 22/23)
Prosperous Communities	Our People	General Grants etc	13	Community Payback Scheme - on hold due to Covid-19.
Corporate Policy & Resources	Our Place	Policy, Strategy & Environment	20	Draw down from Climate Change reserve, to spend on consultancy in 22/23.
Prosperous Communities	Our Place	Economic Development	6	Market Rasen Historic Building Scheme Project Officer Support
<b>TOTAL</b>			<b>176</b>	



## APPENDIX 4

### REVENUE CARRY FORWARDS – PENDING APPROVAL BY MANAGEMENT TEAM AT YEAR-END

Bids for budget underspends to be carried forward into 2022/2023, which require Management Team approval are as follow.

- Please note the figures quoted are as forecast as at December 2021 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 21	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Corporate Policy & Resources	Our Council	Systems Development	21	Extension to temporary posts - Enabling Technology Project Officer & Data Migration Technical Officer.
Corporate Policy & Resources	Our Council	Democratic Representation	5	Carry forward request for planning and licensing member training to be carried out in 22/23.
Prosperous Communities	Our People	General Grants etc	36	Payments due to Voluntary Community Services in 22/23 (funded from PCC Safer Streets Fund in 21/22).
Corporate Policy & Resources	Our People	Housing Benefits Admin	2	May be required to cover backdated to 1.4.21 JE for L Forman & A Foster.
Prosperous Communities	Our Place	Cemeteries and Churchyards	25	Cemetery wall repairs £20k for cemetery walls, £5k for tree works.
Prosperous Communities	Our Place	Cemeteries and Churchyards	10	Memorial testing - £7k for works scheduled for Summer 2022, £3k towards tree works.
Prosperous Communities	Our Place	Waste Management	13	Relocation payments slipped into 22/23.
<b>TOTAL</b>			<b>112</b>	



# West Lindsey District Council

## Monthly Investment Analysis Review

December 2021

## Monthly Economic Summary

**General Economy**

The Flash (i.e. provisional) Manufacturing PMI dropped to a 3-month low of 57.6 in December from 58.1 in November, in line with market expectations. Notably, the Backlogs of Work sub-index dipped from 58.6 to 51.8 in December, signalling the slowest accumulation of work-in-hand since February. This was helped by reduced pressure on supply chains, as signalled by the least marked lengthening of delivery times for 12 months. The Flash Services PMI, meanwhile, fell more sharply to 53.2 in December, down from 58.5 in November, missing market forecasts of 57.0. This reading signalled a sharp slowdown in service sector growth to the lowest since February, amid reports of a negative impact on customer demand from Omicron variant restrictions. However, underlying components did suggest that rising employment levels contributed to the slowest accumulation of unfinished work since March while input cost inflation also eased from record highs. As a result of the fall in the Services PMI, the Flash Composite PMI (which incorporates both sectors), dropped to 53.2 in December from 57.6 in November, missing market expectations of 56.4. Meanwhile, the Construction PMI (which is released one month behind), rose to 55.5 in November from 54.6 in October and well ahead of market expectations of 54.2. This indicated a robust and accelerated expansion of overall construction activity.

By expanding just 0.1% m/m compared to expectations of a 0.4% gain, GDP data for October suggested that economic growth was anaemic even before the contemplation of COVID restrictions being re-introduced following the discovery of the Omicron variant in November. For the second month in a row, this weakness was evident in the breakdown of GDP, which confirmed that the biggest contributor to growth came from a 2.6% rise in health output as more people visited their GP. Absent this growth, GDP would have contracted during the month. Foreign trade continued to drag on GDP, although the UK's trade deficit did narrow to £2.03 billion in October from September's eight-month high of GBP 2.78 billion. Both exporters and importers reported challenges emanating from Brexit, the pandemic, rising energy prices and supply chain disruption.

Whilst employment rose by 149,000 in the three months to October, more notable was that employment fell by 143,000 during the single month of October, following the end of the furlough scheme. Combined with the rise of 78,000 in unemployment reported in the month (which left the unemployment rate at 4.2%), this suggests that there was some modest deterioration in the labour market following the scheme's end. However, the fall of 49,800 in the number of people claiming unemployment benefits and the 275,000 rise in the PAYE measure of company payrolls both observed in November suggests that the deterioration was short-lived. The rise in the number of vacancies from 1.18m to a record 1.22m in the three months to November also suggests that the supply of labour struggled to keep pace with demand during the period. Against this backdrop, average weekly earnings including bonuses increased 4.9% y/y in the three months to October, the smallest gain in seven months but above market forecasts of 4.6%.

UK inflation, as measured by the Consumer Price Index (CPI), jumped to 5.1% y/y in November from 4.2% in October, reaching its highest rate since December 2011. In the process, the CPI exceeded both market forecasts of 4.7% and the Bank of England's own forecast of 4.5% made in November's Monetary Policy Report. Much of the increase was driven by rising energy prices, supply chain disruptions and a low base effect from last year. Whilst some of these effects were due to one-off factors, rises in food prices, housing rents and second hand car prices provided evidence of more persistent price pressures. Ultimately, these signs of "greater persistence in domestic costs and price pressures" saw the Monetary Policy Committee (MPC) raise Bank Rate to 0.25% during the month. Although this move was in keeping with Link's forecasts, it surprised the market, which had expected the MPC to delay raising rates until it had greater clarity surrounding the impact

of the Omicron variant on economic growth.

Retail sales, meanwhile, rose 1.4% m/m in November, exceeding forecasts of a 0.8% increase, with retailers noting strong trading related to “Black Friday”. Reports also suggested that worries about shortages and shipping delays prompted some households to do their Christmas shopping early. Despite this rise, sales remained 0.7% lower than a year ago. The outsized monthly gain in retail sales was followed by a 1 point fall in the GFK Consumer Confidence index to -15 in December amid concerns over the Omicron variant.

Although public sector net borrowing fell to £17.4bn in November from £18.8bn in October, it exceeded both market forecasts of £16.0bn and the OBR’s forecast of £14.2bn. This was reportedly due to an increase in debt interest costs and additional spending on both the NHS Test and Trace and vaccine booster programmes. As a result, borrowing reached £136.0 billion in the financial year-to-November, £115.8 billion less than in the same period in 2020 but almost triple three times its level during April-November 2019.

The US economy added just 210,000 jobs in November, well below market expectations of 550,000, as employers continued to report difficulties in hiring and retaining workers amid a strong economic recovery. This saw the unemployment rate fall to 4.2% in November, the lowest since February 2020 and well below market expectations of 4.5%. The US economy grew by an annualised 2.3% during Q3 2021, slightly higher than 2.1% according to the second estimate and following a 6.7% expansion in Q2. Against this backdrop, price growth (as measured by the Federal Reserve’s preferred Personal Consumption Expenditure deflator) reached 5.7%/y/y in November, well ahead of the Fed’s 2% target. These “inflation developments and the further improvement in the labour market” saw the Federal Reserve signal during its December meeting (via its “dot plot” chart outlining individual member expectations) that it may raise rates (from 0-0.25% currently) three times in 2022 and 2023 and twice more in 2024. The Fed also announced plans to accelerate its QE taper, which would see the current programme of bond purchases end in March.

The Eurozone economy advanced 2.2% q/q in Q3 2021, following upwardly revised 2.2% growth in Q2, matching initial estimates. The final reading of inflation for November confirmed an increase to 4.9% y/y from 4.1% in October, representing the highest reading since July 1991 but in line with preliminary estimates. While energy prices (which rose 27.5% y/y) accounted for much of the rise, core inflation (which excludes energy, food, alcohol and tobacco) also reached a record high 2.6% rate. Although the ECB reiterated at its December meeting that the rise in inflation was expected to be transitory, the central bank announced that it would reduce the pace of its asset purchases under its €1.85 trillion PEPP next quarter and wind down the scheme in March 2022, citing progress on economic recovery and towards its medium-term inflation target.

### Housing

The Halifax reported that house prices rose 1% m/m in November whilst Nationwide reported the same monthly gain in December. This left prices 8.2% and 10.4% higher than a year ago respectively.

### Currency

The MPC’s unexpected Bank Rate rise helped Sterling gain ground against both the US Dollar and the Euro this month.

December	Start	End	High	Low
GBP/USD	\$1.3318	\$1.3497	\$1.3497	\$1.3208
GBP/EUR	€1.1750	€1.1911	€1.1911	€1.1663

### Forecast

Link Group left its forecast for Bank Rate unchanged in December.

Bank Rate	Now	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24
Link Group	0.25%	0.25%	0.25%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%
Capital Economics	0.25%	0.25%	0.25%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	-	-

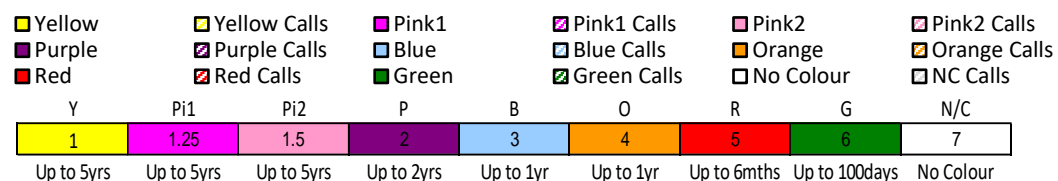
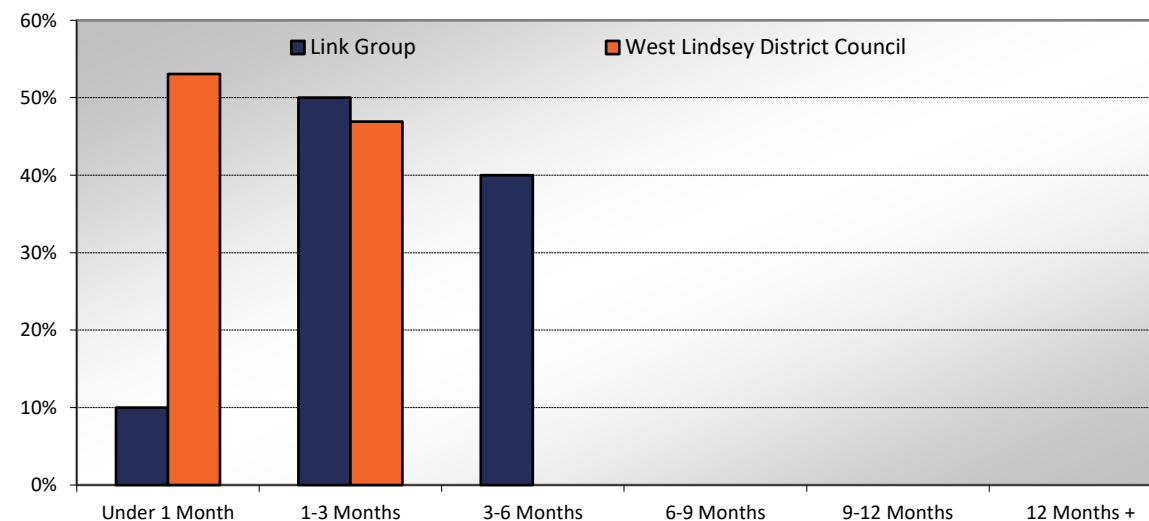
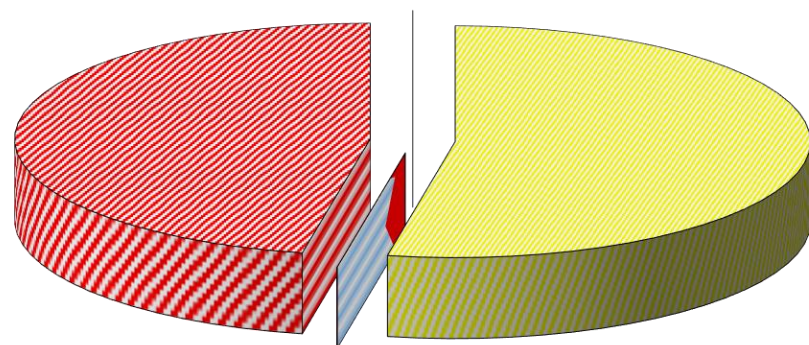
## West Lindsey District Council

### Current Investment List

Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default
MMF Aberdeen Standard Investments	7,500,000	0.05%		MMF	AAAm	
MMF Insight	2,670,000	0.04%		MMF	AAAm	
Lloyds Bank Plc (RFB)	4,000,000	0.03%		Call32	A+	0.004%
Santander UK PLC	5,000,000	0.30%		Call35	A	0.005%
<b>Borrower - Funds</b>	<b>Principal (£)</b>	<b>Interest Rate</b>	<b>Start Date</b>	<b>Maturity Date</b>		
CCLA-LAPF	3,000,000	5.50%				
<b>Total Investments</b>	<b>£22,170,000</b>	<b>0.84%</b>				<b>0.004%</b>
<b>Total Investments - excluding Funds</b>	<b>£19,170,000</b>	<b>0.11%</b>				<b>0.004%</b>
<b>Total Investments - Funds Only</b>	<b>£3,000,000</b>	<b>5.50%</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 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.

Portfolio Composition by Link Group's Suggested Lending Criteria



Portfolios weighted average risk number = **2.88**

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

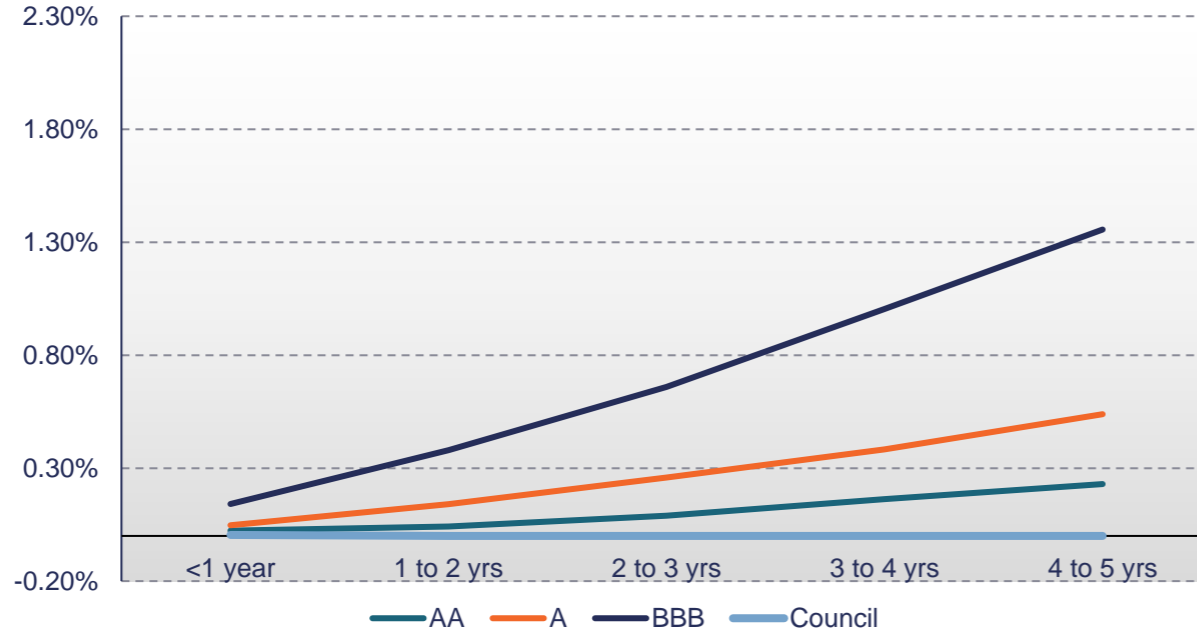
	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	Excluding Calls/MMFs/USDBFs	
									WAM	WAM at Execution
Yellow	53.05%	£10,170,000	100.00%	£10,170,000	53.05%	0.05%	0	0	0	0
Pink1	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Pink2	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Purple	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Blue	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Orange	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Red	46.95%	£9,000,000	100.00%	£9,000,000	46.95%	0.18%	34	34	0	0
Green	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
No Colour	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
<b>Total</b>	<b>100.00%</b>	<b>£19,170,000</b>	<b>100.00%</b>	<b>£19,170,000</b>	<b>100.00%</b>	<b>0.11%</b>	<b>16</b>	<b>16</b>	<b>0</b>	<b>0</b>



# West Lindsey District Council

## Investment Risk and Rating Exposure

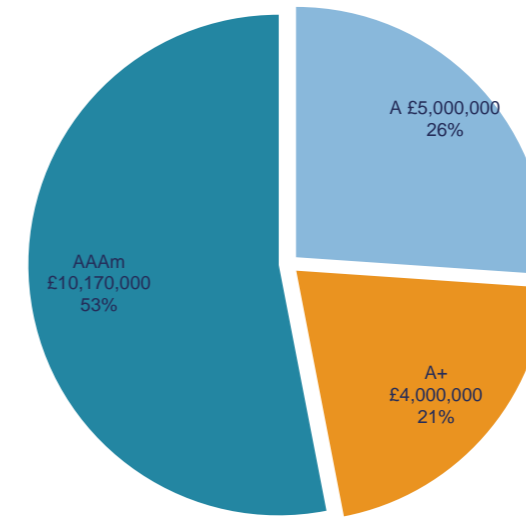
Investment Risk Vs. Rating Categories



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%	0.23%
A	0.05%	0.14%	0.26%	0.38%	0.54%
BBB	0.14%	0.38%	0.66%	1.01%	1.36%
Council	0.00%	0.00%	0.00%	0.00%	0.00%

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.

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.

## West Lindsey District Council

### Monthly Credit Rating Changes FITCH

Date	Update Number	Institution	Country	Rating Action
03/12/2021	1862	Norddeutsche Landesbank Girozentrale	Germany	The Support Rating was withdrawn. At the same time all other ratings were affirmed.
22/12/2021	1867	Bank of Montreal	Canada	The Support Rating was withdrawn. At the same time all other ratings were affirmed.



## West Lindsey District Council

### Monthly Credit Rating Changes MOODY'S

Date	Update Number	Institution	Country	Rating Action
10/12/2021	1863	Co-operative Bank PLC (The)	United Kingdom	The Long Term Rating was upgraded to 'Ba3' from 'B2'.

## West Lindsey District Council

### Monthly Credit Rating Changes S&P

Date	Update Number	Institution	Country	Rating Action
15/12/2021	1864	Standard Chartered Bank	United Kingdom	The Long Term Rating was upgraded to 'A+' from 'A'. At the same time all other ratings were affirmed.
16/12/2021	1865	Danske A/S	Denmark	The Long Term Rating was upgraded to 'A+' from 'A'. At the same time the Outlook on the Long Term Rating was changed to Negative from Stable and all other ratings were affirmed.
16/12/2021	1866	Credit Industriel et Commercial	France	The Long Term Rating was upgraded to 'A+' from 'A'. At the same time the Short Term Rating was affirmed.

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# Agenda Item 6d



**Corporate Policy and  
Resources Committee**

**Thursday, 10 February  
2022**

**Subject: Corporate Policy and Resources Committee Draft Budget  
2022/2023 and estimates to 2026/2027**

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 2022/2023 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2022/2023, and estimates to 2026/2027 to be included in the Medium Term Financial Plan.

## **RECOMMENDATION(S):**

- a) That Members approve use of Earmarked Reserves for 2022/2023 and 2023/2024 to provide financial support to SLM Leisure, funded from the Covid Support Reserve as detailed at **section 4**.
- b) That Members accept the Corporate Policy and Resources Committee budget 2022/2023 and **recommend to Council** for inclusion in the overall Council budget 2022/2023.
- c) That Members accept the Prosperous Communities Committee Budget 2022/2023 and **recommend to Council** for inclusion in the overall Council budget for 2022/2023.
- d) 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.

e) That Members **recommend to Council** the 2023/2024 to 2026/2027 estimates for both this Committee and those of Prosperous Communities Committee for inclusion in the Medium Term Financial Plan 2022/2023 to 2026/2027 (as amended by any decisions taken on this agenda).

## 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/159/22/CPR/SL**

The 2022/2023 base budget and variance to the 2021/2022 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 2022/2023 will be £5.53m (£5.73m 2021/2022).

This has resulted in base budget decreases of £2.569m, and an income reduction of £2.368m, resulting in an overall decrease £0.201m.

Included within the movement of £0.201m is £0.042m relating to Secondary Employer Pension Contribution payments (Pension Deficit contribution).

In addition, there are £0.319m of budgets relating to Earmarked Reserves to support one off project resources in 2022/2023 (£0.118m in 2021/2022). This is an increase of £0.201m from 2021/2022 to 2022/2023.

Services within this Committee have also contributed to Earmarked Reserves £0.092m in 2022/2023 for asset replacement programmes (£0.088m in 2021/2022). This is an increase of £0.004m from 2021/2022 to 2022/2023.

Details of the use of Earmarked Reserves in 2022/2023 are included within this report at Appendix 7.

Excluding pension deficit and earmarked reserves, there is a decrease of £0.44m on the base budgets for this Committee, further details of which are contained within the report at section 2.

**Staffing:**

Salary budgets for 2021/2022 were set based on an estimated 0% pay award, as per the Spending Review Announcement in November 2020.

The actual pay award for the year is yet to be confirmed, with the latest employer offer being 1.75%. This offer has not been accepted by the Unions and negotiations are ongoing.

The salary costs included in this report assume this increase being applied for the year 2021/2022, with a further 2% increase estimated pa from 2022/2023.

The proposed Council budget for 2022/2023 also includes a 2% Vacancy Factor of £0.235m (£0.183m 2021/2022) which has been applied to salary budgets for posts which are on our organisational establishment (basic pay, superannuation and national insurance).

**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 arising as a result of this report.

**Climate Related Risks and Opportunities :**

The Council created an Earmarked Reserve within its overall 2021/2022 budget to support investment in environmental and carbon reduction initiatives and the mitigation of climate change financial risk.

**Section 17 Crime and Disorder Considerations :**

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 Strategic Asset Management Plan

Investment Policy – Land and Buildings

All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough.

**Risk Assessment :** The 2022/2023 Budget Risk Assessment will be presented to the Corporate Policy and Resources Committee.

**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

X

No



## Introduction

1.1 This report sets out the Corporate Policy and Resources Committee base budget position for 2022/2023 and estimates for 2023/2024 to 2026/2027, 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 £0.021m across both Committees. Full Details of proposed fees and charges were presented to this Committee on the 11<sup>th</sup> November 2021.
- Regular updates have been provided to the Management Team who have also reviewed, challenged and proposed inclusion of the pressures 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 2022/2023 – 2026/2027.
- Consultation with Parish and Town 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 in to the base budgets.
- 1.5 The budgets are based on prudent post-Covid activity, and reflect the anticipated service resource requirements and income generation as we move forward.
- 1.6 **The Corporate Policy and Resources base budgets (Appendix 1 and 2)** have been developed from the forecast budgets presented to Council in March 2021.

Service budgets have been aligned to the strategic focus for each of the Clusters outlined within the Corporate Plan 2019 to 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 2022/2023 other than contractual obligations. Pay budgets for 2022/2023 have been increased by an estimated pay award of 2%, and employer's superannuation increased in line with that provided by the Actuary. National Insurance rates have been increased in line with the rates published by HMRC for 2022/2023.
- 1.9 **Secondary Pension Contribution** – the Lincolnshire Pension Fund's Actuary 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 2020/2021 to 2022/2023. The next tri-annual review is due in November 2022 for the years 2023/2024 to 2025/2026.

The Actuary was Hymans Robertson LLP as at the November 2019 review. The Actuary appointed by the Pension Fund from 2020/2021 is Barnett Waddingham.

The Primary Pension Contribution is a percentage of pay (17.2% 2020/2021 to 2022/2023). The Secondary Pension Contribution (Pension Deficit Contribution) is a set annual amount, paid as a lump sum monthly to the Pension Fund.

Within the period of the MTFP, from 2023/2024 onwards, a 1% increase has been applied to the Primary Pension Contribution every 3 years, and the Secondary Pension contribution has been increased by 9% pa.

The Funds' Pension Funding Strategy has a target of a 100% funded scheme on the ongoing participation basis within 20 years. As at the valuation carried out on the 31 March 2019, there was a 70% likelihood of achieving this target (an increase from 66% on the previous valuation 31 March 2016).

This target may be revised at the Actuarial Review due in November 2022.

The overall movement in the Secondary Pension Contribution is:

	Year	£m payable	£m increase
	2019/20	0.863	
Actuarial Review Nov 19	2020/21	0.940	0.077
	2021/22	1.028	0.088
	2022/23	1.119	0.091
Estimate for MTFP	2023/24	1.220	0.101
	2024/25	1.330	0.110
	2025/26	1.450	0.120
	2026/27	1.580	0.130

£0.483m (43.2%) of the 2022/2023 amount payable is attributable to services within Corporate Policy and Resources Committee, allocated to services based on staffing levels (FTE).

## 2. Significant Variations

When compared to the 2021/2022 base budget, the 2022/2023 base budget shows a budget decrease of £0.44m, excluding use of Earmarked Reserves and Pension Contribution payments. The major variances to the 2021/2022 base budget are detailed below;

## 2.1 **Corporate Management-Finance –**

In 2021/2022 the Council received Covid-19 expenditure support grant of £0.51m and Covid-19 loss of income through sales, fees and charges support grant of £0.165m. No further grants are due in 2022/2023.

The expenditure budget and income loss budget were held centrally and reflected in the Committee budgets, these were 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.

## 2.2 **Investment Properties –**

Investment property rental income has been increased by £0.039m to reflect contractual rent increases across the current portfolio and tenants.

## 2.3 **Housing Benefit Admin –**

Housing Benefit administration grant is to increase by £0.035m, as confirmed in the provisional allocation letter from the Department for Works and Pensions (DWP) dated 17 December 2021.

## 2.4 **Housing Benefit Payments –**

Rent allowance recovered budget has been reduced by £0.059m. 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 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.

## 2.5 **Enterprise Resource Planning – Ongoing Licence and System Maintenance Costs**

The ongoing costs of software support costs (SAAS – Software As A Service) have resulted in an increase in base budgets of £0.071m.

The savings attributed to efficiencies of £0.046m have already been built into the base budget and current software costs of the legacy system of £0.026m will be realised once the system is fully implemented and existing costs reduced.

## 2.6 **Grounds Maintenance –** the expenditure budgets within this committee for Grounds Maintenance have increased by £0.020m. There is a corresponding decrease in expenditure within Prosperous Communities committee, and there is nil impact across both committees.

The contract is currently being finalised and a reduction in overall costs is anticipated. However, this has not been built into the future year budgets at this stage as the final figures are to be confirmed.

- 2.7 Approved changes to the establishment during the year have resulted in a net increase in budget of £0.174m.

The significant movements within the establishment budgets are:

- £0.064m impact of estimated 1.75% pay award 2021/2022
- £0.085m impact of estimated 2% pay award for 2022/2023
- £0.029m increase in National Insurance rates for 2022/2023

- 2.8 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.

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

The Prosperous Communities Committee considered their draft report at their meeting on 25<sup>th</sup> January 2022. The Business Unit Budgets are attached at **Appendix 6**.

When compared to the 2021/2022 base budget, the 2022/2023 base budget shows an increase of £0.245m, excluding use of Earmarked Reserves and Pension Contribution payments. The major variances to the 2021/2022 base budget are detailed below:

- 3.1 **Green Waste Charging** – Additional net income of £0.102m has been built into the MTFP from 2022/2023. (A report was approved by this committee on the 2<sup>nd</sup> November 2021 to set the annual subscription fee of £39 for the 2 years 2022/2023 and 2023/2024. The increase in income is offset by additional costs attributable to the service held within Corporate Policy and Resources committee.)
- 3.2 **Crematorium** – the net income generated by the service has increased by £0.046m to reflect the anticipated level of demand and service operational costs.
- 3.3 **Development Management** – planning fee income has been re-profiled to reflect the Local Plan cycle, with an increase in budgeted income for 2022/2023 of £0.045m.
- 3.4 **Markets** – the two-year contract with Marshalls Yard to co-ordinate events is due to end 31 March 2022, a reduction in expenditure of £0.038m.
- 3.5 **Street Cleansing** – budgeted income has increased by £0.020m for reclaimed shopping trolley charges made to supermarkets. This is for 2022/2023 only pending a review during 2022/2023, which will consider future years.

- 3.6 **Waste Management** – fuel expenditure budgets have been increased by £0.026m to reflect forecast consumption due to new locations and forecast pricing based on current trends and market predictions.
- 3.7 **Community Safety** – CCTV income has been reduced by £0.026m to reflect a realistic level of income generation from providing the service to external customers. This pressure has been offset by the Commercial Contingency budget held within the Corporate Policy and Resources committee, and there is nil impact across both committees.
- 3.8 **Other Council Properties-Housing** – income has been reduced by £0.026m due to the transfer of housing stock to P3 during 2021/2022.
- 3.9 **Grounds Maintenance** – the expenditure budgets within this committee for Grounds Maintenance have reduced by £0.020m. There is a corresponding increase in expenditure within Corporate Policy and Resources committee, and there is nil impact across both committees.

The contract is currently being finalised and a reduction in overall costs is anticipated. However, this has not been built into the future year budgets at this stage as the final figures are to be confirmed.

- 3.10 Approved changes to the establishment during the year have resulted in a net increase in budget of £0.442m.

The significant movements within the establishment budgets are:

- £0.089m impact of estimated 1.75% pay award 2021/2022
- £0.166m approved Planning and Regeneration structure
- £0.115m impact of estimated 2% pay award 2022/2023
- £0.041m increase in National Insurance rates 2022/2023
- £0.028m increase in resourcing at the Crematorium, offset by increased income
- (£0.033m) approved Homes, Health and Wellbeing structure
- (£0.046m) approved Waste Management structure

- 3.11 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. Use of Earmarked Reserves – Support to SLM Leisure**

Members are asked to approve the use of Covid Support Earmarked Reserve to provide financial support to SLM Leisure;

- 2022/2023 £0.122m (100% of management fee payable)
- 2023/2024 £0.074m (50% of management fee payable)

## 5. 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 can found via the following link:

<https://democracy.west-lindsey.gov.uk/ieListDocuments.aspx?CId=142&MId=2919&Ver=4>

## 6. Recommendations

- 6.1 That Members approve use of Earmarked Reserves for 2022/2023 and 2023/2024 to provide financial support to SLM Leisure, funded from the Covid Support Reserve as detailed at **section 4**.
- 6.2 That Members accept the Corporate Policy and Resources Committee budget 2022/2023 and **recommend to Council** for inclusion in the overall Council budget 2022/2023 with any minor changes delegated to the Chief Financial Officer.
- 6.3 That Members accept the Prosperous Communities Committee Budget 2022/2023 and **recommend to Council** for inclusion in the overall Council budget for 2022/2023.
- 6.4 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.
- 6.5 That Members **recommend to Council** the 2023/2024 to 2026/2027 estimates for both this Committee and those of Prosperous Communities Committee for inclusion in the Medium Term Financial Plan 2022/2023 to 2026/2027 (as amended by any decisions taken on this agenda).

## APPENDIX 1

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

Policy and Resources	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(604,600)	(636,900)	(642,300)	(643,400)	(644,700)	(646,000)
Government Grants	(16,544,100)	(14,217,300)	(14,197,700)	(14,188,200)	(14,188,200)	(14,188,200)
Investment Income - Property Portfolio	(1,473,100)	(1,511,700)	(1,578,400)	(1,590,600)	(1,613,500)	(1,613,500)
Other Grants and Contributions	(461,300)	(348,800)	(338,900)	(338,900)	(338,900)	(338,900)
<b>Total Income</b>	<b>(19,083,100)</b>	<b>(16,714,700)</b>	<b>(16,757,300)</b>	<b>(16,761,100)</b>	<b>(16,785,300)</b>	<b>(16,786,600)</b>
<b>Expenditure</b>						
Employees	5,100,600	5,364,600	5,493,400	5,589,300	5,627,900	5,817,700
Premises	498,100	539,300	576,700	569,300	588,700	605,200
Supplies and Services	1,951,200	1,541,200	1,544,600	1,492,200	1,501,000	1,516,500
Third Party Payments	843,000	798,900	867,900	798,200	814,100	828,400
Transfer Payments	16,363,900	13,944,600	13,944,600	13,944,600	13,944,600	13,944,600
Transport	56,200	55,700	55,700	55,700	55,700	55,700
<b>Total Expenditure</b>	<b>24,813,000</b>	<b>22,244,300</b>	<b>22,482,900</b>	<b>22,449,300</b>	<b>22,532,000</b>	<b>22,768,100</b>
<b>Net Total</b>	<b>5,729,900</b>	<b>5,529,600</b>	<b>5,725,600</b>	<b>5,688,200</b>	<b>5,746,700</b>	<b>5,981,500</b>



## APPENDIX 2

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

Cluster and Business Unit	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Our People</b>	<b>238,900</b>	<b>271,900</b>	<b>309,000</b>	<b>332,900</b>	<b>347,600</b>	<b>366,500</b>
Housing Benefits Admin	321,400	295,200	321,200	345,100	359,800	378,700
Housing Benefits Payments	(82,500)	(23,300)	(12,200)	(12,200)	(12,200)	(12,200)
<b>Our Place</b>	<b>28,700</b>	<b>26,300</b>	<b>28,600</b>	<b>31,800</b>	<b>38,200</b>	<b>42,400</b>
Commercial Properties	(176,300)	(174,700)	(177,600)	(177,300)	(176,700)	(176,000)
Emergency Planning	30,700	33,400	34,200	34,800	35,400	36,300
Operational Buildings	78,500	98,800	101,300	102,000	105,000	106,400
Public Conveniences	68,700	59,500	61,500	62,900	65,200	66,200
Street Naming and Numbering	27,100	9,300	9,200	9,400	9,300	9,500
<b>Our Council</b>	<b>6,897,200</b>	<b>6,702,200</b>	<b>6,924,400</b>	<b>6,871,400</b>	<b>6,931,000</b>	<b>7,141,600</b>
Admin Buildings	234,700	245,800	253,000	258,300	266,300	273,500
Change Management	281,100	359,100	376,000	386,400	398,700	416,100
Communications	172,300	235,000	226,200	212,300	218,300	225,800
Corporate Management - Finance	1,108,700	375,300	380,500	375,300	352,300	340,600
Corporate Systems	41,800	49,300	49,100	49,100	49,100	49,100
Customer Services	756,500	630,600	623,900	643,000	662,700	685,600
Debtors	87,200	65,700	68,900	71,800	74,200	76,300
Democratic Representation	651,500	631,800	656,300	664,100	679,700	697,900
Elections	183,800	183,300	347,800	191,600	195,400	200,600
Financial Services	738,000	823,400	842,500	873,300	904,800	940,600
Fraud	5,200	5,700	3,000	6,000	3,000	6,300
Governance & Legal Compliance	316,800	282,700	293,700	300,400	307,300	316,300
Guildhall - Commercial	(160,700)	(154,500)	(156,900)	(152,100)	(146,700)	(140,600)
Human Resources	516,300	572,300	590,500	605,400	619,300	637,300
ICT Services	372,800	340,500	345,500	349,600	353,900	359,400
Local Tax Collection	371,100	398,300	418,600	435,400	451,800	471,500
Other Council Properties	(10,700)	(6,900)	(6,800)	(6,700)	(6,600)	(6,500)
Policy, Strategy & Environment	0	198,500	207,500	212,600	116,900	118,300
Precepts	8,200	8,200	8,200	8,200	8,200	8,200
Property Services	384,800	420,500	429,400	440,100	451,200	464,200
Support Services	193,100	190,000	197,800	203,400	208,500	215,200
Systems Development	644,700	847,600	769,700	743,900	762,700	785,900
<b>Investment Income - Property Portfolio</b>	<b>(1,434,900)</b>	<b>(1,470,800)</b>	<b>(1,536,400)</b>	<b>(1,547,900)</b>	<b>(1,570,100)</b>	<b>(1,569,000)</b>
Investment Properties	(1,434,900)	(1,470,800)	(1,536,400)	(1,547,900)	(1,570,100)	(1,569,000)
<b>Grand Total</b>	<b>5,729,900</b>	<b>5,529,600</b>	<b>5,725,600</b>	<b>5,688,200</b>	<b>5,746,700</b>	<b>5,981,500</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Admin Buildings	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Premises	186,900	197,100	204,300	209,600	217,600	224,800
Supplies and Services	47,800	48,700	48,700	48,700	48,700	48,700
<b>Total Expenditure</b>	<b>234,700</b>	<b>245,800</b>	<b>253,000</b>	<b>258,300</b>	<b>266,300</b>	<b>273,500</b>
<b>Net Total</b>	<b>234,700</b>	<b>245,800</b>	<b>253,000</b>	<b>258,300</b>	<b>266,300</b>	<b>273,500</b>

Change Management	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	274,300	342,600	359,300	372,500	384,600	401,800
Supplies and Services	6,100	15,800	16,000	13,200	13,400	13,600
Transport	700	700	700	700	700	700
<b>Total Expenditure</b>	<b>281,100</b>	<b>359,100</b>	<b>376,000</b>	<b>386,400</b>	<b>398,700</b>	<b>416,100</b>
<b>Net Total</b>	<b>281,100</b>	<b>359,100</b>	<b>376,000</b>	<b>386,400</b>	<b>398,700</b>	<b>416,100</b>

Commercial Properties	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(214,900)	(216,400)	(220,400)	(220,400)	(220,400)	(220,400)
Other Grants and Contributions	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)	(2,300)
<b>Total Income</b>	<b>(217,200)</b>	<b>(218,700)</b>	<b>(222,700)</b>	<b>(222,700)</b>	<b>(222,700)</b>	<b>(222,700)</b>
<b>Expenditure</b>						
Premises	31,600	34,700	35,800	36,100	36,700	37,400
Supplies and Services	4,300	4,300	4,300	4,300	4,300	4,300
Third Party Payments	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total Expenditure</b>	<b>40,900</b>	<b>44,000</b>	<b>45,100</b>	<b>45,400</b>	<b>46,000</b>	<b>46,700</b>
<b>Net Total</b>	<b>(176,300)</b>	<b>(174,700)</b>	<b>(177,600)</b>	<b>(177,300)</b>	<b>(176,700)</b>	<b>(176,000)</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Communications	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	162,300	224,800	216,000	202,100	208,100	215,600
Supplies and Services	9,400	9,600	9,600	9,600	9,600	9,600
Transport	600	600	600	600	600	600
<b>Total Expenditure</b>	<b>172,300</b>	<b>235,000</b>	<b>226,200</b>	<b>212,300</b>	<b>218,300</b>	<b>225,800</b>
<b>Net Total</b>	<b>172,300</b>	<b>235,000</b>	<b>226,200</b>	<b>212,300</b>	<b>218,300</b>	<b>225,800</b>

Corporate Management - Finance	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<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	28,600	(62,500)	(57,800)	(64,200)	(86,400)	(95,700)
Supplies and Services	662,300	149,800	150,500	151,200	151,900	152,600
Third Party Payments	434,800	305,000	304,800	305,300	303,800	300,700
<b>Total Expenditure</b>	<b>1,125,700</b>	<b>392,300</b>	<b>397,500</b>	<b>392,300</b>	<b>369,300</b>	<b>357,600</b>
<b>Net Total</b>	<b>1,108,700</b>	<b>375,300</b>	<b>380,500</b>	<b>375,300</b>	<b>352,300</b>	<b>340,600</b>

Corporate Systems	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Supplies and Services	41,800	49,300	49,100	49,100	49,100	49,100
<b>Total Expenditure</b>	<b>41,800</b>	<b>49,300</b>	<b>49,100</b>	<b>49,100</b>	<b>49,100</b>	<b>49,100</b>
<b>Net Total</b>	<b>41,800</b>	<b>49,300</b>	<b>49,100</b>	<b>49,100</b>	<b>49,100</b>	<b>49,100</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Customer Services	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(5,500)	(5,600)	(5,300)	(5,300)	(5,300)	(5,300)
Other Grants and Contributions	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
<b>Total Income</b>	<b>(58,200)</b>	<b>(58,300)</b>	<b>(58,000)</b>	<b>(58,000)</b>	<b>(58,000)</b>	<b>(58,000)</b>
<b>Expenditure</b>						
Employees	683,800	577,500	600,500	619,600	639,300	662,200
Supplies and Services	124,000	75,700	75,700	75,700	75,700	75,700
Third Party Payments	4,000	33,000	3,000	3,000	3,000	3,000
Transport	2,900	2,700	2,700	2,700	2,700	2,700
<b>Total Expenditure</b>	<b>814,700</b>	<b>688,900</b>	<b>681,900</b>	<b>701,000</b>	<b>720,700</b>	<b>743,600</b>
<b>Net Total</b>	<b>756,500</b>	<b>630,600</b>	<b>623,900</b>	<b>643,000</b>	<b>662,700</b>	<b>685,600</b>

Debtors	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(800)	(800)	0	0	0	0
<b>Total Income</b>	<b>(800)</b>	<b>(800)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	79,200	43,500	45,600	48,200	50,300	52,100
Supplies and Services	8,800	23,000	23,300	23,600	23,900	24,200
<b>Total Expenditure</b>	<b>88,000</b>	<b>66,500</b>	<b>68,900</b>	<b>71,800</b>	<b>74,200</b>	<b>76,300</b>
<b>Net Total</b>	<b>87,200</b>	<b>65,700</b>	<b>68,900</b>	<b>71,800</b>	<b>74,200</b>	<b>76,300</b>

Democratic Representation	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(8,300)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
<b>Total Income</b>	<b>(8,300)</b>	<b>(7,500)</b>	<b>(7,500)</b>	<b>(7,500)</b>	<b>(7,500)</b>	<b>(7,500)</b>
<b>Expenditure</b>						
Employees	301,000	270,900	281,600	292,000	301,100	312,600
Supplies and Services	330,200	340,300	354,100	351,500	358,000	364,700
Transport	28,600	28,100	28,100	28,100	28,100	28,100
<b>Total Expenditure</b>	<b>659,800</b>	<b>639,300</b>	<b>663,800</b>	<b>671,600</b>	<b>687,200</b>	<b>705,400</b>
<b>Net Total</b>	<b>651,500</b>	<b>631,800</b>	<b>656,300</b>	<b>664,100</b>	<b>679,700</b>	<b>697,900</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Elections	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
<b>Total Income</b>	<b>(1,500)</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	115,700	122,600	126,900	130,500	134,100	139,100
Premises	0	0	20,000	0	0	0
Supplies and Services	35,100	27,700	82,900	28,100	28,300	28,500
Third Party Payments	33,900	33,900	118,900	33,900	33,900	33,900
Transport	600	600	600	600	600	600
<b>Total Expenditure</b>	<b>185,300</b>	<b>184,800</b>	<b>349,300</b>	<b>193,100</b>	<b>196,900</b>	<b>202,100</b>
<b>Net Total</b>	<b>183,800</b>	<b>183,300</b>	<b>347,800</b>	<b>191,600</b>	<b>195,400</b>	<b>200,600</b>

Emergency Planning	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	9,300	11,600	12,000	12,200	12,400	12,900
Supplies and Services	21,400	21,800	22,200	22,600	23,000	23,400
<b>Total Expenditure</b>	<b>30,700</b>	<b>33,400</b>	<b>34,200</b>	<b>34,800</b>	<b>35,400</b>	<b>36,300</b>
<b>Net Total</b>	<b>30,700</b>	<b>33,400</b>	<b>34,200</b>	<b>34,800</b>	<b>35,400</b>	<b>36,300</b>

Financial Services	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(13,000)	(19,400)	(16,900)	(17,200)	(17,500)	(17,900)
<b>Total Income</b>	<b>(13,000)</b>	<b>(19,400)</b>	<b>(16,900)</b>	<b>(17,200)</b>	<b>(17,500)</b>	<b>(17,900)</b>
<b>Expenditure</b>						
Employees	565,200	597,800	606,000	623,100	638,300	657,900
Supplies and Services	79,300	113,800	109,900	111,000	112,100	113,300
Third Party Payments	103,200	127,900	140,200	153,100	168,600	184,000
Transport	3,300	3,300	3,300	3,300	3,300	3,300
<b>Total Expenditure</b>	<b>751,000</b>	<b>842,800</b>	<b>859,400</b>	<b>890,500</b>	<b>922,300</b>	<b>958,500</b>
<b>Net Total</b>	<b>738,000</b>	<b>823,400</b>	<b>842,500</b>	<b>873,300</b>	<b>904,800</b>	<b>940,600</b>



## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Fraud	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Supplies and Services	2,200	2,700	0	3,000	0	3,300
Third Party Payments	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total Expenditure</b>	<b>5,200</b>	<b>5,700</b>	<b>3,000</b>	<b>6,000</b>	<b>3,000</b>	<b>6,300</b>
<b>Net Total</b>	<b>5,200</b>	<b>5,700</b>	<b>3,000</b>	<b>6,000</b>	<b>3,000</b>	<b>6,300</b>

Governance & Legal Compliance	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(21,600)	(21,700)	(20,000)	(20,000)	(20,000)	(20,000)
<b>Total Income</b>	<b>(21,600)</b>	<b>(21,700)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(20,000)</b>
<b>Expenditure</b>						
Employees	306,200	265,600	274,900	281,600	288,500	297,500
Supplies and Services	10,600	10,900	10,900	10,900	10,900	10,900
Third Party Payments	17,400	23,700	23,700	23,700	23,700	23,700
Transport	4,200	4,200	4,200	4,200	4,200	4,200
<b>Total Expenditure</b>	<b>338,400</b>	<b>304,400</b>	<b>313,700</b>	<b>320,400</b>	<b>327,300</b>	<b>336,300</b>
<b>Net Total</b>	<b>316,800</b>	<b>282,700</b>	<b>293,700</b>	<b>300,400</b>	<b>307,300</b>	<b>316,300</b>

Guildhall - Commercial	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(268,900)	(274,000)	(279,700)	(279,700)	(279,700)	(279,700)
Other Grants and Contributions	(40,000)	(41,200)	(42,400)	(42,400)	(42,400)	(42,400)
<b>Total Income</b>	<b>(308,900)</b>	<b>(315,200)</b>	<b>(322,100)</b>	<b>(322,100)</b>	<b>(322,100)</b>	<b>(322,100)</b>
<b>Expenditure</b>						
Premises	116,700	128,700	133,200	138,000	143,400	149,500
Supplies and Services	31,500	31,500	31,500	31,500	31,500	31,500
Third Party Payments	0	500	500	500	500	500
<b>Total Expenditure</b>	<b>148,200</b>	<b>160,700</b>	<b>165,200</b>	<b>170,000</b>	<b>175,400</b>	<b>181,500</b>
<b>Net Total</b>	<b>(160,700)</b>	<b>(154,500)</b>	<b>(156,900)</b>	<b>(152,100)</b>	<b>(146,700)</b>	<b>(140,600)</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Housing Benefits Admin	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Government Grants	(189,800)	(227,600)	(208,000)	(198,500)	(198,500)	(198,500)
<b>Total Income</b>	<b>(189,800)</b>	<b>(227,600)</b>	<b>(208,000)</b>	<b>(198,500)</b>	<b>(198,500)</b>	<b>(198,500)</b>
<b>Expenditure</b>						
Employees	457,900	472,800	479,000	493,200	507,700	526,400
Supplies and Services	31,900	30,400	30,400	30,400	30,400	30,400
Third Party Payments	17,900	16,100	16,300	16,500	16,700	16,900
Transport	3,500	3,500	3,500	3,500	3,500	3,500
<b>Total Expenditure</b>	<b>511,200</b>	<b>522,800</b>	<b>529,200</b>	<b>543,600</b>	<b>558,300</b>	<b>577,200</b>
<b>Net Total</b>	<b>321,400</b>	<b>295,200</b>	<b>321,200</b>	<b>345,100</b>	<b>359,800</b>	<b>378,700</b>

Housing Benefits Payments	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Government Grants	(16,249,300)	(13,884,700)	(13,884,700)	(13,884,700)	(13,884,700)	(13,884,700)
Other Grants and Contributions	(183,700)	(70,000)	(58,900)	(58,900)	(58,900)	(58,900)
<b>Total Income</b>	<b>(16,433,000)</b>	<b>(13,954,700)</b>	<b>(13,943,600)</b>	<b>(13,943,600)</b>	<b>(13,943,600)</b>	<b>(13,943,600)</b>
<b>Expenditure</b>						
Transfer Payments	16,350,500	13,931,400	13,931,400	13,931,400	13,931,400	13,931,400
<b>Total Expenditure</b>	<b>16,350,500</b>	<b>13,931,400</b>	<b>13,931,400</b>	<b>13,931,400</b>	<b>13,931,400</b>	<b>13,931,400</b>
<b>Net Total</b>	<b>(82,500)</b>	<b>(23,300)</b>	<b>(12,200)</b>	<b>(12,200)</b>	<b>(12,200)</b>	<b>(12,200)</b>

Human Resources	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	479,100	533,000	551,000	565,700	579,400	597,200
Supplies and Services	13,700	15,800	16,000	16,200	16,400	16,600
Third Party Payments	20,000	20,200	20,200	20,200	20,200	20,200
Transfer Payments	1,700	1,500	1,500	1,500	1,500	1,500
Transport	1,800	1,800	1,800	1,800	1,800	1,800
<b>Total Expenditure</b>	<b>516,300</b>	<b>572,300</b>	<b>590,500</b>	<b>605,400</b>	<b>619,300</b>	<b>637,300</b>
<b>Net Total</b>	<b>516,300</b>	<b>572,300</b>	<b>590,500</b>	<b>605,400</b>	<b>619,300</b>	<b>637,300</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

ICT Services	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(600)	(600)	(600)	(600)	(600)	(600)
<b>Total Income</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>	<b>(600)</b>
<b>Expenditure</b>						
Employees	194,800	149,500	154,500	158,600	162,900	168,400
Supplies and Services	138,200	133,000	133,000	133,000	133,000	133,000
Third Party Payments	40,000	58,200	58,200	58,200	58,200	58,200
Transport	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>373,400</b>	<b>341,100</b>	<b>346,100</b>	<b>350,200</b>	<b>354,500</b>	<b>360,000</b>
<b>Net Total</b>	<b>372,800</b>	<b>340,500</b>	<b>345,500</b>	<b>349,600</b>	<b>353,900</b>	<b>359,400</b>

Investment Properties	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(1,473,100)	(1,511,700)	(1,578,400)	(1,590,600)	(1,613,500)	(1,613,500)
Other Grants and Contributions	(18,600)	(18,600)	(18,600)	(18,600)	(18,600)	(18,600)
<b>Total Income</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>(1,632,100)</b>
<b>Expenditure</b>						
Employees	34,600	36,200	37,300	38,000	38,700	39,800
Premises	19,200	20,800	20,800	20,800	20,800	20,800
Third Party Payments	3,000	2,500	2,500	2,500	2,500	2,500
<b>Total Expenditure</b>	<b>56,800</b>	<b>59,500</b>	<b>60,600</b>	<b>61,300</b>	<b>62,000</b>	<b>63,100</b>
<b>Net Total</b>	<b>(1,434,900)</b>	<b>(1,470,800)</b>	<b>(1,536,400)</b>	<b>(1,547,900)</b>	<b>(1,570,100)</b>	<b>(1,569,000)</b>

Local Tax Collection	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Government Grants	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
Other Grants and Contributions	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)
<b>Total Income</b>	<b>(269,000)</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	423,100	450,900	469,500	484,600	499,300	517,200
Supplies and Services	116,900	121,700	121,700	121,700	121,700	121,700
Third Party Payments	94,000	88,600	90,300	92,000	93,700	95,500
Transfer Payments	3,500	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>640,100</b>	<b>667,300</b>	<b>687,600</b>	<b>704,400</b>	<b>720,800</b>	<b>740,500</b>
<b>Net Total</b>	<b>371,100</b>	<b>398,300</b>	<b>418,600</b>	<b>435,400</b>	<b>451,800</b>	<b>471,500</b>



## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Operational Buildings	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Premises	67,400	87,900	90,400	91,100	94,100	95,500
Supplies and Services	4,400	4,200	4,200	4,200	4,200	4,200
Third Party Payments	6,700	6,700	6,700	6,700	6,700	6,700
<b>Total Expenditure</b>	<b>78,500</b>	<b>98,800</b>	<b>101,300</b>	<b>102,000</b>	<b>105,000</b>	<b>106,400</b>
<b>Net Total</b>	<b>78,500</b>	<b>98,800</b>	<b>101,300</b>	<b>102,000</b>	<b>105,000</b>	<b>106,400</b>

Policy, Strategy & Environment	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	0	198,500	207,500	212,600	116,900	118,300
<b>Total Expenditure</b>	<b>0</b>	<b>198,500</b>	<b>207,500</b>	<b>212,600</b>	<b>116,900</b>	<b>118,300</b>
<b>Net Total</b>	<b>0</b>	<b>198,500</b>	<b>207,500</b>	<b>212,600</b>	<b>116,900</b>	<b>118,300</b>

Other Council Properties	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)	(18,500)
<b>Total Income</b>	<b>(18,500)</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	7,800	10,800	10,900	11,000	11,100	11,200
Third Party Payments	0	800	800	800	800	800
<b>Total Expenditure</b>	<b>7,800</b>	<b>11,600</b>	<b>11,700</b>	<b>11,800</b>	<b>11,900</b>	<b>12,000</b>
<b>Net Total</b>	<b>(10,700)</b>	<b>(6,900)</b>	<b>(6,800)</b>	<b>(6,700)</b>	<b>(6,600)</b>	<b>(6,500)</b>

Precepts	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Transfer Payments	8,200	8,200	8,200	8,200	8,200	8,200
<b>Total Expenditure</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>
<b>Net Total</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>	<b>8,200</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Property Services	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	303,000	337,400	346,400	357,100	368,200	381,200
Supplies and Services	16,000	16,100	16,000	16,000	16,000	16,000
Third Party Payments	60,100	61,300	61,300	61,300	61,300	61,300
Transport	5,700	5,700	5,700	5,700	5,700	5,700
<b>Total Expenditure</b>	<b>384,800</b>	<b>420,500</b>	<b>429,400</b>	<b>440,100</b>	<b>451,200</b>	<b>464,200</b>
<b>Net Total</b>	<b>384,800</b>	<b>420,500</b>	<b>429,400</b>	<b>440,100</b>	<b>451,200</b>	<b>464,200</b>

Public Conveniences	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Premises	68,500	59,300	61,300	62,700	65,000	66,000
Supplies and Services	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>68,700</b>	<b>59,500</b>	<b>61,500</b>	<b>62,900</b>	<b>65,200</b>	<b>66,200</b>
<b>Net Total</b>	<b>68,700</b>	<b>59,500</b>	<b>61,500</b>	<b>62,900</b>	<b>65,200</b>	<b>66,200</b>

Street Naming and Numbering	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(10,000)	(29,900)	(30,900)	(31,700)	(32,700)	(33,600)
<b>Total Income</b>	<b>(10,000)</b>	<b>(29,900)</b>	<b>(30,900)</b>	<b>(31,700)</b>	<b>(32,700)</b>	<b>(33,600)</b>
<b>Expenditure</b>						
Employees	27,000	28,500	29,400	30,400	31,300	32,400
Supplies and Services	10,100	10,700	10,700	10,700	10,700	10,700
<b>Total Expenditure</b>	<b>37,100</b>	<b>39,200</b>	<b>40,100</b>	<b>41,100</b>	<b>42,000</b>	<b>43,100</b>
<b>Net Total</b>	<b>27,100</b>	<b>9,300</b>	<b>9,200</b>	<b>9,400</b>	<b>9,300</b>	<b>9,500</b>

## APPENDIX 3

### Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Support Services	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	180,300	179,100	186,900	192,500	197,600	204,300
Supplies and Services	12,100	10,200	10,200	10,200	10,200	10,200
Transport	700	700	700	700	700	700
<b>Total Expenditure</b>	<b>193,100</b>	<b>190,000</b>	<b>197,800</b>	<b>203,400</b>	<b>208,500</b>	<b>215,200</b>
<b>Net Total</b>	<b>193,100</b>	<b>190,000</b>	<b>197,800</b>	<b>203,400</b>	<b>208,500</b>	<b>215,200</b>

Systems Development	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)	(24,000)
<b>Total Income</b>	<b>(24,000)</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	475,200	584,300	566,900	539,000	555,600	576,500
Supplies and Services	192,900	274,000	213,500	215,600	217,800	220,100
Third Party Payments	0	12,500	12,500	12,500	12,500	12,500
Transport	600	800	800	800	800	800
<b>Total Expenditure</b>	<b>668,700</b>	<b>871,600</b>	<b>793,700</b>	<b>767,900</b>	<b>786,700</b>	<b>809,900</b>
<b>Net Total</b>	<b>644,700</b>	<b>847,600</b>	<b>769,700</b>	<b>743,900</b>	<b>762,700</b>	<b>785,900</b>

## APPENDIX 4

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

Prosperous Communities	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(4,691,900)	(4,994,100)	(4,590,900)	(4,679,400)	(4,697,300)	(4,772,000)
Government Grants	(208,900)	(462,000)	(230,000)	(236,500)	(227,600)	(232,100)
Other Grants and Contributions	(272,700)	(150,100)	(223,700)	(297,300)	(297,300)	(297,300)
<b>Total Income</b>	<b>(5,173,500)</b>	<b>(5,606,200)</b>	<b>(5,044,600)</b>	<b>(5,213,200)</b>	<b>(5,222,200)</b>	<b>(5,301,400)</b>
<b>Expenditure</b>						
Employees	6,610,300	7,255,000	7,093,400	7,208,700	7,382,300	7,640,600
Premises	540,000	547,500	554,600	569,000	578,600	590,400
Supplies and Services	964,100	1,067,200	873,300	908,400	903,500	927,700
Third Party Payments	524,600	585,000	478,400	484,300	465,800	465,800
Transfer Payments	143,200	142,900	54,100	54,100	54,100	54,100
Transport	906,300	981,500	934,000	934,000	934,000	934,000
<b>Total Expenditure</b>	<b>9,688,500</b>	<b>10,579,100</b>	<b>9,987,800</b>	<b>10,158,500</b>	<b>10,318,300</b>	<b>10,612,600</b>
<b>Net Total</b>	<b>4,515,000</b>	<b>4,972,900</b>	<b>4,943,200</b>	<b>4,945,300</b>	<b>5,096,100</b>	<b>5,311,200</b>

## APPENDIX 5

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

Cluster and Business Unit	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Our People</b>	<b>1,290,100</b>	<b>1,459,800</b>	<b>1,353,700</b>	<b>1,299,200</b>	<b>1,315,200</b>	<b>1,359,200</b>
Community Action	287,800	280,400	298,300	307,000	315,100	325,600
Culture and Theatres	147,100	140,400	146,900	151,700	158,400	164,000
General Grants etc	312,100	285,800	186,100	186,400	186,700	187,100
Homelessness & Housing Advice	430,600	459,300	463,000	435,900	446,500	459,900
Housing Strategy	207,100	251,900	197,500	225,800	211,900	221,100
Leisure	(209,400)	(95,600)	(169,200)	(242,600)	(242,500)	(242,300)
Parish Lighting	51,200	58,200	61,200	64,500	68,000	71,800
Parks & Open Spaces	71,200	124,800	124,800	124,800	124,800	124,800
Private Sector Housing Renewal	71,500	44,000	45,100	45,700	46,300	47,200
Wellbeing	(79,100)	(89,400)	0	0	0	0
<b>Our Place</b>	<b>3,749,400</b>	<b>4,147,300</b>	<b>4,267,800</b>	<b>4,382,300</b>	<b>4,505,900</b>	<b>4,638,400</b>
Building Control	61,900	91,900	104,700	115,700	125,200	137,000
Car Parks	(134,500)	(115,100)	(133,100)	(151,100)	(148,500)	(145,400)
Cemeteries and Churchyards	93,100	66,800	67,100	71,300	67,500	67,900
Commercial Services	94,800	127,200	131,000	134,000	137,100	141,400
Community Safety	184,400	195,700	196,400	201,800	207,700	214,800
Development Management	180,100	333,700	352,800	395,600	440,400	432,700
Economic Development	274,000	302,000	306,800	314,700	323,200	335,200
Environmental Initiatives	60,900	59,700	59,800	59,900	60,000	60,100
Food Safety	221,400	229,200	237,900	245,300	251,700	260,200
Industrial Estates	(20,700)	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)
Licences - Community	(10,700)	(500)	2,100	3,900	5,800	9,700
Lincolnshire Show	7,000	7,000	7,000	7,000	7,000	7,000
Markets	85,400	69,200	71,300	73,000	75,600	77,900
Neighbourhood Planning & Local Plans	47,600	49,700	51,100	52,200	53,200	54,600
Other Council Properties - Housing	(21,100)	4,600	4,600	4,600	4,700	4,600
Pest and Dog Control	25,500	25,500	25,600	25,700	25,700	25,900
Planning Policy - Forward Planning	99,200	102,100	106,100	108,900	111,700	115,400
Pollution Control	151,200	158,000	174,200	184,500	185,400	191,300
Street Cleansing	617,600	637,800	676,200	692,300	709,200	731,000
Visitor Economy	50,700	52,900	55,000	56,100	57,400	59,000
Waste Management	1,681,600	1,769,400	1,790,700	1,806,400	1,825,400	1,877,600
<b>Our Council</b>	<b>(524,500)</b>	<b>(634,200)</b>	<b>(678,300)</b>	<b>(736,200)</b>	<b>(725,000)</b>	<b>(686,400)</b>
Commercial Waste Service	(207,300)	(235,400)	(241,900)	(248,200)	(254,600)	(252,500)
Crematorium	(146,200)	(222,700)	(259,900)	(310,400)	(300,900)	(289,200)
Land Charges	15,700	58,700	50,700	41,600	43,300	46,000
Other Council Properties	200	600	500	500	500	500
Property Services-Town Centre Management	2,800	3,500	3,500	3,500	3,500	3,500
Waste Management-Chargeable Services	(189,700)	(238,900)	(231,200)	(223,200)	(216,800)	(194,700)
<b>Grand Total</b>	<b>4,515,000</b>	<b>4,972,900</b>	<b>4,943,200</b>	<b>4,945,300</b>	<b>5,096,100</b>	<b>5,311,200</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Building Control</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(239,400)	(237,100)	(237,100)	(237,100)	(237,100)	(237,100)
<b>Total Income</b>	<b>(239,400)</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>
<b>Expenditure</b>						
Employees	254,200	282,700	295,500	306,500	316,000	327,800
Premises	15,000	21,500	21,500	21,500	21,500	21,500
Supplies and Services	15,500	8,200	8,200	8,200	8,200	8,200
Transport	16,600	16,600	16,600	16,600	16,600	16,600
<b>Total Expenditure</b>	<b>301,300</b>	<b>329,000</b>	<b>341,800</b>	<b>352,800</b>	<b>362,300</b>	<b>374,100</b>
<b>Net Total</b>	<b>61,900</b>	<b>91,900</b>	<b>104,700</b>	<b>115,700</b>	<b>125,200</b>	<b>137,000</b>

<i>Car Parks</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(302,100)	(302,100)	(302,100)	(302,100)	(302,100)	(302,100)
<b>Total Income</b>	<b>(302,100)</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	41,900	59,000	45,800	26,600	27,500	28,700
Premises	60,700	59,100	60,300	61,500	63,200	65,100
Supplies and Services	5,800	11,800	5,800	5,800	5,800	5,800
Third Party Payments	58,400	56,400	56,400	56,400	56,400	56,400
Transport	800	700	700	700	700	700
<b>Total Expenditure</b>	<b>167,600</b>	<b>187,000</b>	<b>169,000</b>	<b>151,000</b>	<b>153,600</b>	<b>156,700</b>
<b>Net Total</b>	<b>(134,500)</b>	<b>(115,100)</b>	<b>(133,100)</b>	<b>(151,100)</b>	<b>(148,500)</b>	<b>(145,400)</b>

<i>Cemeteries and Churchyards</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(6,800)	(6,900)	(7,100)	(7,200)	(7,300)	(7,300)
<b>Total Income</b>	<b>(6,800)</b>	<b>(6,900)</b>	<b>(7,100)</b>	<b>(7,200)</b>	<b>(7,300)</b>	<b>(7,300)</b>
<b>Expenditure</b>						
Employees	9,200	9,600	10,000	10,400	10,700	11,100
Premises	90,300	63,700	63,800	67,700	63,700	63,700
Supplies and Services	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>99,900</b>	<b>73,700</b>	<b>74,200</b>	<b>78,500</b>	<b>74,800</b>	<b>75,200</b>
<b>Net Total</b>	<b>93,100</b>	<b>66,800</b>	<b>67,100</b>	<b>71,300</b>	<b>67,500</b>	<b>67,900</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Commercial Services</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(1,300)	(2,700)	(2,800)	(2,900)	(3,000)	(3,100)
<b>Total Income</b>	<b>(1,300)</b>	<b>(2,700)</b>	<b>(2,800)</b>	<b>(2,900)</b>	<b>(3,000)</b>	<b>(3,100)</b>
<b>Expenditure</b>						
Employees	95,800	129,600	133,500	136,600	139,800	144,200
Transport	300	300	300	300	300	300
<b>Total Expenditure</b>	<b>96,100</b>	<b>129,900</b>	<b>133,800</b>	<b>136,900</b>	<b>140,100</b>	<b>144,500</b>
<b>Net Total</b>	<b>94,800</b>	<b>127,200</b>	<b>131,000</b>	<b>134,000</b>	<b>137,100</b>	<b>141,400</b>

<i>Commercial Waste Service</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(393,300)	(416,300)	(436,500)	(457,700)	(479,900)	(503,100)
<b>Total Income</b>	<b>(393,300)</b>	<b>(416,300)</b>	<b>(436,500)</b>	<b>(457,700)</b>	<b>(479,900)</b>	<b>(503,100)</b>
<b>Expenditure</b>						
Employees	68,800	48,300	49,700	51,500	53,300	55,500
Supplies and Services	109,400	123,200	135,500	148,600	162,600	185,700
Transport	7,800	9,400	9,400	9,400	9,400	9,400
<b>Total Expenditure</b>	<b>186,000</b>	<b>180,900</b>	<b>194,600</b>	<b>209,500</b>	<b>225,300</b>	<b>250,600</b>
<b>Net Total</b>	<b>(207,300)</b>	<b>(235,400)</b>	<b>(241,900)</b>	<b>(248,200)</b>	<b>(254,600)</b>	<b>(252,500)</b>

<i>Community Action</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(20,100)	(25,200)	0	0	0	0
<b>Total Income</b>	<b>(20,100)</b>	<b>(25,200)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	289,300	289,800	289,900	298,600	306,700	317,200
Supplies and Services	3,000	2,900	2,900	2,900	2,900	2,900
Third Party Payments	10,100	7,400	0	0	0	0
Transport	5,500	5,500	5,500	5,500	5,500	5,500
<b>Total Expenditure</b>	<b>307,900</b>	<b>305,600</b>	<b>298,300</b>	<b>307,000</b>	<b>315,100</b>	<b>325,600</b>
<b>Net Total</b>	<b>287,800</b>	<b>280,400</b>	<b>298,300</b>	<b>307,000</b>	<b>315,100</b>	<b>325,600</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Community Safety</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(47,800)	(23,300)	(23,300)	(23,300)	(23,300)	(23,300)
<b>Total Income</b>	<b>(47,800)</b>	<b>(23,300)</b>	<b>(23,300)</b>	<b>(23,300)</b>	<b>(23,300)</b>	<b>(23,300)</b>
<b>Expenditure</b>						
Employees	200,600	186,800	187,300	192,500	198,200	205,100
Premises	200	1,000	1,100	1,200	1,300	1,400
Supplies and Services	24,400	23,800	23,900	24,000	24,100	24,200
Third Party Payments	0	400	400	400	400	400
Transfer Payments	5,000	5,000	5,000	5,000	5,000	5,000
Transport	2,000	2,000	2,000	2,000	2,000	2,000
<b>Total Expenditure</b>	<b>232,200</b>	<b>219,000</b>	<b>219,700</b>	<b>225,100</b>	<b>231,000</b>	<b>238,100</b>
<b>Net Total</b>	<b>184,400</b>	<b>195,700</b>	<b>196,400</b>	<b>201,800</b>	<b>207,700</b>	<b>214,800</b>

<i>Crematorium</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(508,000)	(604,300)	(648,700)	(710,100)	(710,500)	(710,500)
<b>Total Income</b>	<b>(508,000)</b>	<b>(604,300)</b>	<b>(648,700)</b>	<b>(710,100)</b>	<b>(710,500)</b>	<b>(710,500)</b>
<b>Expenditure</b>						
Employees	123,700	160,100	166,300	171,700	176,600	182,800
Premises	153,700	141,900	146,600	151,200	156,200	161,700
Supplies and Services	82,100	75,200	71,500	72,400	72,400	72,400
Third Party Payments	0	4,100	4,100	4,100	4,100	4,100
Transport	2,300	300	300	300	300	300
<b>Total Expenditure</b>	<b>361,800</b>	<b>381,600</b>	<b>388,800</b>	<b>399,700</b>	<b>409,600</b>	<b>421,300</b>
<b>Net Total</b>	<b>(146,200)</b>	<b>(222,700)</b>	<b>(259,900)</b>	<b>(310,400)</b>	<b>(300,900)</b>	<b>(289,200)</b>

<i>Culture and Theatres</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(186,500)	(193,600)	(194,100)	(194,600)	(195,100)	(195,700)
<b>Total Income</b>	<b>(186,500)</b>	<b>(193,600)</b>	<b>(194,100)</b>	<b>(194,600)</b>	<b>(195,100)</b>	<b>(195,700)</b>
<b>Expenditure</b>						
Employees	136,000	139,700	144,300	148,300	152,600	157,900
Premises	52,600	52,100	54,500	55,800	58,700	59,600
Supplies and Services	144,100	141,300	141,300	141,300	141,300	141,300
Third Party Payments	700	700	700	700	700	700
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>333,600</b>	<b>334,000</b>	<b>341,000</b>	<b>346,300</b>	<b>353,500</b>	<b>359,700</b>
<b>Net Total</b>	<b>147,100</b>	<b>140,400</b>	<b>146,900</b>	<b>151,700</b>	<b>158,400</b>	<b>164,000</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Development Management</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(967,900)	(1,016,700)	(1,061,800)	(1,049,000)	(1,036,200)	(1,083,500)
Government Grants	(100)	(50,000)	0	0	0	0
Other Grants and Contributions	(12,000)	(12,200)	(12,200)	(12,200)	(12,200)	(12,200)
<b>Total Income</b>	<b>(980,000)</b>	<b>(1,078,900)</b>	<b>(1,074,000)</b>	<b>(1,061,200)</b>	<b>(1,048,400)</b>	<b>(1,095,700)</b>
<b>Expenditure</b>						
Employees	921,000	1,143,400	1,182,700	1,212,700	1,244,700	1,284,300
Premises	4,000	1,000	1,000	1,000	1,000	1,000
Supplies and Services	62,900	63,200	63,100	63,100	63,100	63,100
Third Party Payments	153,600	186,700	161,700	161,700	161,700	161,700
Transfer Payments	300	0	0	0	0	0
Transport	18,300	18,300	18,300	18,300	18,300	18,300
<b>Total Expenditure</b>	<b>1,160,100</b>	<b>1,412,600</b>	<b>1,426,800</b>	<b>1,456,800</b>	<b>1,488,800</b>	<b>1,528,400</b>
<b>Net Total</b>	<b>180,100</b>	<b>333,700</b>	<b>352,800</b>	<b>395,600</b>	<b>440,400</b>	<b>432,700</b>

<i>Economic Development</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Government Grants	(103,800)	(107,100)	(110,900)	(115,100)	(103,600)	(104,500)
<b>Total Income</b>	<b>(103,800)</b>	<b>(107,100)</b>	<b>(110,900)</b>	<b>(115,100)</b>	<b>(103,600)</b>	<b>(104,500)</b>
<b>Expenditure</b>						
Employees	340,000	370,700	379,400	389,200	399,700	412,600
Supplies and Services	700	900	800	800	800	800
Third Party Payments	19,300	19,700	19,700	22,000	8,500	8,500
Transfer Payments	11,900	11,900	11,900	11,900	11,900	11,900
Transport	5,900	5,900	5,900	5,900	5,900	5,900
<b>Total Expenditure</b>	<b>377,800</b>	<b>409,100</b>	<b>417,700</b>	<b>429,800</b>	<b>426,800</b>	<b>439,700</b>
<b>Net Total</b>	<b>274,000</b>	<b>302,000</b>	<b>306,800</b>	<b>314,700</b>	<b>323,200</b>	<b>335,200</b>

<i>Environmental Initiatives</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Supplies and Services	6,000	4,800	4,900	5,000	5,100	5,200
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>60,900</b>	<b>59,700</b>	<b>59,800</b>	<b>59,900</b>	<b>60,000</b>	<b>60,100</b>
<b>Net Total</b>	<b>60,900</b>	<b>59,700</b>	<b>59,800</b>	<b>59,900</b>	<b>60,000</b>	<b>60,100</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Food Safety</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(6,800)	(7,000)	(7,100)	(7,200)	(7,300)	(7,300)
<b>Total Income</b>	<b>(6,800)</b>	<b>(7,000)</b>	<b>(7,100)</b>	<b>(7,200)</b>	<b>(7,300)</b>	<b>(7,300)</b>
<b>Expenditure</b>						
Employees	217,700	226,100	234,900	242,400	248,900	257,400
Supplies and Services	1,400	1,000	1,000	1,000	1,000	1,000
Transport	9,100	9,100	9,100	9,100	9,100	9,100
<b>Total Expenditure</b>	<b>228,200</b>	<b>236,200</b>	<b>245,000</b>	<b>252,500</b>	<b>259,000</b>	<b>267,500</b>
<b>Net Total</b>	<b>221,400</b>	<b>229,200</b>	<b>237,900</b>	<b>245,300</b>	<b>251,700</b>	<b>260,200</b>

<i>General Grants etc</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	0	(3,400)	(5,000)	(5,600)	(6,200)	(6,700)
<b>Total Income</b>	<b>0</b>	<b>(3,400)</b>	<b>(5,000)</b>	<b>(5,600)</b>	<b>(6,200)</b>	<b>(6,700)</b>
<b>Expenditure</b>						
Supplies and Services	104,100	81,200	71,900	72,800	73,700	74,600
Third Party Payments	119,200	119,200	119,200	119,200	119,200	119,200
Transfer Payments	88,800	88,800	0	0	0	0
<b>Total Expenditure</b>	<b>312,100</b>	<b>289,200</b>	<b>191,100</b>	<b>192,000</b>	<b>192,900</b>	<b>193,800</b>
<b>Net Total</b>	<b>312,100</b>	<b>285,800</b>	<b>186,100</b>	<b>186,400</b>	<b>186,700</b>	<b>187,100</b>

<i>Homelessness &amp; Housing Advice</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)
Government Grants	0	(185,800)	0	0	0	0
<b>Total Income</b>	<b>(15,400)</b>	<b>(201,200)</b>	<b>(15,400)</b>	<b>(15,400)</b>	<b>(15,400)</b>	<b>(15,400)</b>
<b>Expenditure</b>						
Employees	378,600	409,900	413,600	386,500	397,100	410,500
Supplies and Services	60,200	237,200	57,600	57,600	57,600	57,600
Third Party Payments	2,500	8,700	2,500	2,500	2,500	2,500
Transport	4,700	4,700	4,700	4,700	4,700	4,700
<b>Total Expenditure</b>	<b>446,000</b>	<b>660,500</b>	<b>478,400</b>	<b>451,300</b>	<b>461,900</b>	<b>475,300</b>
<b>Net Total</b>	<b>430,600</b>	<b>459,300</b>	<b>463,000</b>	<b>435,900</b>	<b>446,500</b>	<b>459,900</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Housing Strategy</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(44,000)	(72,000)	(73,400)	(74,400)	(75,400)	(75,400)
<b>Total Income</b>	<b>(44,000)</b>	<b>(72,000)</b>	<b>(73,400)</b>	<b>(74,400)</b>	<b>(75,400)</b>	<b>(75,400)</b>
<b>Expenditure</b>						
Employees	238,300	240,900	256,500	265,800	272,900	282,100
Supplies and Services	5,500	6,400	6,300	26,300	6,300	6,300
Third Party Payments	4,000	73,300	4,800	4,800	4,800	4,800
Transport	3,300	3,300	3,300	3,300	3,300	3,300
<b>Total Expenditure</b>	<b>251,100</b>	<b>323,900</b>	<b>270,900</b>	<b>300,200</b>	<b>287,300</b>	<b>296,500</b>
<b>Net Total</b>	<b>207,100</b>	<b>251,900</b>	<b>197,500</b>	<b>225,800</b>	<b>211,900</b>	<b>221,100</b>

<i>Industrial Estates</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(32,000)	(31,800)	(31,800)	(31,800)	(31,800)	(31,800)
<b>Total Income</b>	<b>(32,000)</b>	<b>(31,800)</b>	<b>(31,800)</b>	<b>(31,800)</b>	<b>(31,800)</b>	<b>(31,800)</b>
<b>Expenditure</b>						
Premises	8,500	8,700	8,700	8,700	8,700	8,700
Supplies and Services	2,800	2,600	2,600	2,600	2,600	2,600
Third Party Payments	0	1,000	1,000	1,000	1,000	1,000
<b>Total Expenditure</b>	<b>11,300</b>	<b>12,300</b>	<b>12,300</b>	<b>12,300</b>	<b>12,300</b>	<b>12,300</b>
<b>Net Total</b>	<b>(20,700)</b>	<b>(19,500)</b>	<b>(19,500)</b>	<b>(19,500)</b>	<b>(19,500)</b>	<b>(19,500)</b>

<i>Land Charges</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(116,800)	(80,400)	(92,800)	(105,500)	(107,500)	(109,500)
<b>Total Income</b>	<b>(116,800)</b>	<b>(80,400)</b>	<b>(92,800)</b>	<b>(105,500)</b>	<b>(107,500)</b>	<b>(109,500)</b>
<b>Expenditure</b>						
Employees	112,600	119,500	123,900	127,500	131,200	135,900
Supplies and Services	3,600	3,300	3,300	3,300	3,300	3,300
Third Party Payments	16,000	16,000	16,000	16,000	16,000	16,000
Transport	300	300	300	300	300	300
<b>Total Expenditure</b>	<b>132,500</b>	<b>139,100</b>	<b>143,500</b>	<b>147,100</b>	<b>150,800</b>	<b>155,500</b>
<b>Net Total</b>	<b>15,700</b>	<b>58,700</b>	<b>50,700</b>	<b>41,600</b>	<b>43,300</b>	<b>46,000</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Leisure	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Other Grants and Contributions	(256,400)	(134,200)	(207,800)	(281,400)	(281,400)	(281,400)
<b>Total Income</b>	<b>(256,400)</b>	<b>(134,200)</b>	<b>(207,800)</b>	<b>(281,400)</b>	<b>(281,400)</b>	<b>(281,400)</b>
<b>Expenditure</b>						
Employees	4,600	5,900	5,900	6,100	6,200	6,400
Premises	29,400	23,300	23,300	23,300	23,300	23,300
Supplies and Services	600	1,000	1,000	1,000	1,000	1,000
Third Party Payments	12,000	8,000	8,000	8,000	8,000	8,000
Transport	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>47,000</b>	<b>38,600</b>	<b>38,600</b>	<b>38,800</b>	<b>38,900</b>	<b>39,100</b>
<b>Net Total</b>	<b>(209,400)</b>	<b>(95,600)</b>	<b>(169,200)</b>	<b>(242,600)</b>	<b>(242,500)</b>	<b>(242,300)</b>

Licences - Community	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(129,700)	(135,500)	(137,200)	(138,400)	(139,700)	(139,800)
Other Grants and Contributions	(3,800)	(3,200)	(3,200)	(3,200)	(3,200)	(3,200)
<b>Total Income</b>	<b>(133,500)</b>	<b>(138,700)</b>	<b>(140,400)</b>	<b>(141,600)</b>	<b>(142,900)</b>	<b>(143,000)</b>
<b>Expenditure</b>						
Employees	89,800	104,000	108,300	111,300	114,500	118,500
Supplies and Services	25,200	28,100	28,100	28,100	28,100	28,100
Third Party Payments	5,000	3,300	3,300	3,300	3,300	3,300
Transport	2,800	2,800	2,800	2,800	2,800	2,800
<b>Total Expenditure</b>	<b>122,800</b>	<b>138,200</b>	<b>142,500</b>	<b>145,500</b>	<b>148,700</b>	<b>152,700</b>
<b>Net Total</b>	<b>(10,700)</b>	<b>(500)</b>	<b>2,100</b>	<b>3,900</b>	<b>5,800</b>	<b>9,700</b>

Lincolnshire Show	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Transfer Payments	7,000	7,000	7,000	7,000	7,000	7,000
<b>Total Expenditure</b>	<b>7,000</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>7,000</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>Markets</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<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	57,900	81,300	83,400	85,100	87,400	90,000
Premises	2,900	1,300	1,300	1,300	1,600	1,300
Supplies and Services	55,000	17,000	17,000	17,000	17,000	17,000
Transport	5,900	5,900	5,900	5,900	5,900	5,900
<b>Total Expenditure</b>	<b>121,700</b>	<b>105,500</b>	<b>107,600</b>	<b>109,300</b>	<b>111,900</b>	<b>114,200</b>
<b>Net Total</b>	<b>85,400</b>	<b>69,200</b>	<b>71,300</b>	<b>73,000</b>	<b>75,600</b>	<b>77,900</b>

<i>Neighbourhood Planning &amp; Local Plans</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	47,500	49,600	51,000	52,100	53,100	54,500
Supplies and Services	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>47,600</b>	<b>49,700</b>	<b>51,100</b>	<b>52,200</b>	<b>53,200</b>	<b>54,600</b>
<b>Net Total</b>	<b>47,600</b>	<b>49,700</b>	<b>51,100</b>	<b>52,200</b>	<b>53,200</b>	<b>54,600</b>

<i>Other Council Properties</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(3,700)	(3,000)	(3,100)	(3,100)	(3,100)	(3,100)
<b>Total Income</b>	<b>(3,700)</b>	<b>(3,000)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,100)</b>
<b>Expenditure</b>						
Premises	3,900	3,600	3,600	3,600	3,600	3,600
<b>Total Expenditure</b>	<b>3,900</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
<b>Net Total</b>	<b>200</b>	<b>600</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Other Council Properties - Housing</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(59,100)	(11,700)	(11,700)	(11,700)	(11,700)	(11,700)
<b>Total Income</b>	<b>(59,100)</b>	<b>(11,700)</b>	<b>(11,700)</b>	<b>(11,700)</b>	<b>(11,700)</b>	<b>(11,700)</b>
<b>Expenditure</b>						
Premises	12,700	12,200	12,200	12,200	12,300	12,200
Supplies and Services	25,300	4,100	4,100	4,100	4,100	4,100
<b>Total Expenditure</b>	<b>38,000</b>	<b>16,300</b>	<b>16,300</b>	<b>16,300</b>	<b>16,400</b>	<b>16,300</b>
<b>Net Total</b>	<b>(21,100)</b>	<b>4,600</b>	<b>4,600</b>	<b>4,600</b>	<b>4,700</b>	<b>4,600</b>

<i>Parish Lighting</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Premises	31,000	38,000	41,000	44,300	47,800	51,600
Third Party Payments	20,200	20,200	20,200	20,200	20,200	20,200
<b>Total Expenditure</b>	<b>51,200</b>	<b>58,200</b>	<b>61,200</b>	<b>64,500</b>	<b>68,000</b>	<b>71,800</b>
<b>Net Total</b>	<b>51,200</b>	<b>58,200</b>	<b>61,200</b>	<b>64,500</b>	<b>68,000</b>	<b>71,800</b>

<i>Parks &amp; Open Spaces</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(10,300)	(4,400)	0	0	0	0
<b>Total Income</b>	<b>(10,300)</b>	<b>(4,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Premises	67,400	115,800	111,400	111,400	111,400	111,400
Supplies and Services	14,100	13,400	13,400	13,400	13,400	13,400
<b>Total Expenditure</b>	<b>81,500</b>	<b>129,200</b>	<b>124,800</b>	<b>124,800</b>	<b>124,800</b>	<b>124,800</b>
<b>Net Total</b>	<b>71,200</b>	<b>124,800</b>	<b>124,800</b>	<b>124,800</b>	<b>124,800</b>	<b>124,800</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Pest and Dog Control</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<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	2,500	2,600	2,700	2,800	2,800	3,000
Supplies and Services	24,000	23,900	23,900	23,900	23,900	23,900
<b>Total Expenditure</b>	<b>26,500</b>	<b>26,500</b>	<b>26,600</b>	<b>26,700</b>	<b>26,700</b>	<b>26,900</b>
<b>Net Total</b>	<b>25,500</b>	<b>25,500</b>	<b>25,600</b>	<b>25,700</b>	<b>25,700</b>	<b>25,900</b>

<i>Planning Policy - Forward Planning</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	95,300	98,700	102,700	105,500	108,300	112,000
Supplies and Services	800	300	300	300	300	300
Transport	3,100	3,100	3,100	3,100	3,100	3,100
<b>Total Expenditure</b>	<b>99,200</b>	<b>102,100</b>	<b>106,100</b>	<b>108,900</b>	<b>111,700</b>	<b>115,400</b>
<b>Net Total</b>	<b>99,200</b>	<b>102,100</b>	<b>106,100</b>	<b>108,900</b>	<b>111,700</b>	<b>115,400</b>

<i>Pollution Control</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(7,500)	(8,500)	(8,500)	(8,500)	(8,500)	(8,500)
Other Grants and Contributions	(500)	(500)	(500)	(500)	(500)	(500)
<b>Total Income</b>	<b>(8,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>	<b>(9,000)</b>
<b>Expenditure</b>						
Employees	144,500	147,500	163,700	169,000	174,900	180,800
Premises	500	500	500	500	500	500
Supplies and Services	3,500	3,400	3,400	3,400	3,400	3,400
Third Party Payments	4,500	9,400	9,400	14,400	9,400	9,400
Transport	6,200	6,200	6,200	6,200	6,200	6,200
<b>Total Expenditure</b>	<b>159,200</b>	<b>167,000</b>	<b>183,200</b>	<b>193,500</b>	<b>194,400</b>	<b>200,300</b>
<b>Net Total</b>	<b>151,200</b>	<b>158,000</b>	<b>174,200</b>	<b>184,500</b>	<b>185,400</b>	<b>191,300</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Private Sector Housing Renewal</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Government Grants	(105,000)	(119,100)	(119,100)	(121,400)	(124,000)	(127,600)
<b>Total Income</b>	<b>(105,000)</b>	<b>(119,100)</b>	<b>(119,100)</b>	<b>(121,400)</b>	<b>(124,000)</b>	<b>(127,600)</b>
<b>Expenditure</b>						
Employees	110,100	141,400	147,000	151,300	154,500	159,000
Supplies and Services	1,900	5,800	800	800	800	800
Third Party Payments	62,100	13,500	14,000	12,600	12,600	12,600
Transport	2,400	2,400	2,400	2,400	2,400	2,400
<b>Total Expenditure</b>	<b>176,500</b>	<b>163,100</b>	<b>164,200</b>	<b>167,100</b>	<b>170,300</b>	<b>174,800</b>
<b>Net Total</b>	<b>71,500</b>	<b>44,000</b>	<b>45,100</b>	<b>45,700</b>	<b>46,300</b>	<b>47,200</b>

<i>Property Services-Town Centre Management</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Premises	2,800	3,500	3,500	3,500	3,500	3,500
<b>Total Expenditure</b>	<b>2,800</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>
<b>Net Total</b>	<b>2,800</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>	<b>3,500</b>

<i>Street Cleansing</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(53,300)	(84,300)	(57,200)	(57,800)	(58,400)	(58,400)
<b>Total Income</b>	<b>(53,300)</b>	<b>(84,300)</b>	<b>(57,200)</b>	<b>(57,800)</b>	<b>(58,400)</b>	<b>(58,400)</b>
<b>Expenditure</b>						
Employees	486,300	525,000	536,400	553,100	570,600	592,400
Premises	2,400	300	300	300	300	300
Supplies and Services	31,400	31,200	31,100	31,100	31,100	31,100
Transport	150,800	165,600	165,600	165,600	165,600	165,600
<b>Total Expenditure</b>	<b>670,900</b>	<b>722,100</b>	<b>733,400</b>	<b>750,100</b>	<b>767,600</b>	<b>789,400</b>
<b>Net Total</b>	<b>617,600</b>	<b>637,800</b>	<b>676,200</b>	<b>692,300</b>	<b>709,200</b>	<b>731,000</b>



## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

<i>Visitor Economy</i>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Expenditure</b>						
Employees	36,900	39,300	41,400	42,500	43,800	45,400
Supplies and Services	200	0	0	0	0	0
Transfer Payments	12,300	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>50,700</b>	<b>52,900</b>	<b>55,000</b>	<b>56,100</b>	<b>57,400</b>	<b>59,000</b>
<b>Net Total</b>	<b>50,700</b>	<b>52,900</b>	<b>55,000</b>	<b>56,100</b>	<b>57,400</b>	<b>59,000</b>

<b>Waste Management</b>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(2,300)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
<b>Total Income</b>	<b>(2,300)</b>	<b>(2,800)</b>	<b>(2,800)</b>	<b>(2,800)</b>	<b>(2,800)</b>	<b>(2,800)</b>
<b>Expenditure</b>						
Employees	1,233,000	1,302,200	1,347,200	1,362,900	1,381,900	1,434,100
Premises	2,000	0	0	0	0	0
Supplies and Services	39,900	37,900	36,600	36,600	36,600	36,600
Transport	409,000	432,100	409,700	409,700	409,700	409,700
<b>Total Expenditure</b>	<b>1,683,900</b>	<b>1,772,200</b>	<b>1,793,500</b>	<b>1,809,200</b>	<b>1,828,200</b>	<b>1,880,400</b>
<b>Net Total</b>	<b>1,681,600</b>	<b>1,769,400</b>	<b>1,790,700</b>	<b>1,806,400</b>	<b>1,825,400</b>	<b>1,877,600</b>

<b>Waste Management-Chargeable Services</b>	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(1,031,600)	(1,191,000)	(1,194,100)	(1,195,900)	(1,197,700)	(1,198,600)
<b>Total Income</b>	<b>(1,031,600)</b>	<b>(1,191,000)</b>	<b>(1,194,100)</b>	<b>(1,195,900)</b>	<b>(1,197,700)</b>	<b>(1,198,600)</b>
<b>Expenditure</b>						
Employees	509,400	569,300	590,400	600,200	608,400	631,400
Supplies and Services	100,100	112,600	112,500	112,500	112,500	112,500
Transport	232,400	270,200	260,000	260,000	260,000	260,000
<b>Total Expenditure</b>	<b>841,900</b>	<b>952,100</b>	<b>962,900</b>	<b>972,700</b>	<b>980,900</b>	<b>1,003,900</b>
<b>Net Total</b>	<b>(189,700)</b>	<b>(238,900)</b>	<b>(231,200)</b>	<b>(223,200)</b>	<b>(216,800)</b>	<b>(194,700)</b>

## APPENDIX 6

### Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Wellbeing	Base Budget 21/22 £	Proposed Budget 22/23 £	Forecast Budget 23/24 £	Forecast Budget 24/25 £	Forecast Budget 25/26 £	Forecast Budget 26/27 £
<b>Income</b>						
Customer and Client Receipts	(468,900)	(477,400)	0	0	0	0
<b>Total Income</b>	<b>(468,900)</b>	<b>(477,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	364,800	372,100	0	0	0	0
Supplies and Services	10,100	1,000	0	0	0	0
Transport	14,900	14,900	0	0	0	0
<b>Total Expenditure</b>	<b>389,800</b>	<b>388,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>(79,100)</b>	<b>(89,400)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



**Corporate Policy and  
Resources**

**Thursday, 10 February**

**Subject: Executive Business Plan 2022/23 to 2024/25  
Medium Term Financial Plan 2022/23 to 2026/27  
The Budget 2022/23  
Capital Programme 2022/23 to 2026/27**

Report by:

Assistant Director of Finance and Property  
Services and Section 151 Officer

Contact Officer:

Tracey Bircumshaw  
Assistant Director of Finance and Property  
Services and Section 151 Officer

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Purpose / Summary:

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

The purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's Financial Strategy and spending plans over the next 5 years in support of delivering the Corporate Plan. The report sets out the 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 2022/23 to 2026/27.

The Medium Term Financial Analysis includes the draft budget for 2022/23 for scrutiny and consideration prior to recommending to Council.

## **RECOMMENDATION(S):**

- 1. Recommend to Council the approval of the Executive Business Plan and Medium Term Financial Plan 2022/23 – 2026/27**
- 2. Approve the review of Reserves and the proposed use and contributions to both the General Fund Balance and Earmarked Reserves as detailed at 2.8 within the Medium Term Financial Plan**
- 3. Consider and recommend to Council a balanced Revenue Budget for 2022/23 (Appendix A)**
- 4. Consider and recommend to Council the Capital Programme 2022/23 – 2026/7 (Appendix 4)**
- 5. Accept the Statement of the Chief Finance Officer on the Robustness of Estimates and Adequacy of Reserves**
- 6. Consider and recommend to Council the Pay Policy Statement (Appendix 6)**
- 7. Delegate any housekeeping or changes required due to the final financial settlement and any approvals elsewhere on this agenda, to this Draft Executive Business Plan and Medium Term Financial Plan 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 7 March 2022**

## **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/179/22/TJB**

The report presents a balanced budget for 2022/23, 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 2022/23 taking into account the approved Tax Base 31,038.46 and Council Tax Surplus £0.225m

The Provisional Settlement was announced on the 16<sup>th</sup> December 2021 and has been incorporated into this report, the grants are in line with expectations for a one year settlement with the addition of a Services Grant of £0.208m and a further allocation of Local Services Grant of £0.136m

The 2022/23 Draft Budget totals £14.977m and is fully funded and presents a balanced budget.

Contributions to Earmarked Reserves total £2.637m and Use of Earmarked Reserves total £1.692m and are projected to be £16.163m at the end of 2022/23

The movement on the General Fund Balance is a reduction of £0.777m reflecting and is forecast to be £3.320m at the end of 2022/23.

The Capital Programme totals £33.458m over the Medium Term Financial Plan and is fully funded.

**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 and Well Being Implications:** The budget provides resources to support the health and wellbeing of our residents. In addition the Health and Wellbeing Reserve of £250,000 is available to support delivery of better outcomes for our residents.

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

Wherever possible please provide a hyperlink to the background paper/s  
If a document is confidential and not for public viewing it should not be listed.

**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 2022/23 – 2026/27 (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 3 year rolling

**The Medium Term Financial Plan** – Aims to deliver an annual balanced and sustainable budget whilst considering the context of 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 2022/23 (detailed in the table below) reflects a balanced budget and a Net Revenue Budget Requirement of £14.977m (£13.279m 2022/23)

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 the Department of Levelling Up, Housing and Communities, Housing and Local Government, Rt. Hon Michael Gove MP on 16 December 2021. The final settlement has yet to be announced.

The Budget 2022/23 assumes that the Council approve a Council Tax of £227.74 (£222.74 2021/22), 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). This approach supports our future financial sustainability.

With an approved tax base of 31,038.46 Council Tax income of £7,068,700 will be budgeted for (30,28.37 and £6,710,800 2021/22). (The Medium Term Financial Analysis assumes a 0.75% increase in the tax base and an ongoing 2% 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 2022/23 for approval and is compared to the original budget 2021/22 and analysed over our Service Clusters (Corporate Plan themes) and includes other elements of operating expenditure and movements in reserves resulting in a £14.977m Budget Requirement £13.279 2021/22, an increase of £1.698m. Further analysis of the Budget is contained within Appendix 1 of the Medium Term Financial Analysis

<b>Cluster</b>	<b>Original Budget 2021/22 £</b>	<b>Proposed Budget 2022/23 £</b>
Our Council	6,279,000	6,068,000
Our People	1,529,000	1,731,700
Our Place	3,871,800	4,173,800
<b>Cluster Total</b>	<b>11,679,800</b>	<b>11,973,500</b>
Interest Receivable	(124,600)	(149,200)
Investment Income - Property Portfolio	(1,434,900)	(1,470,800)
Drainage Board Levies	388,100	413,100
Parish Precepts	2,186,600	2,334,200
Interest Payable	377,700	451,800
Statutory MRP (repayment of borrowing)	442,900	898,000
<b>Other Operating Expenditure</b>	<b>1,835,800</b>	<b>2,477,100</b>
<b>Net Revenue Expenditure</b>	<b>13,515,600</b>	<b>14,450,600</b>
Transfer to / (from) General Fund	(1,943,700)	(418,500)
Transfer to / (from) Earmarked Reserves	1,707,200	944,900
<b>Amount to be met from Government Grant or Council Tax</b>	<b>13,279,100</b>	<b>14,977,000</b>
<b>Funding Income</b>		
Business Rate Retention Scheme	1,989,000	3,433,800
Collection Fund Surplus - Council Tax	167,500	225,500
Parish Councils Tax Requirement	2,186,600	2,334,200
New Homes Bonus	719,100	924,400
Other Government Grants	831,100	990,400
Covid Grants	675,000	0
<b>Council Tax Requirement</b>	<b>6,710,800</b>	<b>7,068,700</b>
<b>TOTAL FUNDING</b>	<b>13,279,100</b>	<b>14,977,000</b>

## 1.4 Significant Movements

The most significant movements include;

### Expenditure Pressures

- £0.908m staff resourcing, pay awards changes to Employers National Insurance and increased Pension Deficit Contribution
- £0.085m Contracts
- £0.455m Change to MRP Policy for repayment of borrowing.

### Expenditure Savings

- £0.605m Saving in borrowing costs from internal borrowing

### Additional Income

- £0.160m in Garden Waste income from the proposed 2 year fee of £39 required to ensure cost recovery of the service, in line with the Fees and Charges Policy.
- £0.022m Fees and Charge Review
- £0.058m Interest from Investments

### Additional Funding

- £0.125m increase in Council Tax Surplus Share
- £0.122m Council Tax – Tax Base increase of 3% above
- £1.444m Business Rates – 1 year Financial Settlement
- £0.208m Financial Settlement – Services Grant

The movement in net Contributions to Reserves totals £0.302m

## 1.5 Review of Earmarked Reserves

Due to the one year settlement gain and the General Fund Working Balance currently being above the minimum level of £2.5m there is an opportunity to 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

### Increase in Earmarked Reserves

- **Cultural Strategy Reserve - £0.180m**  
to increase to £250k to support delivery of the strategy
- **Environmental and Climate Change Reserve - £0.182m**  
To increase to £500k to support action plan initiatives

- **ICT Reserve - £0.250m**  
To support new technology and transition
- **Communities at Risk Reserve £0.141m**  
To increase to £250k increase
- **Facilities Reserve £0.250m**  
To support delivery of the Strategic Asset Management Plan
- **Redundancy Reserve – £0.062m**  
To increase to £0.250m
- **Investment for Growth Reserve - £0.924m**  
To earmark New Homes Bonus for future investment in regeneration and growth

In addition, and detailed in full at 2.8 of the Medium Term Financial Plan

Business as Usual Contributions to Earmarked reserves totals £0.648m  
Use of Earmarked Reserves to fund revenue and Capital Projects £1.692m

The table below details the estimated year end reserve balances over the medium term. It assumes the approval of the above proposals and takes account of current expectations of the 2021/22 out turn position, the movement in reserves for capital 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 2021/22 which will be utilised in 2022/23 to offset the resultant deficit (circa 0.888m)

RESERVE	CURRENT YEAR	MTFP				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
General Fund Working Balance	4,096,381	3,319,881	3,271,181	3,230,481	3,245,881	3,261,281
Earmarked Reserves	18,454,783	16,163,449	14,661,283	14,775,683	14,613,983	14,934,283
Capital Receipts	1,245,959	955,260	844,444	909,628	972,325	1,032,325
Capital Grants Unapplied	0	0	0	0	0	0
<b>TOTAL</b>	<b>23,797,124</b>	<b>20,438,590</b>	<b>18,776,908</b>	<b>18,915,792</b>	<b>18,832,190</b>	<b>15,966,609</b>

EARMARKED RESERVES	CURRENT YEAR	MTFP				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Service Investment/Renewals	3,690,063	3,222,063	2,827,463	2,909,863	2,865,163	3,302,463
Contingency/Risk	5,819,756	4,681,356	4,301,756	4,184,756	4,067,756	3,950,756
Investment for Priorities	8,944,965	8,260,031	7,532,065	7,681,065	7,681,065	7,681,065
<b>Grand Total</b>	<b>18,454,783</b>	<b>16,163,449</b>	<b>14,661,283</b>	<b>14,775,683</b>	<b>14,613,983</b>	<b>14,934,283</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 2022/23 to 2026/7 provides a plan of future capital investments totalling £33.458m with £12.972m estimated for 2022/23. The programme is monitored in year through Corporate Policy and Resources Committee and is reviewed bi-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 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total Capital Programme £
Our People	1,911,150	674,900	1,424,900	674,900	674,900	<b>5,360,750</b>
Our Place	10,424,235	11,771,518	718,000	472,000	90,000	<b>23,475,753</b>
Our Council	636,800	570,000	115,000	200,000	100,000	<b>1,621,800</b>
Investment	0	3,000,000	0	0	0	<b>3,000,000</b>
<b>Grand Total</b>	<b>12,972,185</b>	<b>16,016,418</b>	<b>2,257,900</b>	<b>1,346,900</b>	<b>864,900</b>	<b>33,458,303</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, in accordance with financial regulations. This excludes business as usual schemes such as replacement and renewal programmes ie Strategic Asset Management Plan, Vehicle replacement programme, ICT replacement programme where approval to spend is recommended within this report.

The Capital Investment Programme is to be funded from;

<b>CAPITAL FINANCING</b>	<b>Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>	<b>Estimate 2024/25 £</b>	<b>Estimate 2025/26 £</b>	<b>Estimate 2026/27 £</b>	<b>TOTAL CAPITAL INVESTMENT £</b>
Grants & Contributions etc	-9,066,251	-9,644,652	-1,767,900	-674,900	-674,900	<b>-21,828,603</b>
Revenue/Earmarked Reserves	-3,236,234	-1,601,766	-490,000	-672,000	-190,000	<b>-6,190,000</b>
Useable Capital Receipts	-526,700	-3,186,000	0	0	0	<b>-3,712,700</b>
Prudential Borrowing	-143,000	-1,584,000	0	0	0	<b>-1,727,000</b>
<b>Total Capital Programme Funding</b>	<b>-12,972,185</b>	<b>-16,016,418</b>	<b>-2,257,900</b>	<b>-1,346,900</b>	<b>-864,900</b>	<b>-33,458,303</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)

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# EXECUTIVE BUSINESS PLAN 2022/23







## Introduction

Welcome to the Council's Executive Business Plan which outlines the national, regional and local environment in which the Council operates and sets out key activity for the next three years. Against a backdrop of rising uncertainty in a rapidly changing world, the environment in which the Council operates is constantly moving and it is therefore vital that the Council appraises all 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 lifespan of the Corporate Plan and beyond. This Executive Business Plan complements the Corporate Plan by setting out, annually, a rolling three year programme of key deliverables designed to achieve the required objectives. It reflects short, medium and longer term goals, acting as a guide for the Council's Senior Leadership Team, managers, staff and Members, regarding current and future decisions and activity.

## National Context

**Covid-19 Pandemic** – 2020 was dominated by the global coronavirus pandemic. As the world acted to limit the spread of a disease that has claimed the lives of over five million people to date, the effects on the global economy have been significant, resulting in the worst global recession since World War Two. As we near the end of 2021, coronavirus and the emergence of new variants continues to place health services under pressure, though the success of the vaccine rollout has allowed most restrictions in the UK to be lifted. A stronger than anticipated economic recovery resulted in the Office for Budget Responsibility revising its economic forecast with a prediction that the UK's economy is likely to return to pre-pandemic levels by January 2022, though rising energy prices, rising inflation and supply shortages linked to the pandemic pose a risk to the country's economic outlook.



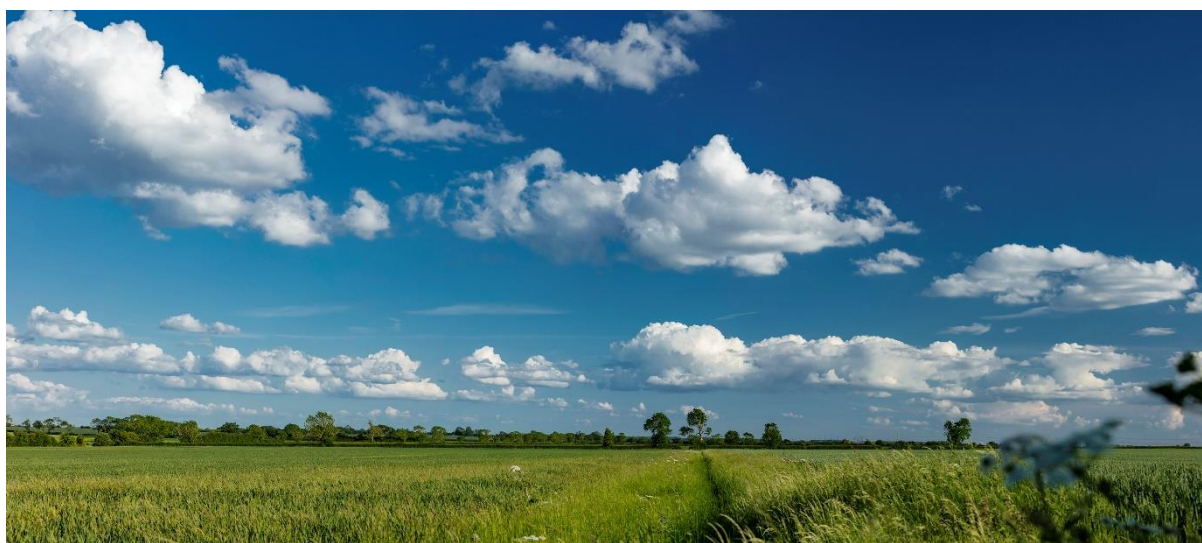
Local government remains at the forefront of responding to the crisis, shifting its focus from response to recovery during the latter half of 2021 and continuing to support communities in a variety of ways from provision of social care, to supporting the local economy, to maintaining the provision of vital services such as waste collection and public safety; all of which is underpinned by sound governance and decision making. At the same time, the income streams available to Councils' continue to be affected by business rate holidays, re-negotiation of leases and rents for commercial properties; and services such as arts venues that are not yet operating at pre-pandemic levels. This is further compounded by rising costs such as record fuel prices, rising energy prices and the increasing



need for agency staff as a result of unfilled job vacancies and coronavirus related sickness absence.

The future outlook remains 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 engineering 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.

**Climate Change and Sustainability** – There is global recognition that the planet is in the midst of a climate crisis, though the extent to which world leaders' are prepared to act to reduce carbon emissions differs significantly across the globe. The COP26 summit, at which 120 world leaders are due to convene in Glasgow during November 2021, is widely recognised as the



“best last chance” to bring runaway climate change under control and to work towards the shared aim of limiting global temperature rises to “well below” 2C by 2030, as set out in the Paris Agreement of 2015. History will judge the success of COP26 but it is clear that there has been a culture shift towards urgent action to tackle the worst effects of global warming, with a number of commitments arising from the summit including a pledge by 100 world leaders (covering 85% of the world’s forests) to reverse deforestation by 2030; and a pledge from 80 countries to reduce global methane emissions by 30% by 2030.

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 previously announced a range of funding pledges including:

- £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 already announced, 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 CO<sub>2</sub> 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 local authorities across the UK have committed to reducing the impact of their operations on the environment, by announcing plans to take positive action to reduce carbon emissions at a local level. To meet this agenda, in June 2021, West Lindsey District Council formally adopted its first Sustainability, Climate Change and Environment Strategy, underpinned by Member and Officer Working Groups and led by a newly appointed Climate Change and Sustainability Officer with responsibility for ensuring the Council's Climate Change Action Plan is implemented in full in order to meet the authority's commitment to reducing its carbon footprint to net-zero by 2050.

**Industrial Strategy and the Build Back Better Plan for Growth** – in response to the shifting national and global economic landscape, the government's Industrial Strategy has transitioned into a new Build Back Better Plan for Growth. Whilst creating and supporting jobs remains the central focus, the new Plan, launched in March 2021, places significant emphasis on three core pillars of infrastructure, skills and innovation. These overarching themes encompass key funding streams for which all local authorities have the opportunity to apply, such as the Levelling Up Fund, the UK Shared Prosperity Fund, the Towns Fund and the High Street Fund. West Lindsey was successful in its bid to the first round of Levelling Up Fund, which is covered in more detail below.

**Levelling Up Agenda** – The government is committed to resetting the balance between central and local government and placing councils at the heart of delivering the government's ambitious programme to improve opportunities across the country. By some measures, the UK is the most geographically unequal developed economy in the world with higher concentrations

of wealth, prosperity and productivity in the South-East of England compared to the South-West, North and much of the Midlands which all lag behind. In recognition of this, the government department responsible for local government, communities and housing was renamed the Department for Levelling Up, Housing and Communities and placed in charge of overseeing the levelling up agenda through a programme of infrastructure development and investing in education and skills. As part of the initial phase, local authorities in England and Wales were invited to bid for a share of a new £4bn Levelling Up Fund, with each Council able to bid for up to £20m to support “shovel ready” projects designed to improve roads, town centres and public transport.

As part of the October 2021 Spending Review, the Chancellor announced the successful applicants of the first round of Levelling Up bid applications, including West Lindsey District Council which was awarded over £10mn to deliver its “Thriving Gainsborough” bid as a share of £203mn awarded to 10 projects (including West Lindsey) in the East Midlands region. This major programme will deliver a number of projects including a new four-screen cinema, improvements to Whitton’s Gardens, the creation of a new park at Baltic Mill and refurbishment of the bus station, all of which will be completed by 2024.

**Grant Funding** – The pandemic accelerated the range and level of grant funding available to support Councils’ with tackling inequality and recovering from the pandemic. In addition to the Levelling Up Fund, in 2020, West Lindsey was one of only six places successfully awarded a share of a new £33m Local Access investment programme which will support charities, community groups and social enterprises in Gainsborough to grow the low social economy and tackle local issues that cause inequality.



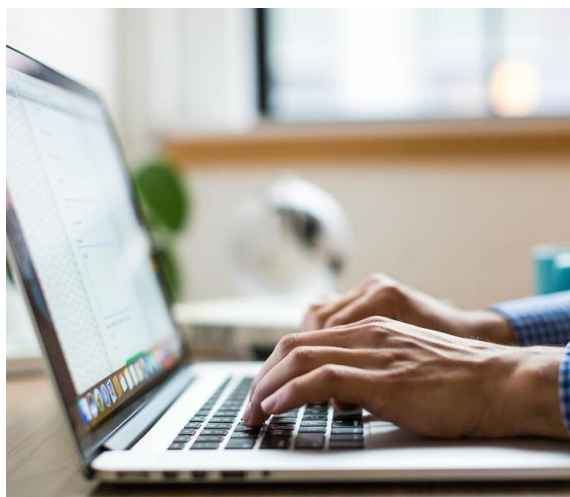
West Lindsey was also a recipient of the Welcome Back Fund, receiving over £84k from a pot of £56m from the European Regional Development Fund to support Councils with a safe return to the high street following the pandemic. This builds on the Reopening High Streets Safely Fund previously announced in May 2020, with the money granted to West Lindsey District Council earmarked to promote a safe return to the high street for trade and tourism, as well as to improve the look and feel of the high street through initiatives such as public realm improvements, additional street cleansing and the installation of additional seating and picnic areas to encourage footfall into the district’s high streets.

**Post-Brexit Britain** – Historically, the European Union (EU) was a provider of significant funding to support regeneration projects across the Union, including in the UK. The UK’s departure from the EU meant that access to such funding streams is no longer available, resulting in the government establishing the UK Shared Prosperity Fund. Due to be launched in April 2022, the Fund is designed to replace EU structural funding through a single, UK wide framework which will distribute over £2.6bn over a three year period. The 2021 Autumn Spending Review announced £560m of this funding will be spent on a new ‘Multiply’ programme to boost adult functional numeracy skills as a way of improving employment prospects. Whilst this is a UK wide programme, the funding is expected to particularly benefit adults in the North East, West Midlands and Yorkshire and the Humber where adult literacy rates are among the lowest in the UK.

**Post-Brexit Agricultural Subsidies** – The Agriculture Act was passed in November 2020, which sets the legislative framework for the new agricultural subsidy regime in England. From November 2021, farmers will have a seven year transition period to adapt to a new, post-Brexit



agricultural system with an emphasis on public money for public goods. The list of which public goods for which subsidies may be paid include initiatives to increase biodiversity, restore landscapes, reduce climate flooding, tackle the effects of climate change, promote animal welfare and increase investment in new equipment and technology. Further details are due to be announced in late 2021 but the implications for West Lindsey are likely to be of significance given the rural nature of the district, which relies heavily on agriculture.



**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. In November 2020, the Government scaled back its target for nationwide coverage of gigabit broadband to 85% coverage by 2025, accompanied by £1.25bn in funding to enable this. As of September 2020, just 27% of UK premises had a gigabit broadband connection available, though the government is projecting this will rise to 60% by the end of 2021. While it is looking increasingly likely that this target will be

met, the Public Affairs Committee has expressed concern that rural areas will continue to be locked out of gigabit broadband coverage for “years to come.” 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.

**Homes** - 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.

In August 2021, the government announced the launch of an Affordable Homes Programme, an £8.6bn fund to deliver 119,000 homes, including 57,000 homes for ownership, 29,600 for social rent and 6,250 affordable rural homes. Such a programme is expected to support up to 370,000 jobs across the country and generate £26bn in additional private and public investment. The provision of affordable rural homes is particularly pertinent to West Lindsey,

one of the largest rural districts in England and Wales. While the Council is a non-stock holding authority, it has a key role to play in ensuring everyone has access to good quality housing which meets their needs and aspirations. With a worse than average housing affordability ratio (the median house price compared to median earnings), additional provision of affordable rural homes can only be of benefit to West Lindsey.

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 a phased introduction, with some measure being introduced during 2022, with target energy efficiency levels being reached 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.

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 county, offering energy efficiency improvements and advice.

**Local Government Finance** – Local government experienced an unprecedented rise in costs during the coronavirus pandemic, whilst at the same time experiencing a large loss in revenue from Council Tax, business rates and charges. Whilst the majority of these losses were covered by central government, not all lost income was compensated for, resulting in 72% of district councils having to use their reserves to cover costs associated with the pandemic and avoid running a deficit.



The government announced that local authority core spending power is expected to rise by just over 1.8% (excluding government grants for adult social care) each year over the period of the spending review which is slightly lower than the 1.9% the Institute for Fiscal Studies states that Councils need to maintain service provision at their current levels. The Institute for Government projects that Councils will be required to spend 2% more on services (excluding social care) in 2024/25 than in 2019/20 in order to maintain current service provision. While a rise in core spending power is good news for Councils, challenges remain in ensuring the financial sustainability to maintain levels of service provision in future years.

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 pandemic has resulted in a further one year financial settlement for local government for 2021-22.

## Regional and Local Context

### **Greater Lincolnshire Local Enterprise Partnership**

- At a regional level, the Greater Lincolnshire Local Enterprise Partnership (GLLEP) covers the Lincolnshire county as well as North Lincolnshire, North East Lincolnshire and Rutland unitary authorities. It works with Government to improve the economic climate across Greater Lincolnshire and is a private sector led partnership between the private and public sector. Its aim is to improve infrastructure and the conditions for doing business. The GLLEP 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's Industrial Strategy aims to increase productivity, growth and resilience in priority sectors and, as a result, create more prosperous communities. It is considered that this will offer competitive advantage for Greater Lincolnshire and therefore the possibility for real growth and greater productivity. West Lindsey District Council has contributed meaningfully to this Strategy, ensuring that the district is prominent within it and the district's evidence base, priorities, opportunities and challenges are all accurately reflected.

In November 2021, the GLLEP announced the launch of the internationally significant UK Food Valley. This ambitious programme aims to create a top 10 global food cluster in Greater Lincolnshire with the potential to create 11,000 jobs and £2bn of GVA by 2030. The programme focuses on three main themes:

- Digitalisation and automation in the food chain
- Low carbon transition
- Promoting the production and consumption of “naturally good for you” food

Agri-food is one of West Lindsey's strongest economic sectors and so the creation of a UK Food Valley is strategically important in supporting growth and encouraging inward investment into the district over the next decade.

**Central Lincolnshire Local Plan** – Due to changes in National Policy, a review of the current Central Lincolnshire Local Plan (CLLP), adopted in 2017, has been undertaken. The vision and objectives of the Local Plan will remain the same, as well as the spatial strategy for growth. A second consultation on the draft Central Lincolnshire Local Plan took place during 2021. 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. The final draft of the Local Plan will be consulted on in early 2022, with an examination in public and final adoption taking place later that year.

**Devolution** – While a decision was made by government that devolution for Lincolnshire would not be the right course of action during a pandemic, devolution for English regions remains a priority for this government. However, a much anticipated White Paper on plans for English devolution has been replaced by the Levelling Up White Paper though no date has yet been announced for its publication. In July 2021, the Prime Minister outlined how more devolution deals could support the Levelling Up agenda but, with no further details announced since then, it is unclear what this might mean for Lincolnshire and West Lindsey in the future. What is certain is that local government reform will remain a subject of current and future debate for some time to come.

## 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 that:

***“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 objectives 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 2022-23

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 offer suggestions that would achieve greater value for money or efficiency, new or



increased income streams, improved performance or higher levels of 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 Medium Term Financial Plan (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 2022-23. All of the 'deliverables' have been aligned to at least one objective within the Council's Corporate Plan which sit within the themes of 'Our People', 'Our Place' and 'Our Council'.

## Our People

Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
To reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles	<ul style="list-style-type: none"> <li>Increased opportunities for participating in sport, cultural and leisure activities</li> </ul>	<ul style="list-style-type: none"> <li>Implement a framework for co-ordinating and delivering cultural activities within the District</li> </ul>	Operational and Commercial Services
		<ul style="list-style-type: none"> <li>Bid for National lottery funding to support and develop Trinity Arts centre as the hub for cultural activity within the District</li> </ul>	Operational and Commercial Services
		<ul style="list-style-type: none"> <li>Support the Jubilee programme of activity</li> </ul>	People and Democratic Services
		<ul style="list-style-type: none"> <li>Refresh Visitor Economy Strategy and develop approach to Cultural Strategy / events programme</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Deliver agreed events programme for Townscape Heritage and Mayflower 400</li> </ul>	Planning and Regeneration
	<ul style="list-style-type: none"> <li>Greater quality of life and levels of independence among vulnerable residents</li> </ul>	<ul style="list-style-type: none"> <li>Develop local programme of work aligned to Health Inequalities programme Board (to support Lincolnshire ICS development)</li> </ul>	Homes and Communities
	<ul style="list-style-type: none"> <li>Deliver services and health improvements to enable re-establishment of lives after crisis</li> </ul>	<ul style="list-style-type: none"> <li>Develop proposals for delivery of Temporary/Emergency Accommodation</li> </ul>	Homes and Communities
	<ul style="list-style-type: none"> <li>Ensure housing solutions provide choice and</li> </ul>	<ul style="list-style-type: none"> <li>Develop proposals for delivery of accommodation which</li> </ul>	Homes and Communities



Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
	support independence	meets needs of those not eligible for social housing outside of Gainsborough (extension of the Viable Housing Scheme)	
		<ul style="list-style-type: none"> <li>Support delivery of affordable housing to meet identified needs</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Enable delivery of housing with care and/or support to meet specific need i.e. extra care housing</li> </ul>	Homes and Communities
		<ul style="list-style-type: none"> <li>Implementation of First Homes</li> </ul>	Homes and Communities
To create strong and self-reliant communities and promote positive life choices for disadvantaged residents	<ul style="list-style-type: none"> <li>Improve homes and transform places</li> </ul>	<ul style="list-style-type: none"> <li>Enable continuation of community broadband programme</li> </ul>	Homes and Communities
		<ul style="list-style-type: none"> <li>Implement the agreed options for the future of Selective Licensing within the District</li> </ul>	Change Management and Regulatory Services
	<ul style="list-style-type: none"> <li>Promote self-reliant communities</li> </ul>	<ul style="list-style-type: none"> <li>Develop normalisation strategy for RAF Scampton</li> </ul>	Homes and Communities
To facilitate the creation of a highly skilled workforce that meets the present and future needs of the local and wider economy	<ul style="list-style-type: none"> <li>Understand the skills needs of local employers and improve access to training and employment for residents</li> </ul>	<ul style="list-style-type: none"> <li>Extension of the Employment and Skills Partnership</li> </ul>	Homes and Communities

## Our Place

Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
To ensure that economic regeneration in West Lindsey is sustainable and benefits all our communities	<ul style="list-style-type: none"> <li>Improve the economic performance of Gainsborough town centre and the district's market towns</li> </ul>	<ul style="list-style-type: none"> <li>Enable an evidenced decision for the future of street Markets in West Lindsey</li> </ul>	Operational and Commercial Services
		<ul style="list-style-type: none"> <li>Implement the projects outlined in the Council's successful 'Thriving Gainsborough' bid as part of the Levelling Up Fund</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Deliver activity associated with the Welcome Back Fund</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Develop a comprehensive West Lindsey Place Making Plan including</li> </ul>	Planning and Regeneration

Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
		development of new projects	
		<ul style="list-style-type: none"> <li>Maintain delivery of existing projects outlined in the Growth Programme</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Establish capacity framework for Planning Commercial Support Contract</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Complete Business Grant programme including required post payment assurance</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Specific focus for the Council's Regulatory Services on supporting businesses being able to re-establish their services post pandemic</li> </ul>	Change Management and Regulatory Services
To create a safer, cleaner district in which to live, work and socialise	<ul style="list-style-type: none"> <li>Increased quality of life for residents</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver the Open and Green Space Strategy</li> </ul>	Homes and Communities
	<ul style="list-style-type: none"> <li>Use the Council's statutory functions to increase public safety and cleanliness in the district</li> </ul>	<ul style="list-style-type: none"> <li>Review key policies such as the Corporate Enforcement Policy and Local Enforcement Plan</li> </ul>	Change Management and Regulatory Services
	<ul style="list-style-type: none"> <li>Reduce antisocial behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Review options and develop new approach to antisocial behaviour, enviro-crime and fly-tipping</li> </ul>	Change Management and Regulatory Services

## Our Council

Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
To put the customer at the centre of everything we do	<ul style="list-style-type: none"> <li>Deliver high quality, customer centric services, offering excellent customer experiences, value for money and</li> </ul>	<ul style="list-style-type: none"> <li>Progress the Council's transformational Programme 'Together 24' incorporating people led change and technology enabled service reviews.</li> </ul>	All
		<ul style="list-style-type: none"> <li>Manage the smooth migration of existing</li> </ul>	Change Management and

Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
	demonstrating a culture of continuous learning and improvement	working age housing benefit claimants to Universal Credit	Regulatory Services
		<ul style="list-style-type: none"> <li>Review the consultation and options for an 'income banded scheme' for Council Tax Support to improve productivity and reduce administration of the claims</li> </ul>	Change Management and Regulatory Services
		<ul style="list-style-type: none"> <li>Undertake review, procurement and implementation of the Council's website and document management system</li> </ul>	Change Management and Regulatory Services
		<ul style="list-style-type: none"> <li>Provide quality assurance and support; and maintain Change Management leadership for the delivery of programmes and projects including a whole Council overview on efficient use of resources, and monitoring key accountabilities and deliverables, on time and within budget</li> </ul>	Change Management and Regulatory Services
		<ul style="list-style-type: none"> <li>Create and implement a new Customer Experience Strategy</li> </ul>	Operational and Commercial Services
To maintain our position as a well-managed and well-governed Council	<ul style="list-style-type: none"> <li>Create and maintain an effective and highly skilled workforce</li> </ul>	<ul style="list-style-type: none"> <li>Ensure future-proofed structures are in place to ensure our services are sustainable and resilient</li> </ul>	All
		<ul style="list-style-type: none"> <li>Implement and embed phase one of the OneCouncil system (ERP) and develop individual business cases for further modules as part of phases two and three</li> </ul>	Change Management and Regulatory Services  And Finance and Property Services
		<ul style="list-style-type: none"> <li>Implement self-service for private land search companies including implementation of central transition to HM Land Registry and re-launch of service</li> </ul>	Change Management and Regulatory Services
		<ul style="list-style-type: none"> <li>Review the options to utilise external 'propensity to pay' reports in Revenues to enable focus</li> </ul>	Change Management and Regulatory Services

Corporate Plan Strategic Aim	Corporate Plan Objective	Key Deliverables	Responsible Portfolio
		on collectable debt to increase collection rates.	
		<ul style="list-style-type: none"> <li>Review the options and implement a Single Person Discount Continuous Review to increase income and reduce fraud and error</li> </ul>	Change Management and Regulatory Services
	<ul style="list-style-type: none"> <li>Ensure appropriate governance arrangements and skill sets amongst elected Members to enable effective decision making and fulfilment of Member advocacy role</li> </ul>	<ul style="list-style-type: none"> <li>Explore options to provide local data on range of topics required to evidence projects and to gain greater understanding of needs of local communities (Parish Profiles)</li> </ul>	Homes and Communities  Policy and Strategy
		<ul style="list-style-type: none"> <li>Carry out a governance review</li> </ul>	People and Democratic Services
		<ul style="list-style-type: none"> <li>Consider the business case for replacement equipment to support the Council's Committee meetings</li> </ul>	People and Democratic Services
		<ul style="list-style-type: none"> <li>Prepare for Members' ICT provision following the 2023 Local Elections</li> </ul>	People and Democratic Services  And  Change Management and Regulatory Services
<ul style="list-style-type: none"> <li>Local democracy operating in an effective and ethical manner across the district</li> </ul>	<ul style="list-style-type: none"> <li>Prepare for potential changes arising from the forthcoming Elections Bill</li> </ul>	People and Democratic Services	
To remain financially sustainable	<ul style="list-style-type: none"> <li>Improve the support available for, and the financial acumen of, budget holders</li> </ul>	<ul style="list-style-type: none"> <li>Effect and embed changes in procedures and processes to gain efficiencies from the implementation of new technology.</li> </ul>	Finance and Property Services
	<ul style="list-style-type: none"> <li>To create a sustainable Medium-Term Financial Plan</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the Treasury Management Investment Strategy and consideration of Environmental, Social and Governance investments</li> </ul>	Finance and Property Services

## Climate Change and the Sustainable Environment

Whilst not an explicit area of focus in the current Corporate Plan, the Council is committed to playing its part as a place shaper with the aim of reducing carbon emissions in West Lindsey to net zero by 2050. To support this, the Council adopted its first Climate Change Action Plan in 2021, aiming to implement a 'green thread' throughout all areas of Council activity in order to achieve its aims. The following table sets out some of the key deliverables that will support the sustainability agenda over the next three years.

Key Deliverables	Responsible Portfolio
<ul style="list-style-type: none"> <li>An appraisal of the implications from the Governments new Environment Bill, including proposals for weekly food waste collections and free garden waste collections for all</li> </ul>	Operational and Commercial Services
<ul style="list-style-type: none"> <li>Delivery, subject to Member approval, of separate collections of paper and card in a change to the current co-mingled recycle collection regime. This is in line with recent work undertaken by Lincs Waste Partnership</li> </ul>	Operational and Commercial Services
<ul style="list-style-type: none"> <li>Appraise potential to further proposals to introduce energy efficient vehicles as part of our vehicle replacement strategy</li> </ul>	Operational and Commercial Services
<ul style="list-style-type: none"> <li>Property Strategy review and de-carbonisation measures within our own properties</li> </ul>	Finance and Property Services
<ul style="list-style-type: none"> <li>Develop a system for carbon accounting</li> </ul>	Finance and Property Services
<ul style="list-style-type: none"> <li>Support the Council's aims and programme of work in relation to carbon reduction and sustainability, for example, conducting a review of the Council's Transport Policy</li> </ul>	People and Democratic Services
<ul style="list-style-type: none"> <li>Finalise climate change policies within Local Plan</li> </ul>	Planning and Regeneration
<ul style="list-style-type: none"> <li>Lead economic input into Climate Change agenda including monitoring of targeted grant support</li> </ul>	Planning and Regeneration
<ul style="list-style-type: none"> <li>Undertake a review, procurement and implementation of printing, scanning and copying solutions to reduce usage.</li> </ul>	Change Management and Regulatory Services
<ul style="list-style-type: none"> <li>Increase take-up of e-billing and digital communications in the Council Tax service</li> </ul>	Change Management and Regulatory Services

## SECTION 2 – THE FINANCIAL CONTEXT

### 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 85% (46.6% 2010/11)

Income from Customer and Client receipts and Investment Property Portfolio has increased income levels from £3.363m to £7.143m (112%) during that period and reflects the success of the fees and charges policy 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 16<sup>th</sup> December 2021 by the Secretary of State for the Department of Levelling Up, Housing and Communities, The Rt Hon Michael Gove MP.

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

- £3.5bn more funding for local Councils
- Providing £822m for a one-off services grant

- Council Tax referendum limit of 2% or £5 whichever is the greater to help councils invest in services they provide to residents whilst protecting hard-working taxpayers from unfair hikes in rates.
- £2.6bn for UK Shared Prosperity Funding which helps people access opportunities in places of need.
- £4.8bn for Levelling Up
- Rolling over the current approach to the New Homes Bonus worth £554 million.
- £85m Keeping the Rural Services Delivery Grant
- £111m - Maintaining the Lower Tier Services Grant
- £85m for Rural Service Delivery Grant (an increase of £4m) and there will be no change to the methodology for distribution

## 2.3 Local Context

There are a number of factors which affect the funding available to us, the way we use this funding and how we can be affected by external factors.

### **Covid-19**

Has changed the way in which we work, from the initial crisis response, to recovery, and new ways of working. The Council continues to be impacted by reductions in income from car parks, the theatre etc. The Medium Term Financial Plan does not include for any ongoing impacts of Covid-19, which is in line with the expectation that there will be no further government support. We do however have a commercial contingency budget of £0.2m which will be utilised if income levels fall short of expectations. In addition we continue to support our Leisure Management provider with remaining government funding held in reserves.

### **National Economy and inflation**

Whilst the economy has started to recover from Covid-19 employment remains below that of pre-covid levels. By the end of Q2 2021 UK GDP was still 4.4% below its Q4 2019 peak. We are currently seeing inflation rise to its highest level, with the cost of fuel and utilities being the main factors. We are currently seeing increased costs across our revenue expenditure for the supply of contracts, goods and services. Our General Fund Working Balance is currently above the £2.5m minimum and will mitigate any in year budget pressures.

## Levelling Up

The Governments anticipated Levelling Up White Paper (strategy for delivery from 2022/23) had not been published at the time of writing this report. However, we have been successful in attracting £10.275m of this funding to support jobs, businesses and economic growth as part of our Thriving Gainsborough Programme.

## Fairer Funding and Business Rates Retention Scheme

A one year financial settlement has been announced, and again delays to both the reviews of local government funding are now expected for 2023/24. This results in continued uncertainty of future funding for the Council. We have been pro-active in ensuring that we prepare for any reductions by taking a prudent approach to setting the Medium Term Financial Plan forecasts.

Whilst we have assumed our settlement funding remains comparable, we are anticipating a loss of £1.4m from accumulated growth from Business Rates retention as we reset back to the baseline of 2013/14 (taking account of inflation).

The one year settlement has however given us another year of resources we otherwise may not have had. We have proposed to Earmark a significant element of these funds to support the delivery of the Corporate Plan objectives.

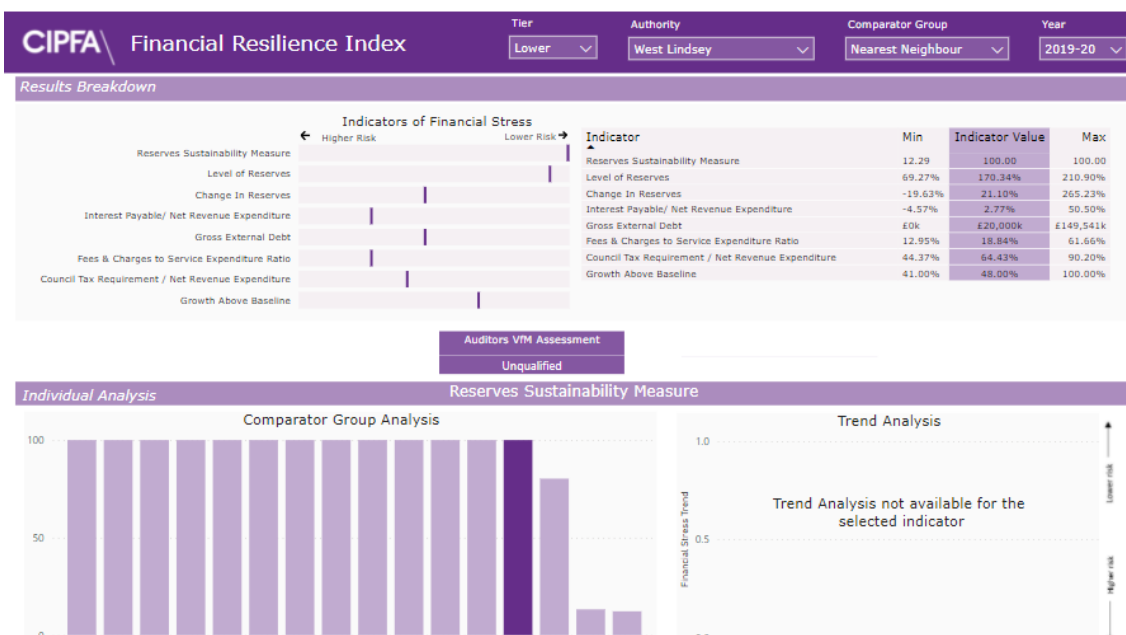
The table below shows the Core Spending Power for West Lindsey DC based on the Local Government Settlement 2022/23.

West Lindsey	Actual 2021/22 £m	Actual 2022/23 £m	Projected 2023/24 £m	Projected 2024/25 £m	Projected 2025/26 £m	Projected 2026/27 £m
Settlement Funding Assessment	3.023	3.023	3.162	3.263	3.263	3.263
Compensation for under-indexing the business rates multiplier	0.157	0.248	0.260	0.268	0.268	0.268
Estimated Council Tax excluding Parish Precepts	6.711	6.930	7.264	7.465	7.671	7.884
New Homes Bonus	0.719	0.924	0.203	0.203	-	-
Lower Tier Services Grant (see calc below for 2023/24 & 2024/25)	0.129	0.136	-	-	-	-
Rural Services Delivery Grant	0.498	0.498	0.498	0.498	0.498	0.498
2022/23 Services Grant		0.208	0.071	0.073	0.074	0.076
<b>Core Spending Power</b>	<b>11.237</b>	<b>11.967</b>	<b>11.458</b>	<b>11.770</b>	<b>11.775</b>	<b>11.989</b>
	3.2%	6.5%	-4.3%	2.7%	0.0%	1.8%



## 2.4 How we compare – Financial Resilience

The Cipfa Resilience model indicates that we are in a good financial position in relation to the level of reserves and our sustainability reflecting a 100% low risk.



As can be seen from the indicators above the Council has low financial risk and a sustainability index score of 100% reflecting the level of our reserves are adequate to support us over the longer term.

## 2.4 General Fund Balances

The Council sets a minimum revenue balance of £2.5m the unallocated balance is forecast at £3.2m

## 2.5 Earmarked Reserves

The Council holds Earmarked reserves for the purpose of

- Investment in Corporate Priorities
- Service investment and replacement/renewals
- Contingencies and Risks

We estimated that there will be a balance of £18.455m as at 31.3.2022 reducing to £14.943m by 2026.27 and taking into account spending plans, both revenue and capital.

# Medium Term Financial Plan: 2022/23 to 2027/28

Including: Financial Strategy,  
Medium Term Financial Analysis  
2022/23 to 2026/27, Budget 2022/23,  
Capital Programme 2022/23 to 2026/27

## **MEDIUM TERM FINANCIAL PLAN**

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

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

**Section 3 - The 2022/23 Revenue Budget**

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

**Section 5 – Treasury Management Strategy**

**Section 6 – Pay Policy and 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 2022/23 – 2026/27**

**Appendix 5 Analysis of Capital Financing**

**Appendix 6 Pay Policy 2022/23**

**Appendix 7 Human Resources Statement 2022/23**

# MEDIUM TERM FINANCIAL PLAN

## 2022/23-2026/27

### 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 and that they represent value for money.

### 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 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.

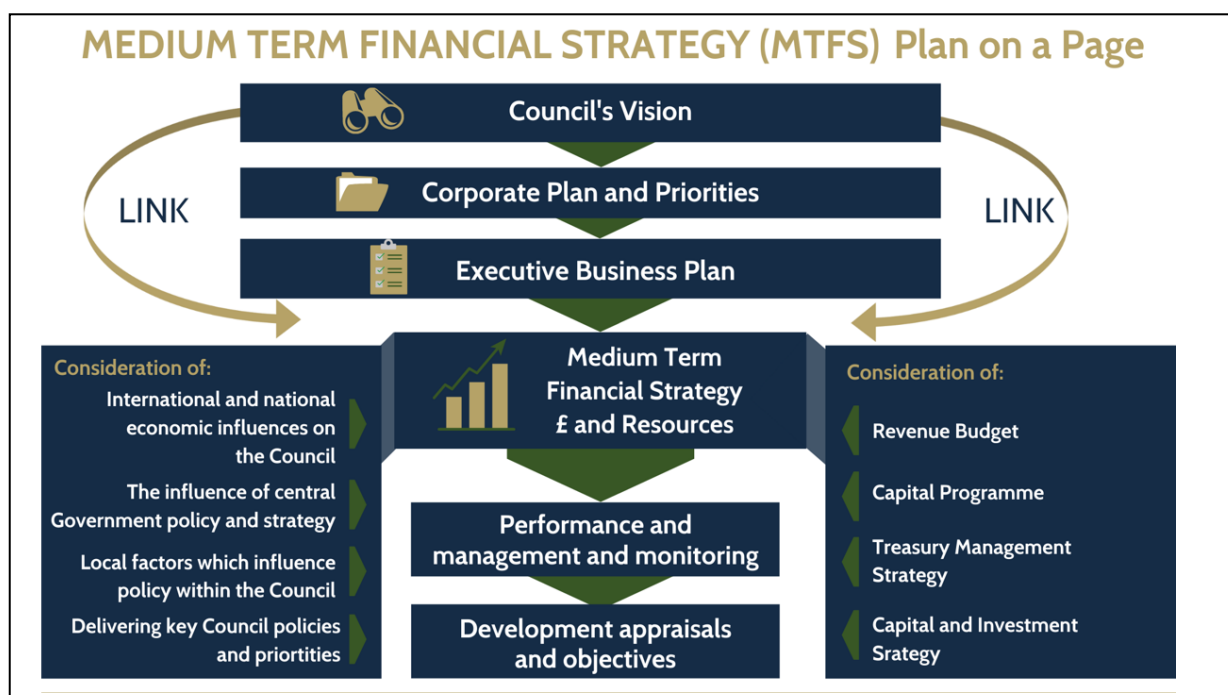
The framework will provide assurance in the prudent use of public resource, effective management of those resources, adherence to legislative requirements for which we are responsible and provide evidence of good governance.

### 3. The Medium Term Financial Plan and Financial Strategy

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 bases and subsequently funding from local taxation and the reduction of costs through the realisation of cashable savings from efficiencies gained from the review of services and introduction of new technology to contribute to 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. It also takes reflects the implications and resourcing needs to deliver the Executive Business Plan initiatives.



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 deliver, utilising the Council's resources
- To ensure finance 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, 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 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

### 3.1 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:

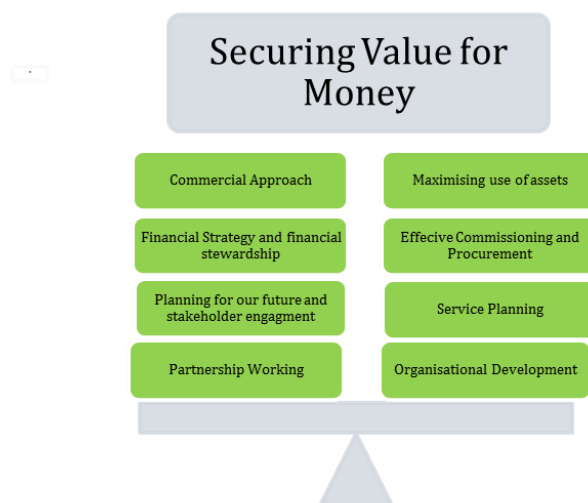
- Investing in communities (to help themselves and others)
- A more commercial council – to generate additional income and identifying opportunities that align with residents needs
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes

This has resulted in WLDC maintaining a strong track record of identifying and delivery 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 throughout 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

### **3.2 Commercial Approach**

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

In addition, we will consider capital investment as a means in which to deliver our corporate priorities and where appropriate to generate revenue returns.

Decisions are made in line with existing policies and as a result of 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 five case Business Model ensuring Financial, Legal, Operational, Strategic and Commercial implications are considered and all risks assessed to enable informed choices.

### **3.3 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 and addition to the private sector, has secured better outcomes in the form or inward investment, pooled resources, cohesion and engagement with residents and build effective relationships.

### **3.4 Strategic 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.

### **3.5 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 supports 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.

### **3.6 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 plans are part of the Golden Thread to how services will contribute to achieving our corporate objectives.

### **3.7 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.

### **3.8 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 on 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

### **3.9 The Treasury Management Strategy**

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

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.

### **3.10 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.

### **3.11 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

### **3.12 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 2022/23 the Budget has been based on the approved budgets for each Committee and in line with the 2022/23 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 2023/24 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 within the Finance Reserve 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 budget of £0.022m. Full details of proposed fees and charges were presented to Policy and Resources Committee in November 2021
- Regular updates have been provided to 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 2022/23-2026/27
- Consultation with Parish Councils, residents and business rate payers has been undertaken and feedback has been considered when setting the budget.
- The review of Earmarked Reserves has identified a need to increase reserves in to support delivery of strategies and plans.

## 2.3 Budget Assumptions

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

- Employees – Pay award 2% 2022/23 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 2022/23 and 2% onwards with annual tax base growth of 0.75%
- NNDR and reversion as per financial settlement. Baseline from 2023/24 onwards
- Contractual inflation applied only to service expenditure budgets
- New Homes Bonus no new allocations from 2023/24 and legacy funding for 2020/21
- Utilities – Electricity 0%, Gas 35%, Water 2.9%
- Capital Programme is based on best estimates of total investment, total borrowing; use of reserves; impact on revenue

## 2.4 Council Tax

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

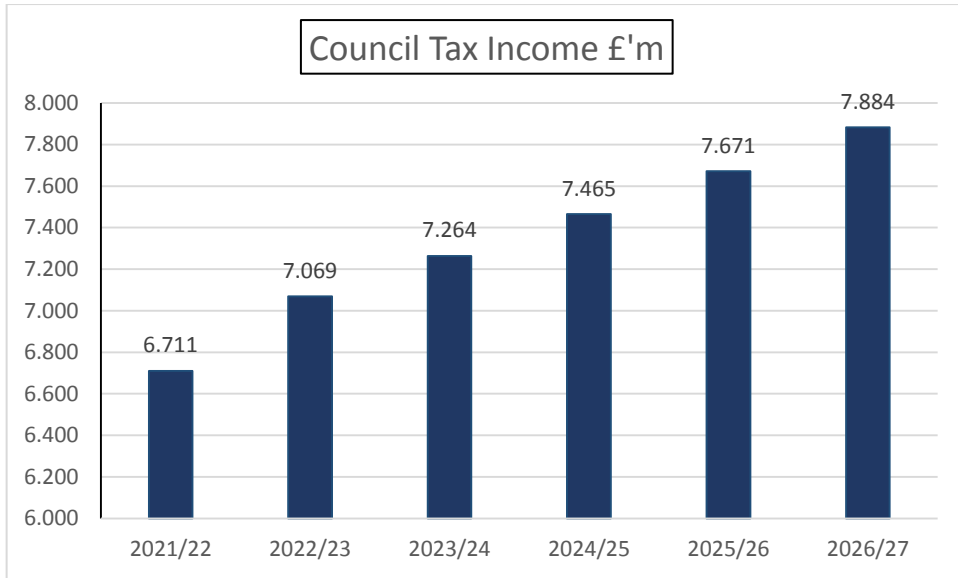
The Tax Base for 2022/23 has been approved at 31,038.46 (30,128.37 2021/22) reflecting growth of 3.02% (0.47% 2021/22) Average growth over past 3 years has been 1.68%. The MTFP includes annual growth rate of 0.75% for future years.

In terms of actual Council Tax, the Council's current strategy is to increase Council Tax to the Governments maximum capping levels (Assumed 2% or £5 whichever is the greater for 2022/23 and 2% ongoing), this strategy helps to support future sustainability. As a guide a 1% increase results in an additional £0.067m in the first year increasing to £0.361m by year 5.

The Council Tax increase for 2022/23 is proposed at £5 (£5, 2.3% in 2021/22) giving a Band D equivalent Council Tax of £227.74 (£222.74).

Within the Medium Term Financial Analysis below we have assumed a 2% 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 2022/23 has been calculated to be £0.225m (£0.168m 2021/22) and will be included in the budget. The Medium Term Financial Analysis includes an estimated £0.100m ongoing.



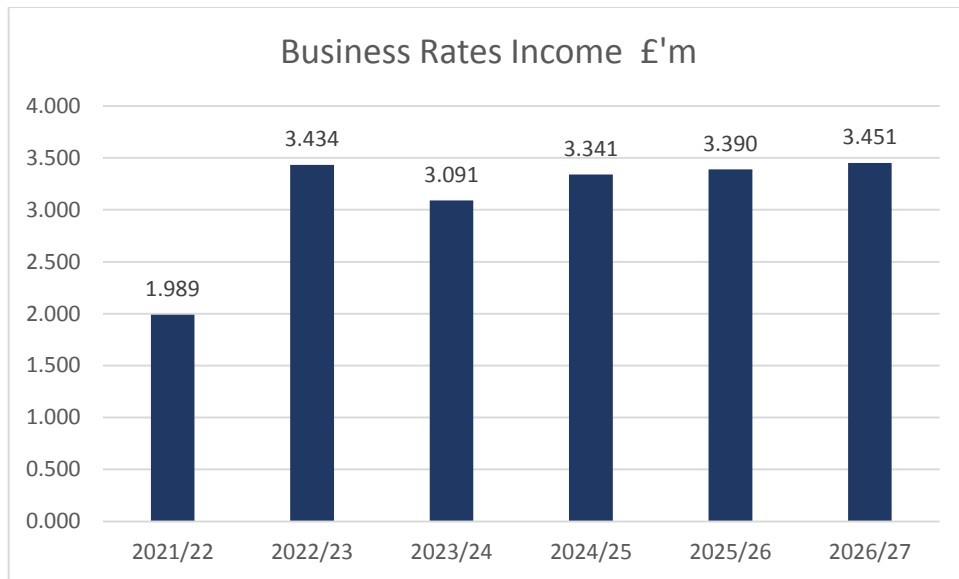
## 2.5 Business Rates

A further one year settlement for 2022/23 is estimated to provide business rates income of £3.434m (£1.989m 2021/22). However, this figure will be supplemented by transfers from the Business Rates Volatility Reserve of £1.077m (£2.664m 2021/22) which will offset previous years deficits included within the business rates income figure as a consequence of arrangements for Covid-19 reliefs.

We will continue to benefit of continuing to be a part of the Lincolnshire Business Rates Pool, provides an additional benefit of £0.453m (£0.451m 2021/22) being 60% of the levy which would have been payable to the Government.

For future years, with the impending review of the Business Rates Retention Scheme to a 75% rather than a 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 the 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 and the effect this has had on local government finances. It is expected that the new funding models will be implemented by 2023/24, 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

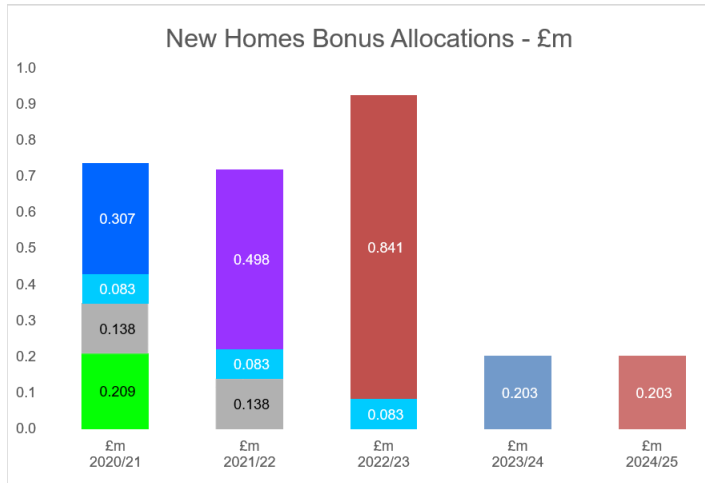
The New Homes Bonus was introduced in 2011/12 by Central Government and payable to local councils to incentivise housing growth in their area. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and bringing long term empty properties back into use. There is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

Since 2011 the Council has seen an increase in chargeable properties of 4,520 to its current level of 44,660 (44,123 2021/22).

As part of the one year funding Settlement the scheme has again been extended for a further year and will result in an additional £0.841m being received in 2022/23 this is in addition to our legacy funding of £0.083m. The overall New Homes bonus allocation for 2022/23 is £0.924m (£0.719m 2021/22). In total we will have received £14.832m of New Homes Bonus Grant which has been earmarked and or used to support investment in growth and regeneration.

It is assumed that there will be no new allocations beyond 2022/23 but a share of the central balance will be distributed over the following 2 years at £0.203m per year and will be contributed to the Investment for Growth Reserve.

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 by residents.



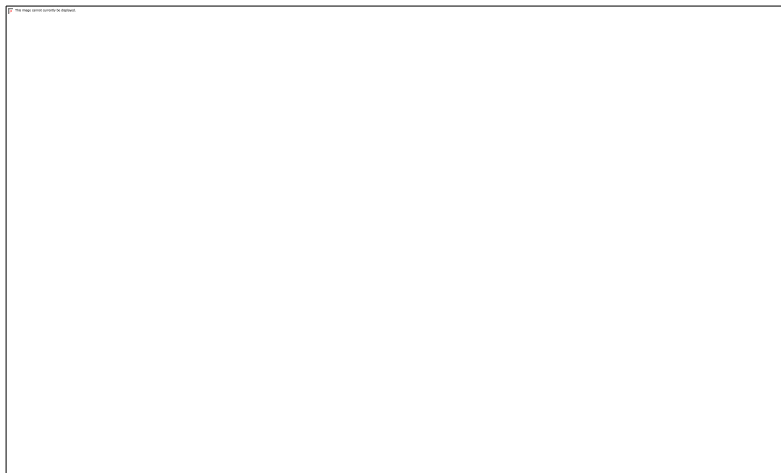
## 2.7 Pension Contributions

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 2022/23 has been determined at 17.2% per annum.

In relation to the pension deficit, currently £47.453m as at 31 March 2021 (£37.795m 2020). Our strategy is to contribute an appropriate amount with the aim of removing the deficit over a 20 year period. The payment for 2022/23 is £1.119m (£1.028m 2021/22).

Age Profile of 256 Members of the Superannuation Scheme as at 31/12/2021 (255 2020) is shown in the graph below;





## 2.8 Reserves

The Council are requested to approve the movement on Reserves.

The level of the General Funds 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 2022/23 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	CURRENT YEAR	MTFP				
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
General Fund Working Balance	4,096,381	3,319,881	3,271,181	3,230,481	3,245,881	3,261,281
Earmarked Reserves	18,454,783	16,163,449	14,661,283	14,775,683	14,613,983	14,934,283
Capital Receipts	1,245,959	955,260	844,444	909,628	972,325	1,032,325
Capital Grants Unapplied	0	0	0	0	0	0
<b>TOTAL</b>	<b>23,797,124</b>	<b>20,438,590</b>	<b>18,776,908</b>	<b>18,915,792</b>	<b>18,832,190</b>	<b>15,966,609</b>

The table below reflects the movement on the General Fund Balance 2022/23

<b>GENERAL FUND WORKING BALANCE MOVEMENTS</b>		<b>2022/23</b>
Estimated Balance Brought Forward		4,096,381
Less Estimated Carry Forwards 2021/22		-308,000
Less Increases to Earmarked Reserves		-376,300
Less Approved Use of Reserves		-117,200
Add Contributions to Reserves		25,000
<b>Grand Total</b>		<b>3,319,881</b>

The table below details the estimated balances of Earmarked Reserves over the Medium Term Financial Plan.

<b>EARMARKED RESERVES</b>	<b>CURRENT YEAR</b>		<b>MTFP</b>			
	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Service Investment/Renewals	3,690,063	3,222,063	2,827,463	2,909,863	2,865,163	3,302,463
Contingency/Risk	5,819,756	4,681,356	4,301,756	4,184,756	4,067,756	3,950,756
Investment for Priorities	8,944,965	8,260,031	7,532,065	7,681,065	7,681,065	7,681,065
<b>Grand Total</b>	<b>18,454,783</b>	<b>16,163,449</b>	<b>14,661,283</b>	<b>14,775,683</b>	<b>14,613,983</b>	<b>14,934,283</b>

In relation to Earmarked Reserves - the use of Reserves and contributions to Reserves anticipated over the medium term are detailed in the tables below;

<b>USE OF RESERVES</b>	<b>2022/23</b> £	<b>2023/24</b> £	<b>2024/25</b> £	<b>2025/26</b> £	<b>2026/27</b> £
Revenue Grants Unapplied	(47,600)	(39,200)	0	0	0
Valuation Volatility	0	(117,000)	(117,000)	(117,000)	(117,000)
Wheeled Bin Replacement	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Elections	0	(160,000)	0	0	0
Project Investment Reserve	(52,400)	(56,400)	(59,900)	0	0
Project Investment Reserve	(30,000)	0	0	0	0
Finance Budget Risks	(37,800)	(21,300)	0	0	0
Finance Budget Risks	(84,400)	(52,300)	0	0	0
Supporting Vulnerable Communities	(6,000)	0	0	0	0
Community Grant Scheme	(100,000)	0	0	0	0
IT Upgrade/Refresh	(85,600)	(24,300)	0	0	0
IT Upgrade/Refresh	(10,500)	(5,500)	(5,500)	(5,500)	(5,500)

IT Upgrade/Refresh	(36,000)	0	0	0	0
IT Upgrade/Refresh	(11,900)	0	0	0	0
Cultural Strategy Reserve	(38,000)	(27,200)	0	0	0
Environmental and Climate Change Reserve	(54,000)	(54,000)	(54,000)	0	0
Business Rates Volatility Reserve	(1,077,600)	(189,000)	0	0	0
<b>TOTAL USE OF RESERVES</b>	<b>(1,691,800)</b>	<b>(766,200)</b>	<b>(256,400)</b>	<b>(142,500)</b>	<b>(142,500)</b>

<b>CONTRIBUTIONS TO RESERVES</b>	<b>2022/23 £</b>	<b>2023/24 £</b>	<b>2024/25 £</b>	<b>2025/26 £</b>	<b>2026/27 £</b>
Maintenance of Facilities	102,900	102,900	102,900	102,900	102,900
Wheeled Bin Replacement	19,300	19,300	19,300	19,300	19,300
Elections	40,000	40,000	40,000	40,000	40,000
Vehicle Replacement Programme	347,800	347,800	347,800	347,800	347,800
IT Upgrade/Refresh	132,800	147,800	142,800	137,800	137,800
Civic Reserve	5,000	5,000	5,000	5,000	5,000
Investment for Growth	924,400	203,000	203,000	0	0
IT Upgrade/Refresh	250,000	0	0	0	0
Environmental and Climate Change Reserve	182,000	0	0	0	0
Cultural Strategy Reserve	180,200	0	0	0	0
Maintenance of Facilities Reserve	250,000	0	0	0	0
Redundancy Contingency Reserve	61,400	0	0	0	0
Communities at Risk Reserve	140,900	0	0	0	0
<b>TOTAL CONTRIBUTIONS TO RESERVES</b>	<b>2,636,700</b>	<b>865,800</b>	<b>860,800</b>	<b>652,800</b>	<b>652,800</b>

<b>NET MOVEMENT ON RESERVES</b>	<b>944,900</b>	<b>99,600</b>	<b>604,400</b>	<b>510,300</b>	<b>510,300</b>
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## 2.9 Medium Term Financial Plan Analysis (Appendix 1)

The 5 year Medium Term Financial Plan 2021/22 has been updated during the budget process, the movements are detailed in the table below.

The analysis presents a balanced budget for 2022/23 and future Funding Gaps from 2023/24 to 2026/27 rising to £1.9m over the life of the Medium Term

Financial Plan. In the main, the funding gap reflects an assumed return to Business Rates Baseline Funding of £3.1m, a reduction of £1.4m, this should be the worst case scenario as the Government review both Fairer Funding and Business Rates Retention allocation methods.

However, the Council has a number of initiatives which will aim to reduce the gap, but which either cannot be forecast at this time, or will be reviewed on an annual basis, for example;

- We will continue to manage our Treasury Management position effectively and utilise internal borrowing where appropriate.
- Our Together24 Programme (reviewing service design and technology) has a target of £0.300m cashable savings with £0.046m already achieved and which has been built into the MTFP.
- Investing in Regeneration and Growth to increase the taxbase.

MEDIUM TERM FINANCIAL PLAN BFWD	MTFP 2022/23 - 2026/27 5 YRS				
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
	857	873	898	910	1,045
Pressures	701	811	788	839	925
Savings	(49)	(58)	(55)	(58)	(55)
Additional Income	(226)	(212)	(284)	(286)	(337)
MRP and change to Policy	325	255	255	255	255
Capital Financing (Internal Borrowing)	(377)	61	115	140	141
<b>Movement on Net Expenditure</b>	<b>374</b>	<b>857</b>	<b>819</b>	<b>890</b>	<b>929</b>
<b>Movement in Reserves</b>	<b>778</b>	<b>40</b>	<b>40</b>	<b>40</b>	<b>40</b>
<b>Movement in Funding</b>					
Council Tax Surplus	(126)	0	0	0	0
Council Tax (estimate) assumed £5 increase	(122)	(55)	16	92	172
Business Rates	(1,393)	(100)	(100)	(100)	(161)
New Homes Bonus					
Government Grants	(368)	(68)	(70)	(71)	(73)
<b>Movement in Funding</b>	<b>(2,009)</b>	<b>(223)</b>	<b>(154)</b>	<b>(79)</b>	<b>(62)</b>
<b>FUNDING GAP</b>	<b>0</b>	<b>1,547</b>	<b>1,603</b>	<b>1,761</b>	<b>1,952</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 during February 2022.

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;

- 79% of MTFP total 2 year deficit (£3.150m)
- 36% of MTFP total funding gap (£6.863m)
- 17% of budget requirement
- 25 days of average gross expenditure cover (£0.096m 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 has been undertaken and is incorporated into the Medium Term Financial Plan.

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

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

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

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

## 2.11 Risk Analysis (Appendix 2)

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

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

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

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

<b>RISK</b>	<b>MITIGATION</b>
Future Funding Levels	10% or £2.5m minimum General Fund Working Balance. In addition £1m earmarked 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 utilize our own cash reserves for some element of this borrowing (internal borrowing) saving on interest costs.

	There are long term implications in relation to interest rate risk which is managed in line the the Treasury Management Strategy.
Changes to Grant Funding	Initiatives and Projects would cease/reduce in line with Grant levels Rates Review impacts
Demand for Services reduces income levels	Commercial Contingency Budget £0.2m General Fund Working Balance £2.5m for in year risk. Fees and Charges annual review to attain cost recovery.
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
Savings not achieved	General Fund Working Balance of £2.5m Commercial Contingency Budget £0.2m Ongoing monitoring of delivery of efficiencies.

## 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;

<b>Impact of +/-</b>	<b>Equates to +/-</b>
1% Pay award	£0.107m
1% Council Tax	£0.071m
1% Business Rates	£0.034m
1% Non-Pay Budget	£0.206m
1% Interest on balances	£0.237m
1% on Borrowing	£0.250m
1% on Fees and Charges	£0.056m

### 3. REVENUE BUDGET 2022/23

#### 3.1 Introduction

The Council presents a Balanced Revenue Budget for 2022/23, and is represented over our Service Clusters;

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

**Our Place** – Strategic Focus: Economy, Housing Growth, Public Safety and 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 and 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 Services, Bulky Waste Collections, Trade Waste, Markets

#### 3.2 Settlement Funding 2022/23

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 2021, we are not expecting any significant changes.

The announcement for West Lindsey included;

A one year Settlement Funding which would be based on the 2021/22 assessment increased for cpi.

Also announced was additional funding for;

- An additional year of New Homes Bonus - £0.841m (£0.924m in total)
- Lower Tier Services Grant - £0.136m
- Rural Services Delivery Grant as per 2021/22 £0.497m
- A new Services Grant £0.208m

The elements of our Core Funding is detailed in the table below;



West Lindsey	Actual 2021/22 £m	Provisional 2022/23 £m
Settlement Funding Assessment	3.023	3.023
Compensation for under-indexing the business rates multiplier	0.157	0.248
Council Tax excluding Parish Precepts	6.710	6.930
New Homes Bonus	0.719	0.924
Lower Tier Services Grant	0.129	0.136
Rural Services Delivery Grant	0.498	0.498
Services Grant	0.000	0.208
<b>Core Spending Power</b>	<b>11.236</b>	<b>11.967</b>

### 3.3 Revenue Budget 2022/23

Cluster	Original Budget 2021/22 £	Proposed Budget 2022/23 £
Our Council	6,279,000	6,068,000
Our People	1,529,000	1,731,700
Our Place	3,871,800	4,173,800
<b>Cluster Total</b>	<b>11,679,800</b>	<b>11,973,500</b>

Interest Receivable	(124,600)	(149,200)
Investment Income - Property Portfolio	(1,434,900)	(1,470,800)
Drainage Board Levies	388,100	413,100
Parish Precepts	2,186,600	2,334,200
Interest Payable	377,700	451,800
Statutory MRP (repayment of borrowing)	442,900	898,000
<b>Other Operating Expenditure</b>	<b>1,835,800</b>	<b>2,477,100</b>

<b>Net Revenue Expenditure</b>	<b>13,515,600</b>	<b>14,450,600</b>
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Transfer to / (from) General Fund	(1,943,700)	(418,500)
Transfer to / (from) Earmarked Reserves	1,707,200	944,900

<b>Amount to be met from Government Grant or Council Tax</b>	<b>13,279,100</b>	<b>14,977,000</b>
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<b>Funding Income</b>		
Business Rate Retention Scheme	1,989,000	<b>3,433,800</b>
Collection Fund Surplus - Council Tax	167,500	<b>225,500</b>
Parish Councils Tax Requirement	2,186,600	<b>2,334,200</b>
New Homes Bonus	719,100	<b>924,400</b>
Other Government Grants	831,100	<b>990,400</b>
Covid Grants	675,000	<b>0</b>
<b>Council Tax Requirement</b>	<b>6,710,800</b>	<b>7,068,700</b>
<b>TOTAL FUNDING</b>	<b>13,279,100</b>	<b>14,977,000</b>
<b>Balanced Budget/Funding Target</b>	<b>0</b>	<b>0</b>

### 3.4 Base budget movements

The Budget of £14.997m, (£13.279m 2021/22) is proposed for approval and reflects an increase of £1.698m (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 £0.166
- Introduction of a 2% vacancy factor (£0.77m)
- Together24 efficiency saving (£0.029)
- Covid-19 recovery and response £0.675 (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 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 2021/22 income losses net of 2021/22 deficit payable 2021/23 £2.197m of which

£2.664m relates to the previous year deficit on Business Rates from the Covid-19 Relief for Retail, Hospitality and Leisure sectors and which has been funded by the Government and earmarked at the end of 2021/22

## 4. CAPITAL PROGRAMME 2022/23 TO 2026/27

### 4.1 Introduction

The draft Capital Programme 2022/23 to 2026/27 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 2022/23.

All schemes except those classified as Business as Usual, ie Disabled Facilities Grants, Replacement and Renewal programmes for Vehicles, ICT and Facilities Management, (which is aligned to the Strategic Asset Management Plan) require a full business case and will require the approval of the Corporate Policy and Resources Committee before any spend is incurred.

### 4.2 Strategic Asset Management Plan

The Capital Programme takes account of the objectives of the Corporate Plan in relation to our Assets and the Strategic Asset Management Plan which identifies the actions and resources required to achieve these objectives. The property related budgets (both revenue and capital) are set based on these plans at a point in time, informed by condition surveys and inspections. These works are generally funded from the Facilities Management Reserve.

Initiative	2022/23	2023/24	2024/25	2025/26	2026/27
	£	£	£	£	£
Strategic & Operational Plans	8,000	0	0	0	0
Physical Assets (Fit for Purpose)	10,000	0	30,000	40,000	0
Risk Management (Physical Estate)	0	0	0	0	0
Operational & Maintenance	65,000	105,000	55,000	0	27,000
Physical Assets	0	0	0	0	10,000
Capital Works Planning	30,000	0	0	0	0
Capital Works	70,000	320,000	80,000	50,000	100,000
<b>Total</b>	<b>183,000</b>	<b>425,000</b>	<b>165,000</b>	<b>90,000</b>	<b>137,000</b>

### 4.3 The Summary Capital Programme 2022/23 to 2026/27

(The detailed Capital Programme is attached at Appendix 4)

Service Cluster	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Total Capital Programme £
Our People	1,911,150	674,900	1,424,900	674,900	674,900	<b>5,360,750</b>
Our Place	10,424,235	11,771,518	718,000	472,000	90,000	<b>23,475,753</b>
Our Council	636,800	570,000	115,000	200,000	100,000	<b>1,621,800</b>
Investment	0	3,000,000	0	0	0	<b>3,000,000</b>
<b>Grand Total</b>	<b>12,972,185</b>	<b>16,016,418</b>	<b>2,257,900</b>	<b>1,346,900</b>	<b>864,900</b>	<b>33,458,303</b>

The overall Capital Investment Programme totals £33.458m however, £9.579m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £23.879m 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
- Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured

Stage	2022/23 £	2023/24 £	2024/25 £	2025/26 £	2026/27 £	Total £
BAU	1,572,900	1,036,900	1,154,900	1,346,900	864,900	<b>5,976,500</b>
Pre-Stage 1	2,500,000	5,111,000	10,000	0	0	<b>7,621,000</b>
Stage 1	1,053,000	20,000	750,000	0	0	<b>1,823,000</b>
Stage 2	7,243,822	6,848,518	343,000	0	0	<b>14,435,340</b>
Stage 3	602,463	3,000,000	0	0	0	<b>3,602,463</b>
<b>Grand Total</b>	<b>12,972,185</b>	<b>16,016,418</b>	<b>2,257,900</b>	<b>1,346,900</b>	<b>864,900</b>	<b>33,458,303</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 full details of the 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 2022/23 – 2026/27 is detailed below;

	Estimate 2022/23 £	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	TOTAL CAPITAL INVESTMENT £
<b>CAPITAL FINANCING</b>						
Grants & Contributions etc	-9,066,251	-9,644,652	-1,767,900	-674,900	-674,900	<b>-21,828,603</b>
Revenue/Earmarked Reserves	-3,236,234	-1,601,766	-490,000	-672,000	-190,000	<b>-6,190,000</b>
Useable Capital Receipts	-526,700	-3,186,000	0	0	0	<b>-3,712,700</b>
Prudential Borrowing	-143,000	-1,584,000	0	0	0	<b>-1,727,000</b>
<b>Total Capital Programme Funding</b>	<b>-12,972,185</b>	<b>-16,016,418</b>	<b>-2,257,900</b>	<b>-1,346,900</b>	<b>-864,900</b>	<b>-33,458,303</b>

## 4.5 New Bids

Members should be aware that the Capital Investment Programme has 3 new bids for 2022/23;

- Trinity Arts Centre Improvements (subject of a Grant Funding Bid) £5m
- Cemetery Extension £0.150m
- Affordable Housing scheme – S106 £0.180m

## 5 Treasury Management 2022/23

### 5.1 Treasury Management Strategy and Prudential Indicators

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.

#### a. The Capital Financing Requirement

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.

	2020/21 Actual £'m	2021/22 Estimate £'m	2022/23 Estimate £'m	2023/24 Estimate £'m	2024/25 Estimate £'m
<b>Capital Financing Requirement</b>					
Accounting Adj	1.065	1.065	1.065	1.065	1.065
Finance Leases	0	0	0	0	0
Prudential Borrowing	37.460	38.360	37.176	37.787	36.813
<b>Total CFR</b>	<b>38.525</b>	<b>39.425</b>	<b>38.241</b>	<b>38.852</b>	<b>37.878</b>
Of which: Commercial Investment Property	20.959	20.585	20.211	19.837	19.463
<b>Movement in CFR</b>	<b>0.620</b>	<b>0.890</b>	<b>-1.184</b>	<b>0.611</b>	<b>-0.974</b>

<b>Movement in CFR represented by</b>					
Net borrowing need for the year (above)	1.608	1.743	0.143	4.585	0
Less MRP and other financing movements	-0.958	-0.824	-0.898	-3.945	-0.945
Loan Principal repaid	-0.030	-0.029	-0.429	-0.029	-0.029
<b>Movement in CFR</b>	<b>0.620</b>	<b>0.890</b>	<b>-1.184</b>	<b>0.611</b>	<b>-0.974</b>

## 5.2 Borrowing

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

£m	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
<b>External Debt</b>					
Debt at 1 April	20.000	20.000	21.500	26.500	33.500
Expected change in Debt	0	1.500	5.000	7.000	-2.000
<b>Gross external debt at 31 March</b>	<b>20.000</b>	<b>21.500</b>	<b>26.500</b>	<b>33.500</b>	<b>31.500</b>
Internal Borrowing (at 31 March)	18.535	17.925	11.741	5.352	6.378
<b>The Capital Financing Requirement</b>	<b>38.535</b>	<b>39.425</b>	<b>38.241</b>	<b>38.852</b>	<b>37.878</b>
<b>Internal Borrowing %</b>	<b>48.09</b>	<b>45.47</b>	<b>30.70</b>	<b>13.78</b>	<b>16.84</b>

## 5.3 Liability Benchmark

To Compare the Council's actual borrowing against an alternative strategy, a Liability Benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as in the table above, but that cash and investment

balances are kept to a minimum level of £10m at each year-end to maintain sufficient liquidity but minimise credit risk.

£m	2020/21 Actual	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Borrowing CFR	38.535	39.425	38.241	38.852	37.875
Usable Reserves	-31.126	-24.147	-21.227	-19.715	-19.851
Working Capital	-7.362	-1.018	-1.580	-0.288	-0.288
Minimum Investments	19.953	10.000	10.000	10.000	10.000
<b>Liability Benchmark</b>	<b>20.000</b>	<b>24.260</b>	<b>25.434</b>	<b>28.849</b>	<b>27.739</b>

## 6. Pay Policy Statement (Appendix 6) and Human Resources Statement (Appendix 7)

### 6.1 The Pay Policy Statement

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.

The 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.

### 6.2 The Human Resource Statement

The Human Resource Statement details the budgeted full time equivalents of 291.06 (288.77 2021/22) by Service Cluster and Business Unit.

## APPENDIX 1

Cluster	Proposed Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £
Our Council	6,068,000	6,246,100	6,135,200	6,206,000	6,455,200
Our People	1,731,700	1,662,700	1,632,100	1,662,800	1,725,700
Our Place	4,173,800	4,297,300	4,415,000	4,546,200	4,679,400
<b>Cluster Total</b>	<b>11,973,500</b>	<b>12,206,100</b>	<b>12,182,300</b>	<b>12,415,000</b>	<b>12,860,300</b>

Interest Receivable	(149,200)	(150,700)	(160,400)	(162,800)	(161,100)
Investment Income - Property Portfolio	(1,470,800)	(1,536,400)	(1,547,900)	(1,570,100)	(1,569,000)
Drainage Board Levies	413,100	431,100	449,800	468,000	487,300
Parish Precepts	2,334,200	2,380,900	2,428,500	2,477,100	2,526,600
Interest Payable	451,800	954,600	978,400	1,002,100	1,002,100
Statutory MRP (repayment of borrowing)	898,000	944,800	944,800	944,800	944,800
<b>Other Operating Expenditure</b>	<b>2,477,100</b>	<b>3,024,300</b>	<b>3,093,200</b>	<b>3,159,100</b>	<b>3,230,700</b>

<b>Net Revenue Expenditure</b>	<b>14,450,600</b>	<b>15,230,400</b>	<b>15,275,500</b>	<b>15,574,100</b>	<b>16,091,000</b>
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Transfer to / (from) General Fund	(418,500)	(48,700)	(40,700)	15,400	15,400
Transfer to / (from) Earmarked Reserves	944,900	99,600	604,400	510,300	510,300

<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,977,000</b>	<b>15,281,300</b>	<b>15,839,200</b>	<b>16,099,800</b>	<b>16,616,700</b>
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<b>Funding Income</b>					
Business Rate Retention Scheme	3,433,800	3,090,800	3,341,400	3,390,100	3,451,100
Collection Fund Surplus - Council Tax	225,500	100,000	100,000	100,000	100,000
Parish Councils Tax Requirement	2,334,200	2,380,900	2,428,500	2,477,100	2,526,600
New Homes Bonus	924,400	203,000	203,000	0	0
Other Government Grants	990,400	695,500	698,000	700,500	703,400
Covid Grants	0	0	0	0	0
<b>Council Tax Requirement</b>	<b>7,068,700</b>	<b>7,264,100</b>	<b>7,465,000</b>	<b>7,671,400</b>	<b>7,883,500</b>

<b>TOTAL FUNDING</b>	<b>14,977,000</b>	<b>13,734,300</b>	<b>14,235,900</b>	<b>14,339,100</b>	<b>14,664,600</b>
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<b>Balanced Budget/Funding Target</b>	<b>0</b>	<b>1,547,000</b>	<b>1,603,300</b>	<b>1,760,700</b>	<b>1,952,100</b>
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## MEDIUM TERM FINANCIAL ANALYSIS BY TYPE

	Proposed Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £
<b>Expenditure</b>	<b>36,022,700</b>	<b>36,238,200</b>	<b>36,465,400</b>	<b>36,799,600</b>	<b>37,395,300</b>
Employees	12,594,600	12,561,800	12,773,000	13,000,200	13,446,300
Interest Payable	451,800	954,600	978,400	1,002,100	1,002,100
Other Operating Expenditure-Drainage Board Levies	413,100	431,100	449,800	468,000	487,300
Other Operating Expenditure-Parish Precepts	2,334,200	2,380,900	2,428,500	2,477,100	2,526,600
Premises	1,086,800	1,131,300	1,138,300	1,167,300	1,195,600
Supplies and Services	2,583,400	2,417,900	2,400,600	2,404,500	2,444,200
Third Party Payments	1,434,100	1,372,200	1,308,400	1,292,000	1,304,800
Transfer Payments	14,087,500	13,998,700	13,998,700	13,998,700	13,998,700
Transport	1,037,200	989,700	989,700	989,700	989,700

<b>Income</b>	<b>(22,470,100)</b>	<b>(21,952,600)</b>	<b>(22,134,700)</b>	<b>(22,170,300)</b>	<b>(22,249,100)</b>
Customer and Client Receipts	(5,631,000)	(5,233,200)	(5,322,800)	(5,342,000)	(5,418,000)
Government Grants	(14,679,300)	(14,427,700)	(14,424,700)	(14,415,800)	(14,420,300)
Interest Receivable	(149,200)	(150,700)	(160,400)	(162,800)	(161,100)
Investment Income - Property Portfolio	(1,511,700)	(1,578,400)	(1,590,600)	(1,613,500)	(1,613,500)
Other Grants and Contributions	(498,900)	(562,600)	(636,200)	(636,200)	(636,200)

<b>Transfers To / (From) Reserves</b>	<b>1,424,400</b>	<b>995,700</b>	<b>1,508,500</b>	<b>1,470,500</b>	<b>1,470,500</b>
Transfer to / (from) General Fund	(418,500)	(48,700)	(40,700)	15,400	15,400
Transfer to / (from) Earmarked Reserves	944,900	99,600	604,400	510,300	510,300
Statutory MRP	898,000	944,800	944,800	944,800	944,800

<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,977,000</b>	<b>15,281,300</b>	<b>15,839,200</b>	<b>16,099,800</b>	<b>16,616,700</b>
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<b>FUNDED BY:</b>					
Business Rate Retention Scheme	3,433,800	3,090,800	3,341,400	3,390,100	3,451,100
Collection Fund Surplus - Council Tax	225,500	100,000	100,000	100,000	100,000
Parish Council Tax Requirement	2,334,200	2,380,900	2,428,500	2,477,100	2,526,600
New Homes Bonus	924,400	203,000	203,000	0	0
Other Government Grants	990,400	695,500	698,000	700,500	703,400
<b>Council Tax Requirement</b>	<b>7,068,700</b>	<b>7,264,100</b>	<b>7,465,000</b>	<b>7,671,400</b>	<b>7,883,500</b>

<b>Grand Total</b>	<b>14,977,000</b>	<b>13,734,300</b>	<b>14,235,900</b>	<b>14,339,100</b>	<b>14,664,600</b>
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<b>Balanced Budget/Cumulative Savings Target</b>	<b>0</b>	<b>1,547,000</b>	<b>1,603,300</b>	<b>1,760,700</b>	<b>1,952,100</b>
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Cluster and Business Unit	Proposed Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £
<b>Investment Income-Property Portfolio</b>	<b>(1,470,800)</b>	<b>(1,536,400)</b>	<b>(1,547,900)</b>	<b>(1,570,100)</b>	<b>(1,569,000)</b>
Investment Properties	(1,470,800)	(1,536,400)	(1,547,900)	(1,570,100)	(1,569,000)
<b>Our Council</b>	<b>6,068,000</b>	<b>6,246,100</b>	<b>6,135,200</b>	<b>6,206,000</b>	<b>6,455,200</b>
Admin Buildings	245,800	253,000	258,300	266,300	273,500
Change Management	359,100	376,000	386,400	398,700	416,100
Commercial Waste Service	(235,400)	(241,900)	(248,200)	(254,600)	(252,500)
Communications	235,000	226,200	212,300	218,300	225,800
Corporate Management - Finance	375,300	380,500	375,300	352,300	340,600
Corporate Systems	49,300	49,100	49,100	49,100	49,100
Crematorium	(222,700)	(259,900)	(310,400)	(300,900)	(289,200)
Customer Services	630,600	623,900	643,000	662,700	685,600
Debtors	65,700	68,900	71,800	74,200	76,300
Democratic Representation	631,800	656,300	664,100	679,700	697,900
Elections	183,300	347,800	191,600	195,400	200,600
Financial Services	823,400	842,500	873,300	904,800	940,600
Fraud	5,700	3,000	6,000	3,000	6,300
Governance & Legal Compliance	282,700	293,700	300,400	307,300	316,300
Guildhall - Commercial	(154,500)	(156,900)	(152,100)	(146,700)	(140,600)
Human Resources	572,300	590,500	605,400	619,300	637,300
ICT Services	340,500	345,500	349,600	353,900	359,400
Land Charges	58,700	50,700	41,600	43,300	46,000
Local Tax Collection	398,300	418,600	435,400	451,800	471,500
Other Council Properties	(6,300)	(6,300)	(6,200)	(6,100)	(6,000)
Policy, Strategy & Environment	198,500	207,500	212,600	116,900	118,300
Precepts	8,200	8,200	8,200	8,200	8,200
Property Services	420,500	429,400	440,100	451,200	464,200
Property Services-Town Centre Management	3,500	3,500	3,500	3,500	3,500
Support Services	190,000	197,800	203,400	208,500	215,200
Systems Development	847,600	769,700	743,900	762,700	785,900
Waste Management-Chargeable Services	(238,900)	(231,200)	(223,200)	(216,800)	(194,700)

Cluster and Business Unit	Proposed Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £
<b>Our People</b>	<b>1,731,700</b>	<b>1,662,700</b>	<b>1,632,100</b>	<b>1,662,800</b>	<b>1,725,700</b>
Community Action	280,400	298,300	307,000	315,100	325,600
Culture and Theatres	140,400	146,900	151,700	158,400	164,000
General Grants etc.	285,800	186,100	186,400	186,700	187,100
Homelessness & Housing Advice	459,300	463,000	435,900	446,500	459,900
Housing Benefits Admin	295,200	321,200	345,100	359,800	378,700
Housing Benefits Payments	(23,300)	(12,200)	(12,200)	(12,200)	(12,200)
Housing Strategy	251,900	192,600	220,900	207,000	216,200
Leisure	(95,600)	(169,200)	(242,600)	(242,500)	(242,300)
Parish Lighting	58,200	61,200	64,500	68,000	71,800
Parks & Open Spaces	124,800	124,800	124,800	124,800	124,800
Private Sector Housing Renewal	44,000	45,100	45,700	46,300	47,200
Wellbeing	(89,400)	4,900	4,900	4,900	4,900

Cluster and Business Unit	Proposed Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £
<b>Our Place</b>	<b>4,173,800</b>	<b>4,297,300</b>	<b>4,415,000</b>	<b>4,546,200</b>	<b>4,679,400</b>
Building Control	91,900	104,700	115,700	125,200	137,000
Car Parks	(115,100)	(133,100)	(151,100)	(148,500)	(145,400)
Cemeteries and Churchyards	66,800	67,100	71,300	67,500	67,900
Commercial Properties	(174,700)	(177,600)	(177,300)	(176,700)	(176,000)
Commercial Services	127,200	131,000	134,000	137,100	141,400
Community Safety	195,700	196,400	201,800	207,700	214,800
Development Management	333,700	352,800	395,600	440,400	432,700
Economic Development	302,000	306,800	314,700	323,200	335,200
Emergency Planning	33,400	34,200	34,800	35,400	36,300
Environmental Initiatives	59,700	59,800	59,900	60,000	60,100
Food Safety	229,200	237,900	245,300	251,700	260,200
Industrial Estates	(19,500)	(19,500)	(19,500)	(19,500)	(19,500)
Licences - Community	(500)	2,100	3,900	5,800	9,700
Lincolnshire Show	7,000	7,000	7,000	7,000	7,000
Markets	69,400	72,200	73,900	77,700	76,500
Neighbourhood Planning & Local Plans	49,700	51,100	52,200	53,200	54,600
Operational Buildings	98,800	101,300	102,000	105,000	106,400
Other Council Properties - Housing	4,600	4,600	4,600	4,700	4,600
Pest and Dog Control	25,500	25,600	25,700	25,700	25,900
Planning Policy - Forward Planning	102,100	106,100	108,900	111,700	115,400
Pollution Control	158,000	174,200	184,500	185,400	191,300
Public Conveniences	59,500	61,500	62,900	65,200	66,200
Street Cleansing	637,800	676,200	692,300	709,200	731,000
Street Naming and Numbering	9,300	9,200	9,400	9,300	9,500
Visitor Economy	52,900	55,000	56,100	57,400	59,000
Waste Management	1,769,400	1,790,700	1,806,400	1,825,400	1,877,600
<b>Grand Total</b>	<b>10,502,700</b>	<b>10,669,700</b>	<b>10,634,400</b>	<b>10,844,900</b>	<b>11,291,300</b>

**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 2022/23 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 19% 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. 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 property 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 2023/24 onwards. £1m contingency reserve created to mitigate any medium term funding gaps.
<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>	The officer Portfolio 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 2022/23 – 2026/27**

#### **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 Strategic Asset Management Plan
- Enables the development of a 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 Strategic 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, environmental and social good and appropriate governance.

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 2022/23 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
- Strategic Asset Management Plan – detailed costs of required investment in property portfolio and property assets to be disposed.
- Review of asset replacement programmes
- Consideration of financing availability i.e. Earmarked Reserves, Grant funding, Capital Receipts and Prudential Borrowing
- Business Planning – identifying new schemes and projects for evaluation both capital and revenue.
- Evaluation of all proposed schemes against scoring matrix.
- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

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

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

The Capital Programme consists of 4 levels of activity;

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

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

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

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

## 5. Governance of the Capital Investment Programme

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

To ensure that available resources are allocated optimally, capital programme planning is determined in parallel with service and revenue budget planning processes 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 boards 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".

Borrowing for purely commercial investments is no longer allowed and the Public Works Loans Board (PWLB) will not support borrowing for this purpose.

Where there are elements of a commercial return within the wider project objectives then this is allowable and borrowing can be undertaken with the PWLB.

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. It is no longer acceptable to buy additional properties, however, we are able to manage our current portfolio effectively and therefore replacing any assets sold with new assets and we are able to borrow in this instance. The portfolio was 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 an annual charge for borrowing undertaken to finance Commercial Properties. This reflects a change to the Policy for 2022/23. The previous policy included for a Voluntary MRP charge, subject to annual review.

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio, which will reduce to 3% over the medium term, reflecting the introduction of an annual MRP charge to reduce outstanding prudential borrowing. 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 4**
**Capital Investment Programme 2022/23 - 2026/27**

<b>Service Cluster / Scheme</b>	<b>Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>	<b>Estimate 2024/25 £</b>	<b>Estimate 2025/26 £</b>	<b>Estimate 2026/27 £</b>	<b>TOTAL CAPITAL INVESTMENT £</b>
<b>Our People</b>						
Disabled Facilities Grants	674,900	674,900	674,900	674,900	674,900	<b>3,374,500</b>
Extra Care Provision	750,000	0	750,000	0	0	<b>1,500,000</b>
Affordable Housing - Leap - Supported Accommodation	80,000	0	0	0	0	<b>80,000</b>
Affordable Housing -Ongo, Marton	226,250	0	0	0	0	<b>226,250</b>
Affordable Housing - Lace - Romangate Court	180,000	0	0	0	0	<b>180,000</b>
<b>TOTAL OUR PEOPLE</b>	<b>1,911,150</b>	<b>674,900</b>	<b>1,424,900</b>	<b>674,900</b>	<b>674,900</b>	<b>5,360,750</b>
<b>Our Place</b>						
Vehicle Replacement Programme	828,000	192,000	375,000	472,000	90,000	<b>1,957,000</b>
Market Rasen 3 year vision	150,000	0	0	0	0	<b>150,000</b>
Gainsborough Heritage Regeneration - THI	449,600	408,500	343,000	0	0	<b>1,201,100</b>
Gainsborough Shop Front Improvement Scheme	52,413	0	0	0	0	<b>52,413</b>
5-7 Market Place - Redevelopment	404,500	0	0	0	0	<b>404,500</b>
One Public Estate Initiative	0	1,900,000	0	0	0	<b>1,900,000</b>
Food Waste Collection	0	531,000	0	0	0	<b>531,000</b>
Trinity Arts Centre Improvement (Lottery Bid)	2,500,000	2,500,000	0	0	0	<b>5,000,000</b>
Thriving Gainsborough - LUF	6,039,722	6,240,018	0	0	0	<b>12,279,740</b>
<b>TOTAL OUR PLACE</b>	<b>10,424,235</b>	<b>11,771,518</b>	<b>718,000</b>	<b>472,000</b>	<b>90,000</b>	<b>23,475,753</b>
<b>Our Council</b>						
Capital Enhancements to Council Owned Assets	70,000	170,000	80,000	50,000	100,000	<b>470,000</b>
Carbon Efficiency	160,000	0	0	0	0	<b>160,000</b>
ERP Systems (Phase 2)	200,000	200,000	0	0	0	<b>400,000</b>
Customer Relationship Management System	83,800	0	0	0	0	<b>83,800</b>
Replacement Planning System	123,000	0	0	0	0	<b>123,000</b>
Members laptop refresh	0	20,000	0	0	0	<b>20,000</b>
Desktop Refresh	0	0	25,000	150,000	0	<b>175,000</b>
Civic Car Replacement	0	30,000	0	0	0	<b>30,000</b>
Chamber Equipment Refresh (Cameras)	0	0	10,000	0	0	<b>10,000</b>
Gainsborough Cemetery Extension	0	150,000	0	0	0	<b>150,000</b>
<b>TOTAL OUR COUNCIL</b>	<b>636,800</b>	<b>570,000</b>	<b>115,000</b>	<b>200,000</b>	<b>100,000</b>	<b>1,621,800</b>
<b>Investment</b>						
Commercial Investment - Property Portfolio	0	3,000,000	0	0	0	<b>3,000,000</b>
<b>TOTAL INVESTMENT</b>	<b>0</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>12,972,185</b>	<b>16,016,418</b>	<b>2,257,900</b>	<b>1,346,900</b>	<b>864,900</b>	<b>33,458,303</b>

## Appendix 5

### Analysis of Capital Programme Financing

Source	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	TOTAL
	£	£	£	£	£	£
<b>Use of Capital Receipts</b>	-526,700	-3,186,000	0	0	0	<b>-3,712,700</b>
<b>Use of Capital Grants</b>						
Disabled Facilities Grant	-674,900	-674,900	-674,900	-674,900	-674,900	<b>-3,374,500</b>
National Heritage Lottery Fund	-2,651,900	-2,908,500	-343,000	0	0	<b>-5,903,400</b>
LCC		-531,000				<b>-531,000</b>
Levelling up Fund	-4,495,788	-5,390,252				<b>-9,886,040</b>
Housing Infrastructure and Homes England						<b>0</b>
S106 - Developer Contributions	-1,236,250	-140,000	-750,000	0	0	<b>-2,126,250</b>
Capital Grants Unapplied	-7,413	0	0	0	0	<b>-7,413</b>
<b>Total Use of Grants</b>	<b>-9,066,251</b>	<b>-9,644,652</b>	<b>-1,767,900</b>	<b>-674,900</b>	<b>-674,900</b>	<b>-21,828,603</b>
<b>Use of Earmarked Reserves</b>						
IT Upgrades/Refresh	0	-20,000	-25,000	-150,000	0	<b>-195,000</b>
Maintenance of Facilities	-87,000	-320,000	-80,000	-50,000	-100,000	<b>-637,000</b>
Investment for Growth Fund	-1,914,434	-849,766	0	0	0	<b>-2,764,200</b>
Project Investment	-406,800	-200,000	-10,000	0	0	<b>-616,800</b>
Communities at Risk						<b>0</b>
Vehicle Replacement	-828,000	-192,000	-375,000	-472,000	-90,000	<b>-1,957,000</b>
Civic Fund	0	-20,000	0	0	0	<b>-20,000</b>
<b>Total Use of Earmarked Reserves</b>	<b>-3,236,234</b>	<b>-1,601,766</b>	<b>-490,000</b>	<b>-672,000</b>	<b>-190,000</b>	<b>-6,190,000</b>
Grants & Contributions etc	-9,066,251	-9,644,652	-1,767,900	-674,900	-674,900	<b>-21,828,603</b>
Usable Capital Receipts	-526,700	-3,186,000	0	0	0	<b>-3,712,700</b>
Prudential Borrowing	-143,000	-1,584,000	0	0	0	<b>-1,727,000</b>
<b>Capital Financing Total</b>	<b>-12,972,185</b>	<b>-16,016,418</b>	<b>-2,257,900</b>	<b>-1,346,900</b>	<b>-864,900</b>	<b>-33,458,303</b>

# Pay Policy Statement

**2022/23**

January 2022

## **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 Assistant Director Level
- 1x Section 151 Officer, at Director Level

The policy for each group is as follows:

The council has a policy to benchmark Senior Officer salaries to ensure that the council balances the need to pay competitive salaries and to ensure value for money.

Salaries in this policy are as at 1 March 2022.

## **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 £75,000 and £85,000

## **Monitoring Officer**

The salary for this post is between £61,650 - £71,925



## **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 Ian Knowles 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 (pay award pending for 2021/22).

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 2021
- Apprentice: £4.30
- Year: April 2022
- Apprentice: £4.81

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



APPENDIX 7

**Human Resources Statement 2022/23**

<b>Cluster</b>	<b>Business Units</b>	<b>Budgeted Full Time Equivalent</b>
Corporate	Investment Properties	0.50
<b>Corporate Total</b>		<b>0.50</b>
Our Council	Central Purchasing & Procurement	0.05
	Change Management	7.40
	Chief Executive	1.00
	Civic Responsibilities	1.00
	Committee Administration	4.30
	Communications	5.12
	Corporate Services	0.93
	Corporate Support Services	3.45
	Crematorium	4.00
	Customer Relations	15.10
	Debtors	1.15
	Electoral Registration	2.93
	Financial Services - Accountancy	11.07
	Green Waste Service	1.00
	Health & Safety At Work	0.25
	Human Resources	4.20
	IT & Contracts Team	3.05
	Local Land Charges	3.15
	Local Tax Collection	11.41
	Markets	1.45
	Members' Costs	0.38
	Payroll	0.20
	Policy & Governance	1.00
Property Services	7.74	
Supplementary Services (Chargeable)	2.10	
Systems Development	12.29	
Trade Waste	1.10	
WLDC - Apprentices	5.81	
<b>Our Council Total</b>		<b>112.58</b>

<b>Cluster</b>	<b>Business Units</b>	<b>Budgeted Full Time Equivalent</b>
Our People	Communities	5.94
	Homelessness Prevention	5.23
	Homelessness Relief	5.23
	Housing Benefit Administration	11.98
	Housing Renewal Activity	4.35
	Housing Standards	5.25
	Leisure Centre - Gainsborough	0.05
	Policy & Strategy	3.00
	Trinity Arts Centre	4.22
	Wellbeing Delivery	8.00
<b>Our People Total</b>		<b>53.25</b>

<b>Cluster</b>	<b>Business Units</b>	<b>Budgeted Full Time Equivalent</b>
Our Place	Building Regulations - Fee Earning	3.35
	Building Regulations - Non-Fee Earning	2.75
	Car Parks	1.02
	CCTV Service	3.00
	Cemeteries	0.25
	Civil Parking Enforcement	0.33
	Commercial Services	2.20
	Community Licences	2.45
	Community Safety	2.65
	Conservation & Listed Buildings	2.05
	Development Control	18.13
	Economic Regeneration	4.51
	Emergency Planning	0.10
	Food Safety	4.59
	Gainsborough Heritage Regeneration	1.01
	Homes, Health and Wellbeing	0.95
	Mayflower 400	0.00
	Neighbourhood Planning	1.00
	Pest And Dog Control	0.05
	Planning Enforcement	2.15
	Planning Policy Activity	0.02
	Pollution Reduction	3.45
	Street Cleansing	15.75
Street Naming & Numbering	0.81	
Visitor Economy	1.00	
Waste Collection	47.90	
<b>Our Place Total</b>		<b>121.47</b>
<b>Grand Total</b>		<b>287.80</b>



## CP&R Work Plan as at 2 February 2022

### Purpose:

This report provides a summary of reports due for the remainder of the civic year.

### Recommendation:

1. That members note the contents of the report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>10 FEBRUARY 2022</b>				
13 Jan 2022	Progress and Delivery Measures Set 2022-23	Darren Mellors	This report presents for approval the Council's proposed performance measures, and corresponding targets for 2022-23.	24 March 2021
10 Mar 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
10 Feb 2022	Budget and Treasury Monitoring - Qtr 3 2021/2022	Sue Leversedge, Business Support Team Leader	this report sets out the revenue, capital and treasury management activity from 1 April to 31 December 2021	15 September 2021
10 Feb 2022	Corporate Policy and Resources Committee Draft Budget 2022/2023 and estimates to 2026/2027	Sue Leversedge, Business Support Team Leader	The report sets out details of the overall Draft Revenue Budget 2022/23 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2022/23, and estimates to 2026/27 to be included in the Medium Term Financial Plan.	15 September 2021
10 Feb 2022	Funding the future West Lindsey Markets model	Ady Selby, Assistant Director of Commercial	Requesting Corporate Policy and Resources Committee to release funds	

and Operational Services for the future West Lindsey Markets model, as requested by Prosperous Communities Committee

**14 APRIL 2022**

14 Apr 2022	Committee Timetable 2021-2022	Katie Storr, Democratic Services & Elections Team Manager	To follow the format of previous years	24 March 2021
14 Apr 2022	Review of Whistleblowing Policy	Emma Redwood, Assistant Director People and Democratic Services	To review the Whistleblowing Policy taking into account G&A committee recommendations June 2021	13 July 2021
14 Apr 2022	Budget and Treasury Monitoring - Qtr 4 2021/2022	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1 April 2021 to 31 March 2022.	15 September 2021
14 Apr 2022	Parking Strategy	David Kirkup	The parking management service is renewing its parking strategy. This report will submit the strategy to members for information and approval	03 November 2021
14 Apr 2022	Customer Feedback Policy (previously Customer Experience Policy)	Natalie Kostiuk, Customer Experience Officer		
14 Apr 2022	Purchase of former Lindsey Centre	Elaine Poon, Local Development Order and Major Projects Officer	Potential purchase of former Lindsey Centre	15 September 2021
14 Apr 2022	Surestaff Business Plan 2022-23	Ady Selby, Assistant Director of Commercial and Operational Services	A Business Plan outlining performance in 2021/22 and plans for 2022/23 for Surestaff and West Lindsey Staffing Services	
14 Apr 2022	Hemswell Cliff Managed Estates Contract Renewal	Shayleen Towns, Senior Community Action Officer	WLDC Estate Management Contract with Hemswell Resident Company comes to an end 31 March 2023. This report is to ask for Committees approval for a further 5 years renewal contract offer.	

14 Apr 2022	Strategic Asset Management Plan	Gary Reeve, Property & Assets Manager	This Strategic Asset Management Plan (SAMP) covers the calendar and reporting periods 2019/2023 and aligns with the lifecycle of the current West Lindsey Corporate Plan. The SAMP identifies high level strategic initiatives which are consider essential to support the ongoing development of effective asset management.
14 Apr 2022	Asset Management Strategy	Gary Reeve, Property & Assets Manager	Presentation of Asset Management Strategy Document - Approach to management of the physical estate

# Agenda Item 8a

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Agenda Item 8b

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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