West Lindsey District Council

Guildhall Gainsborough
Lincolnshire DN21 2NA
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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, 9th February, 2023 at 6.30 pm
Council Chamber - The Guildhall

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 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**

i) For Approval

To confirm and sign as a correct record the Minutes of the Meeting of the Corporate Policy and Resources Committee held on 15 December 2022. (PAGES 4 - 13)

ii) For Noting

To note the Minutes of the Meeting of the Joint Staff Consultative Committee held on 19 January 2023. (PAGES 14 - 18)

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** (PAGES 19 - 20)
Setting out current position of previously agreed actions as at 1 February 2023

6. **Public Reports for Approval:**

i) Council Tax Support Fund 2023/24 (TO FOLLOW)

ii) 2023/24 Measure and Target Setting for Progress and Delivery (PAGES 21 - 42)

iii) Budget and Treasury Monitoring Quarter 3 2022/2023 (PAGES 43 - 87)

iv) Corporate Policy and Resources Committee Draft Budget 2023/24 & estimates to 2027/28 (PAGES 88 - 129)

v) Executive Business Plan and Medium Term Financial Plan 2023/24 (PAGES 130 - 216)

vi) UK Shared Prosperity Fund Business Cases (PAGES 217 - 418)

vii) Recommendation from Prosperous Communities Committee: Community Grants Programme (PAGES 419 - 428)

viii) Safeguarding Policy and Procedures 2023 (PAGES 429 - 544)

ix) Committee Timetable 2023/24 for approval (Draft timetables for 24/25, 25/26, 26/27) (PAGES 545 - 555)

x) Provision of Members' ICT from May 2023 (PAGES 556 - 567)

xi) Committee Work Plan (PAGES 568 - 570)

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 items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

8. **Exempt Reports**

i) Commercial Waste Solutions Business Plan (PAGES 571 - 587)

ii) RAF Scampton (PAGES 588 - 703)

Ian Knowles
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 1 February 2023

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 15 December 2022 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 Liz Clews Councillor Michael Devine Councillor Ian Fleetwood Councillor Paul Howitt-Cowan Councillor John McNeill Councillor Mrs Mandy Snee Councillor Robert Waller Councillor David Cotton
Also Present:	Councillor Roger Patterson
In Attendance:	
Ian Knowles	Chief Executive
Emma Foy	Director of Corporate Services and Section 151
Sally Grindrod-Smith	Director of Planning, Regeneration & Communities
Nova Roberts	Director of Change Management, ICT and Regulatory Services
Alison McCulloch	Revenues Manager
Ele Snow	Senior Democratic and Civic Officer
Apologies:	Councillor Trevor Young
Membership:	Councillor D. Cotton sat as substitute for Councillor T. Young

46 CHAIRMAN'S WELCOME AND STATEMENT OF URGENT ITEM OF BUSINESS

The Chairman welcomed all present to the meeting and advised the Committee that there was an announcement to make regarding an urgent item of business to be heard. She stated that arrangements for handling urgent business at committee or sub-committee meetings were now governed by statute, which required the Chairman's approval before an urgent item could be considered and for the reason for the urgency to be recorded in the minutes. The item for consideration was the Supplementary Estimate – Trinity Arts Centre and it would be heard for consideration as the first of the public reports.

For the purpose of the minutes, it was explained that quotations for the work required at the Trinity Arts Centre were received on 30 November and these prices were only valid for 60 days. It was essential that the Council fulfil their health and safety obligations on a timely basis and accept the most appropriate tender to deliver the works. If these quotations were not taken forward then the work would need to be re-tendered which could significantly delay the process. For that reason, the Chairman stated her agreement with the request for this to be considered as an urgent item at this meeting.

47 PUBLIC PARTICIPATION PERIOD

There was no public participation.

48 MINUTES OF PREVIOUS MEETING/S

Members noted there were two sets of minutes for approval with each set taken in turn, it was

RESOLVED that:

a) the Minutes of the Meeting of the Corporate Policy and Resources Committee held on 10 November, 2022 be confirmed and signed as a correct record; and

b) the Minutes of the Concurrent Meeting of the Prosperous Communities and Corporate Policy & Resources Committees held on 24 November, 2022 be confirmed and signed as a correct record.

49 DECLARATIONS OF INTEREST

Councillor P. Howitt-Cowan declared a non-pecuniary interest regarding the urgent item of business for the Trinity Arts Centre, as Chairman of the Leisure, Culture, Events and Tourism Working Group.

Councillor D. Cotton declared a non-pecuniary interest regarding agenda item 6b, Saxilby Footbridge Refurbishment, as Chairman of the Parish Council. He also declared a non-pecuniary interest regarding agenda item 8b, Potential RAF Scampton Purchase, as a member it had been raised as an interest at the Central Lincolnshire Joint Strategic Planning Committee.

Councillors O. Bierley and S. Bunney declared non-pecuniary interests as Members of the Leisure, Culture, Events and Tourism Working Group, in relation to the urgent item of business for Trinity Arts Centre.

Councillors I. Fleetwood, R. Waller and O. Bierley declared non-pecuniary interests as Members of the Central Lincolnshire Joint Strategic Planning Committee, in relation to agenda item 8b, Potential RAF Scampton Purchase.

50 MATTERS ARISING SCHEDULE

It was noted that since the last meeting a letter had been sent to the local MP, Sir Edward Leigh, on 9th December, regarding the challenges the district faced in meeting demand for disabled adaptations.

Furthermore, in regards to fly tipping, the Enforcement team were looking into options for CCTV and a report would be received in the new year.

With no comments, questions, or requirement for a vote, the Matters Arising Schedule was **DULY NOTED**.

51 URGENT ITEM: SUPPLEMENTARY ESTIMATE, TRINITY ARTS CENTRE

In accordance with the previously minuted Chairman's agreement, the Committee heard from the Director of Corporate Services regarding the urgent item of business. It was explained that the purpose of the report was to seek a supplementary budget to enable the replacement of fire doors at the Trinity Arts Centre. The original budget allocated to the project was £30,000, however the Council had been to the market for quotation and the received quotes were in the region of between £50,000 and £80,000. The quotations were received on 30 November and these prices were only valid for 60 days. It was essential that the Council fulfilled their health and safety obligations on a timely basis and therefore accepted the most appropriate tender and deliver the works. If these quotations were not taken forward then the work would need to be re-tendered which could significantly delay the process.

Following discussion, it was agreed that the Council needed to act promptly and it was essential for health and safety that this work be completed. The building was Grade II listed, hence the costs were greater, and there was a total of 20 doors that required replacing. Members were assured that the asset management plan would continue to review works and report back in a timely matter. Furthermore, it was agreed for the Strategic Asset Plan to be shared with Members.

Having been moved and seconded, the Chairman took the vote and it was unanimously

> **RESOLVED** that a further allocation of £50,000 from the Capital Receipts Reserve be approved, to enable the renewal and refurbishment of Trinity Arts Centre fire doors.

52 LOCAL COUNCIL TAX SUPPORT SCHEME 2023/24

The Committee heard from the Revenues Managers received a report regarding the Local Council Tax Support Scheme for 2023/24. It was explained that the scheme required approval by Full Council and the consideration by Corporate Policy and Resources Committee was to make the recommendation to Full Council for approval.

It was explained that the Council Tax Benefit was a national scheme providing means-tested financial help for low-income households to pay their Council Tax liability. This was

abolished on 31 March 2013 by the Local Government Finance Act 2012 which placed a legal requirement on every billing authority to adopt a Localised Council Tax Support (LCTS) scheme.

In 2020 and 2021, following the Covid-19 pandemic, the Government awarded a grant to all local authorities for a payment to be made to all working aged council tax support claimants. This was paid directly to council tax accounts. It also permitted the use of any surplus to support economically vulnerable people and households.

These funds were now exhausted but had supported 374 families. A further discretionary hardship fund was agreed by the Corporate Policy and Resources Committee for 2022/23 in the sum of £31,717.85 which was the result of a refund of overpaid Magistrates court fees. To date, 27 families had been assisted from this fund.

It was highlighted that Full Council must approve and adopt the finalised LCTS scheme by 31 January 2023 at the very latest. The new Council Tax support scheme must be defined by individual Local Authorities

Officers were working with partners across the public and voluntary sectors to support West Lindsey residents, and particularly those who were vulnerable and hardest hit by the cost-of-living crisis. The current West Lindsey scheme was one of the most generous in Lincolnshire and, if looking at changing the scheme, all must be aware of impacting on those most affected by the cost of living increases and adding to their financial burden. The financial modelling showed that West Lindsey District Council could still bridge the funding by continuing with the current scheme for a further year. The existing scheme worked well and offered a high level of support for low income families who may otherwise find themselves in debt.

There had been a slight decrease this year in the number of households claiming LCTS which suggested that the situation was improving gradually as more claimants returned to work. Collection rates were being maintained under the current scheme. This option ensured the LCTS rules stayed consistent with the DWP rules which avoided confusion for claimants. Retaining existing policy principles of keeping LCTS in line with other key welfare benefits promoted equality.

It was noted that whilst option two, to make no changes to the current scheme for 2023/24, would afford slight savings to the Council, under this option it would effectively create a reduction in income for those affected.

Members thanked the Revenues Manager for the concise report and requested that thanks be extended to the team for their hard work and success with the collection rate.

Having been moved and seconded, and on taking the vote, it was unanimously

> **RESOLVED** that the Corporate Policy and Resources Committee **recommend** to Full Council the adoption of Option 1 of the report for the Local Council Tax Support Scheme for West Lindsey District Council for 2023/24. Option 1 being:
>
> 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'.

53 SAXILBY FOOTBRIDGE REFURBISHMENT

The Committee gave consideration to a report regarding the refurbishment of the Saxilby footbridge. It was advised that the purpose of the report was to seek a supplementary budget to enable comprehensive off-site repair and paint works to the footbridge. The last works carried out were in 2009 when the decking boards were replaced and the bridge was repainted in situ without removal. The original budget allocated to the project was £100,000 for a full off- site renewal in 2021/22.

Members heard that the preferred option was to repair the bridge off site, the estimated costing of the work was in the region of £250k. The work was originally approved and carried forward from the 2021/22 budget when an estimated cost for the works was approved at £100k. The repairs to the bridge had a lifespan of approximately 20 years and as part of the budget approval process, a proposal would be brought forward to create a specific earmarked reserve to enable the Council to grow the budget for work required in 20 years. It was noted that it was requested to fund the supplementary budget from the Capital Receipts Reserve.

The Committee noted the report and the proposal. Councillors agreed that the preferred option was to refurbish the bridge off-site, with the preference being around Autumn 2023 if it was possible. It was highlighted that the Fossdyke was a particular area of interest attracting a significant number of visitors and the bridge was important as visitors mooring at Saxilby used it to come across and visit. The Council did own the bridge and it was suggested that it be renamed after the late Bob Ballerini who had originally sourced the bridge for the Community.

Officers confirmed that there would be regular health and safety inspections carried out for the maintenance and upkeep of the bridge. There were continual discussions with the Parish, the river trust and other stakeholders to ensure work was carried out promptly. The aim being Autumn 2023 depending on agreement.

With Members having moved and seconded the Officer recommendation within the report, the Chairman took the vote and it was unanimously

RESOLVED that a further allocation of £150,000 from the Capital Receipts Reserve be approved to enable the refurbishment of Saxilby Footbridge to take place subject to a further tender exercise.

54 COST OF LIVING CRISIS UPDATE

The Committee heard from the Director of Change Management, ICT and Regulatory Services, with a report that provided an update on actions and initial proposals in response to the motion resolved by Council on 4 July 2022, for additional financial support measures for 'socially vulnerable households', with future costings to be determined as part of the budget setting report at the February Committee meeting. Members were advised to

consider the first appendix with the report, which provided a table of all support available to those impacted by the cost of living crisis. It was also confirmed that updates would be distributed as necessary by way of the monthly Member Bulletin newsletter.

The Committee extended thanks to all Officers involved in the cost of living work, recognising that it did not constitute core business but it was important to understand the implications of the breadth of work undertaken. Members enquired as to the Warm Spaces scheme, with many having received enquiries from Parish Councils.

Note: Councillor D. Cotton declared a personal, non-pecuniary interest in that he was an emergency Chaplain in the area and was on standby constantly as a result of the cost of living crisis. He also declared he was in receipt of PIP payments.

In response to the Warm Spaces enquiries, it was confirmed that this was a developing scheme with specified venues tending to manage their own timings and advertising of such. It was noted that in Market Rasen, there were notices in the town detailing venues and times, with new Warm Spaces being set up to 'fill the gaps' between existing schedules. Members expressed the importance of their role within local communities, being best placed to understand the individualised needs within their own wards.

Note: Councillor O. Bierley declared a personal, non-pecuniary interest as a Trustee of Age UK Lindsey, noting that it was a partner agency through the cost of living work.

Note: Councillor D. Cotton left the Chamber at 7.17pm and returned at 7.18pm.

A Member of the Committee enquired as to whether there was work underway to co-ordinate independent schemes set up within local communities. An example was given of a local school having set up their own food bank and it was questioned whether that would be included in details of local support available, as it might not be well-known. It was recognised that there was a huge amount of work to undertake in terms of gathering every element of support available, including those independent schemes such as had been referenced. There was also work underway in terms of larger food banks offering to support and mentor those wishing to set up smaller, locally focussed food banks. Members were assured there was work underway to gather the breadth of support and co-ordinate the publicising of everything available to those who may be in need of support.

Members were also keen to highlight the concerns around those residents who perhaps were 'just about managing' but were at high risk of requiring further support as the cost of living crisis continued and potentially worsened. Additionally, it was recognised that those living in rural areas would not always have the same access to the support as those living in more populated areas, such as Warm Spaces or food banks.

The Committee was supportive of the work that had been undertaken so far and was appreciative of the continuing work involved.

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

RESOLVED that:

a) the initial proposals to provide support, information and funding via partnership working and central government schemes for Cost of Living crisis support, models and key actions, be approved; and

b) further development of the WLDC website be supported, to provide increased focus on specific local cost of living initiatives, support, guidance and advice; and

c) the further development of costings be approved, to be incorporated in the February budget setting report to committee after the Local Government settlement on 21 December 2022.

55 RECOMMENDATION FROM THE COMMUNITY AWARDS PANEL - 2023 AWARD PROPOSAL

The Committee heard from the Senior Democratic and Civic Officer, with a report seeking approval for the recommendation from the Community Awards Panel to sponsor an award within an existing awards scheme, in lieu of holding a West Lindsey District Council Community Awards ceremony in 2023. It was explained that this recommendation had come about due to concerns raised regarding the waning support for a West Lindsey District Council awards scheme, the heightened time constraints due to the all-out elections in May 2023, with any ceremony having to take place prior to 13 March 2023, as well as overall recognition for the district-wide community involvement over the preceding few years, meaning there was some reluctance to recognise only a limited number of individuals or groups.

There was general agreement amongst Committee Members that the existing scheme no longer seemed suitable, however there was limited support for the proposed sponsorship of an award within an existing scheme. An alternative proposal was moved, that the existing recommendations be replaced with the following:

‘the Committee recommends for the Community Awards in 2023 to be suspended, on the agreement that further work is undertaken to review the awards scheme with any subsequent proposals for 2024 onwards being presented to this Committee no later than November 2023’.

This was duly seconded, and on being voted upon, it was

RESOLVED that the printed recommendations be replaced with a single motion, as detailed above.

There was further discussion amongst Members, with one noting he thought it a shame that there would be no award scheme. With the final comments from the Chairman being to recognise the opportunity to refresh the scheme as a whole, and on having had the amended motion moved and seconded, she called the vote and it was

RESOLVED that the Community Awards in 2023 be suspended, on the agreement that further work be undertaken to review the awards scheme, with any subsequent proposals for 2024 onwards to be presented to this Committee no later than

November 2023.

56 AMENDMENTS TO APPROVED COMMITTEE TIMETABLE ARISING FROM THE EARLIER COMMENCEMENT OF THE PRE-ELECTION PERIOD IN WEST LINDSEY

The Committee gave consideration to a report seeking approval for amendments to the agreed Committee Timetable, as a result of the earlier commencement of the pre-election period in West Lindsey.

With Committee-wide understanding and agreement of the reason for the amended dates, having been moved and seconded and vote upon, it was unanimously

RESOLVED that the following changes to the 2022/23 approved timetable, be approved, due to the Pre-Election period now starting on 13 March 2023. Namely:

a) that the meeting of the Prosperous Communities Committee currently scheduled for 21 March 2023 be moved to Tuesday 7 March 2023; and

b) that the meeting of the Corporate Policy and Resources Committee currently scheduled for 23 March 2023 be moved to Wednesday 8 March 2023.

57 COMMITTEE WORK PLAN

It was recognised that the previously approved amendment to the date of the meeting due to take place in March 2023 would be updated for the work plan and notified to those Officers effected as a matter of priority.

With no other comments or questions, the work plan was **DULY NOTED.**

58 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. 8.

Note: The meeting entered closed session at 7.45pm

59 COUNCIL DEBT WRITE OFFS 2022/232

Members heard from the Revenues Manager with a report detailing those debts that were irrecoverable by the Council.

Members sought assurance regarding details contained within the report, this being provided by the Revenues Manager and Director of Corporate Services.

In recognising the nature of the irrecoverable debts, the printed recommendations were 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 £53,098.83; and

b) write off arrears of Housing Benefit Overpayments to the value of £15,640.71; and

c) write off arrears of Council Tax to the value of £11,475.41.

60 POTENTIAL RAF SCAMPTON PURCHASE

Members gave consideration to a report presented by the Director of Planning, Regeneration & Communities, providing an update on work to date to secure a prosperous future for RAF Scampton and to seek approval to progress to the next stage. The Chairman welcomed Councillor R. Patterson as a Visiting Member, highlighting his involvement in the area a Local Ward Member.

There was widespread support for the proposals at the RAF Scampton site, with thanks extended to Officers for the work being undertaken to secure a prosperous future and avoid the difficulties that had been experienced by other ex-military communities in the district.

The Committee was provided with in depth explanation of the process as had been realised so far, as well as the stages yet to be completed. Members voiced their own concerns regarding the transition from RAF base to successful community, with assurance being given that it was a priority to ensure as smooth a transition as possible.

Following significant discussions amongst Committee Members, and having had the recommendations as printed moved and seconded, the Chairman took the vote. It was unanimously

RESOLVED that:

a) the Market Value established for the site at RAF Scampton be noted and authority be delegated to, with the Chief Executive in consultation with the Chair of the CP&R Committee, to negotiate a final purchase price with the [Defence Infrastructure Organisation /Ministry of Defence] based on the draft Heads of Terms and considering the findings of the technical due diligence work; and

b) subject to recommendation 4 and the entering into a Development Agreement with a development partner following conclusion of the Public Procurement exercise, the acquisition of the site at RAF Scampton be

approved and the completion of the acquisition of the site be delegated to the Director of Corporate Services, with the Chair of this Committee; and

c) it be agreed that the site purchase should be funded from the Investment and Growth Reserve. In due course this item will be placed on the 2023-24 capital programme with the final amount for approval as part of the 2023-24 budget process; and

d) the issue of the 'Alcatel' letters be delegated to the Director of Corporate Services in consultation with the Chair of this Committee. It should be noted that the final outcome of the Public Procurement exercise to select a development partner and enter into a Development Agreement will be determined through a further decision by this committee.

The Chairman reiterated thanks to all involved, and extended thanks to all present for the meeting, wishing a happy Christmas and New Year to all.

The meeting concluded at 8.37 pm.

Chairman

WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held in the MS Teams on Thursday, 19 January 2023 commencing at 4.00 pm.

Members:	Councillor Mrs Jackie Brockway Councillor Mrs Jessie Milne
Representatives of Union members:	James Deacon (Vice Chairman, in the Chair)
Representatives of Non-union staff:	Amy Potts
In attendance:	Emma Redwood, Assistant Director - People and Democratic Services Cliff Dean, ICT Team Manager Michelle Thompson, Human Resources Manager (Temporary) Andrew Warnes, Democratic and Civic Officer
Apologies:	Councillor David Cotton (Chairman)

24 **MEMBERS' DECLARATION OF INTEREST**

There were no declarations of interest.

25 **MINUTES**

RESOLVED that the minutes of the meeting of the Joint Staff Consultative Committee held on Thursday, 8 September 2022 be approved as a correct record.

26 **MATTERS ARISING SCHEDULE**

The Democratic and Civic Officer stated that there were two new Matters Arisings, both of which required longer term consideration by the Officers responsible.

With no further comment, the Matters Arising schedule was **NOTED**.

27 **ICT POLICY UPDATE**

The Officer explained the update was to allow West Lindsey District Council

to change technical controls for future updates. These included big opportunity's for officers, such as the possibility of using 'face recognition' logins through Windows Hello, security protections, and ensuring that cyber hackers would be prohibited from gaining access. This was to better position the organisation for future major IT updates.

The updates are included procedural elements to assist the IT team, such as malware, ransomware, and the Change Management Process. There was also an update to the patching process undertaken by the IT team, having received a high assurance from Audit on the process. The Officer also explained that the network connection element update was an agreement for third party suppliers to ascertain access to the network, facilitating getting qualified people on the network. There was also an update to the business continuity process, which updated the care and process of back-ups and the main data centre for both West Lindsey District Council, and North Kesteven District Council.

Debate ensued, and Members were appreciative of the review and the updated policies proposed. In response to a query about training and whether Officers had understood, the ICT Manager explained that the Council was able to actively monitor the situation, and note whether officers were working securely. There were policies in place to these technical solutions. It was further explained that there were thousands of phishing attacks made against the organisation each day, and the aim for all officers was to be aware of what was good and bad in emails and communication. The Officer explained that he wanted the technical ability to change the safety controls, and eliminate the pain from staff. In a later query, the Vice Chairman clarified that staff go through annual mandatory training, with a quiz that required a pass mark at the end of the training.

Responding to a set of queries about security and protection of the network both internally, and externally, Members heard that with hackers, whether they were external or even Members of staff could be prohibited from access, such as from alerts in place that detailed reports on activity, available on the systems.

The Vice Chairman stated that Revenues and Benefits had daily reports on the previous day's activity, and that there was an audit trail readily available in case of misuse and abuse of the system.

In a reply to a separate query, Members held that the back-ups were initially to the primary data centre in Sleaford, and then onto the Cloud. The Officer explained that a procurement process to amend the back up length from 30 days to a year was being finalised.

After the debate, the ICT Manager also informed Members that the organisation had been asked to be one of five lead councils for the Cyber Security Centre in testing new security designs.

Accordingly, having been moved and seconded, it was

RESOLVED that ICT Policy report and associated updated policies be approved, and that the Committee had provided feedback to the Corporate Policy and Resources Committee as part of the approval process.

28 GENDER PAY REPORT (MARCH 2022 DATA)

The Chairman then invited the Assistant Director of People and Democratic Services to present the next item of the meeting, the Annual Gender Pay Report, which was a retrospective report based on figures on 31 March 2022.

This report was a requirement made by HM Government for organisations with over 250 staff members, acting as a 'snapshot in time'. The Officer stated that this was a long lag in the data, with the figures being skewed by the large majority of male staff in the operational delivery teams, whilst other organisations had their operational delivery outsourced.

The Officer also commented that there were more women tending to hold more senior Guildhall based roles.

The Officer stressed to the Committee that it was a snapshot on a single day, and that the Chief Executive was to sign and then publish it on the West Lindsey District Council website.

In response to a query about the lack of progression of the operational delivery staff and raised concerns about the working conditions, the Assistant Director of People and Democratic Services explained that there were numerous examples of the team based at the depot progressing into different roles. These included internal promotions, HGV licenses attained, and the Director of Operational and Commercial Services having started as an operational delivery employee.

Following no further statements or comments, the report was **NOTED**, and that contents would be publicised on the West Lindsey District Council website.

29 UPDATE ON SICKNESS ABSENCE

The Chair invited the Assistant Director of People and Democratic Services to present the next item, which was an Update on Sickness Absence up to December 2022.

The Officer explained that the annual target figure for sickness absence was no higher than 7.0 FTE, which the Officer explained that the Council was likely to meet. Members heard that the absence level in October was low, whilst the figures had jumped in both November and December 2022. The

Assistant Director attributed this to an increase of colds and general winter viruses.

The Officer explained that the figures were quite low, and that the main factor of absences were short term, and of little concern. The situation was to continue monitoring the absence levels.

A Member made a comment on lower sickness absences, and noted the lower levels of absences in comparison to the level of absences prior to Covid and the lockdowns.

With no further comment, and no need to take a vote, the report was **NOTED**.

30 UPDATE ON NATIONAL PAY AWARD

The Chair invited the Assistant Director of People and Democratic Services to present the final item, which was an update to the decision for the National Pay Award for 2022/23.

The Officer explained in late October 2022, a pay award was agreed, with an increase of £1925 to each salary band was implemented for the November 2022 payslips, with an additional day of annual leave implemented in April 2023. This was a bigger percentage increase for those on lower salaries.

Members also learned that the consultation for the April 2023 pay award was to begin in early February, with the East Midlands Council to take on the leadership regionally. The Officer expressed a hope for an earlier resolution, emphasising past history of these pay award negotiations.

With no need to take a vote, the report was **NOTED**.

31 WORK PLAN

The Assistant Director of People and Democratic Services informed the Committee that the workplan for the 2022/23 Council year would be populated as and when.

Members learned that the Equality Policy Review and Update was to be discussed the next scheduled meeting of the Committee. This was to be led by Katy Allen, the Corporate Governance Officer, in lieu of the Assistant Director of People and Democratic Services.

With no further comments from Members of the Committee, the Work Plan as at 11 January 2023 was **NOTED**.

32 TO NOTE THE DATE OF THE NEXT MEETING

The Assistant Director of People and Democratic Services explained that this meeting was to be her last Joint Staff Consultative Committee meeting, and that the incoming Interim Assistant Director was to act as the Lead Officer for the Committee, with the support of the Human Resources Manager.

The Vice Chairman, in the Chair, thanked Emma Redwood for her work and leadership as the Lead Officer for the Joint Staff Consultative Committee.

The date and time of the next meeting of the Joint Staff Consultative Committee to be held at 4pm on Thursday, 30 March 2023, was **NOTED**.

The meeting closed at 4.30 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	**Use of CCTV for Fly-tipping**	To consider whether there are options for increased use of CCTV to prevent fly-tipping/identify offenders	**To also discuss with Enforcement Manager Update: Housing & Environmental Enforcement Manager is in the process of procuring some additional mobile CCTV cameras, specifically for fly-tipping. There is also work to progress to committee in the new year on the Council's approach to enviro-crime.**	31/12/22	Grant White
Black	**WEST LINDSEY UK SHARED PROSPERITY FUND INVESTMENT PLAN - Business Cases**	Extract from mins of Mtg 7/7/21 - CONCURRENT CTTEE a final Business Case for each of the three Investment Objectives, namely; > Communities and Place > Supporting Local Businesses; and > People and Skills be submitted to appropriate meetings of the Corporate Policy and Resources Committee for consideration.	**Please ensure these are added to the CPR work plan in due course - logged here for work planning purposes - please amend due date as appropriate** **Item on agenda for February meeting**	31/12/22	Sally Grindrod-Smith
Black	**Letter to be issued to Sir Edward Leigh re disabled adaptions**	Extract from mins of mtg 10/11/22 resolved that it be noted that the Chief Executive would be preparing a letter for the MP Sir Edward Leigh, setting out the challenges the District faced in meeting demand for disabled adaptations.	**this is logged as a matter arising as Members wanted assurance any lobbying or letters referenced in the report would happen. Please advise when letter has been issued. Email/letter sent to Sir Edward Leigh from Ian Knowles today 09/12/22.**	15/12/22	Ian Knowles
Green	**Public Sector Decarbonisation Fund (3b) - Funding Bid For Guildhall Improvements - Development of Business Case**	Extract from mins of meeting 29/9/22 Officers be supported in continuing to work with Midland Net Zero hub to develop a detailed business case, for consideration and final decision by this Committee, should the grant application be successful, noting notification was expected by the end of January 2023;	**Please ensure this report is added to the forward plan /committee work plan for jan/feb - business case if grant successful will need cttee approval - as per resolution made 30/12/22: Timescales pushed back slightly, aiming for March Committee meeting if successful**	28/02/23	Steve Leary
Green	**Lobbying of LCC re further funding from the Better Care Fund**	extract from mins of mtg 10/11/22 further lobbying take place with Lincolnshire County Council to obtain both further funding from the Better Care Fund for the current year and a larger allocation in future years due to the demographic pressures West Lindsey faced;	**this has been allocated a matters arising as Members wanted assurance lobbying was happening . - Any progress can be reported against this action**	28/02/23	Sally Grindrod-Smith / Emma Foy

Green	**To be shared: Strategic Asset Plan**	CP&R 15 Dec 2022: Following discussions re works required at Trinity Arts Centre, it was requested that the Strategic Asset Plan be shared with Members of the Committee in order to understand the programme of works required.	28/02/23	Emma Foy

Corporate Policy and Resources Committee	
Thursday, 9 February 2023	

Subject: Progress and Delivery Performance Measures and Targets 2023/24

Report by:	Director of Change Management, ICT & Regulatory Services
Contact Officer:	Claire Bailey Change, Project and Performance Officer claire.bailey@west-lindsey.gov.uk
Purpose / Summary:	To approve the 2023/24 Progress and Delivery measure set

RECOMMENDATION(S):

1. That committee approve the proposed changes to those Progress and Delivery measures and targets for 2023/24 outlined in the report.

IMPLICATIONS

Legal: None

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

Financial : FIN/150/23/SL There are no financial implications arising from this report.

Staffing : None

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

Equality and Diversity including Human Rights : N/A

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 :

None

Risk Assessment :

N/A

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)	**Yes**		**No**	**X**

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**		**No**	**X**

Executive Summary

As part of the performance management framework, the Council has in place a robust target setting process for its key performance indicators. Last financial year, this involved a full-scale review of each service area to evaluate all of the Council's key performance indicators. Following the full-scale review in 2022/23 a light review was completed with Team Managers and Directors/Assistant Directors in preparation for the financial year of 2023/24. An overview of each portfolio is included in the report with detailed service specific scorecards within the appendices.

A full review of all of the Council's P&D measures and targets involving all key stakeholders will be carried out in the autumn of 2023 in preparation for 2024/25. This is aligned to the Corporate Plan refresh with the priority being to ensure that the key performance indicators are aligned to delivering the strategic objectives set by the council through the Corporate Plan.

New measures

Two new measures are proposed for 2023/24. These measures are shown in Table 1 with full definitions shown in Appendix A of the report.

Service	Measure	Reason for inclusion
Portfolio: Change Management, ICT and Regulatory Services		
Community Safety	Number of fly-tipping cases attended for investigation	To report the number of cases where the team are able to undertake investigative work.
Portfolio: Operational and Commercial Services		
Crematorium	Market Share	To provide additional context to the performance of Lea Fields Crematorium

Table 1: Recommended new PD measures

Measures amended

Table 2 shows the measures that are being recommended to be amended, the majority of which sit within Home Choices.

Home Choices

The changes proposed within the team are to align and ensure that we are reporting the most meaningful information, in terms of HME04 and households placed in leased temporary accommodation, this relates to the Councils Cross Street accommodation and is recommended we focus the measure on utilisation of the accommodation rather than the numbers using the facility.

Measure HME02 is recommended to be amended to align with 'HME01 - Number of homelessness approaches with positive outcomes' and capture all positive outcomes, which will include accepted cases. A negative outcome would be where a customer does not engage to resolves their homelessness.

It is proposed to bring HME07 in line with Government guidance which states a B&B stay should not exceed 6 weeks which equates to 42 days.

Corporate Finance

'COF02 - Average number of days taken to pay invoices' is proposed to be amended to align with the Council's contractual standard payment terms of 30 days which all suppliers sign up to. The payments system is configured to deliver all payments to payment terms. The only deviation from this is small local suppliers who are able to set shorter payment terms which we adhere to.

Benefits

It is recommended 'BEN02 – Claims older than 30 days' be amended due to the Council being unable to legally 'terminate' or assess an incomplete claim until day 30 - the measure is proposed to be amended to 'Claims older than 50 calendar days' and the target reduced from 12 to 6 days, which is based on historic data. By day 50 only the really challenging cases remain.

Service	2022/23 Measures	Amended measure
Portfolio: Homes and Communities		
Home Choices	HME04 - Number of households placed in leased temporary accommodation	% utilisation of temporary leased accommodation
	HME02 - % of homelessness approaches that are prevented or relieved	% of homelessness approaches with positive outcomes
	HME07 - % of households spending more than 35 nights in B&B accommodation	% of households spending more than 42 nights in B&B accommodation
Portfolio: Finance Business and Property		
Corporate Finance	COF02 - Average number of days taken to pay invoices	% of invoices paid within 30 days from receipt of invoice.
Portfolio: Change Management, ICT and Regulatory Services		
Benefits	BEN02 - Claims older than 30 days	Claims older than 50 calendar days

Table 2: Recommended amended PD measures

Measures Removed

Following the review two measures have been identified as no longer relevant and it is recommended that these are removed from the framework.

Service	Measure	Reason for non-inclusion
Portfolio: Operational and Commercial Services		
Leisure	LEI03 - % of full fee-paying members using the wet side at least once a week	Not an accurate reflection of usage due to gym members being able to use all the facilities once they are within the Leisure Centre.
Portfolio: Change Management, ICT and Regulatory Services		
Housing Enforcement	ENF07 - % of rented properties in the selected licensing scheme are licensed	Scheme currently not running.

Table 3: Recommended removed PD measures

Amended Targets

There are some outstanding targets to be set for 2023/24 this due to the number of new measures set in 2022/23 which needed to be baselined for the first year, where this is the case the targets will be based on the performance throughout 2022/23 and these have been highlighted in Table 4 below.

Customer services

The target for 'CUS04 - % of complaints where the Council is at fault' has been reduced, for this measure less is better which will continue to ensure performance is stretched.

Operational Services

It is proposed that we amend 'WAS05 – Number of green garden bins sold' to an annual target, we can feature updates within the narrative of the reports with an annual update on overall performance within the quarter four and end of year reports.

Trinity Arts Centre

All targets have been updated and increased in line with the recovery from COVID.

Crematorium

Targets have been set for the crematorium in line with the approved business plan.

Benefits

'BEN01 – End to end processing times' is the only measures to have had its target performance decreased this due to customers moving over to Universal Credit and the Council being left with the 'complicated' claims so processing times reflect the complexity and nature of our remaining customers.

Service	Measure	Freq.	2022/23 Target	Proposed Target
Portfolio: Operational and Commercial Services				
Customer Services	CUS04 - % of complaints where the Council is at fault *Corporate Health*	M	45%	40%
Operational Services	WAS05 – Number of green garden bins sold	M	28,289	Change to annual target
	WAS04 - % of missed black and blue bins collected within 5 working days *new 2022/23*	M	No target set	TBC
Trinity Arts Centre	TAC02 – Audience figures as a % of capacity *new 2022/23*	M	No target set	30%
	TAC03 – Total number of engagement activities held	M	12	30
	TAC05 – Average spend per head on secondary sales	M	£2.30	£3.00
Crematorium	LFC01 - Services held	M	No target set	692
	LFC03 – Income Received	M	No target set	£601,500
	LFC04 – Secondary Sales	M	No target set	£7,800
Portfolio: Change Management, ICT and Regulatory Services				
Benefits	BEN01 – End to end processing times	M	5	7
Community Safety	ENF07 - % of community cases closed following compliance *new 2022/23*	M	No target set	TBC
ICT	ICT02 - % of high priority ICT helpdesk calls closed within 24 working hours *new 2022/23*	M	No target set	TBC
	ICT03 - % of medium priority ICT helpdesk calls closed within 74 working hours *new 2022/23*	M	No target set	TBC
	ICT04 - % of low priority ICT helpdesk calls closed within 48 working days *new 2022/23*	M	No target set	TBC
Portfolio: Homes and Communities				
Housing	HHW02 - % of DFG referrals completed within 120 calendar days *new 2022/23*	M	No target set	50%

Table 4: Measures with amended targets

Appendix A: Corporate Health

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Budget variance	M	0	0
% of invoices paid within 30 days from receipt of invoice.	M	New measure for 2023/24	95%
Overall Council budget forecast outturn	M	0%	0%
Annual Statement of Account	A	Unqualified	Unqualified
Number of data breaches resulting in action from the Information Commissioners Office	M	0	0
% of FOIs completed within 20 working days	M	97%	97%
Number of FOI challenges upheld	M	0	0
Number of FOI requests received	M	No target set	No target set
Overall Customer Satisfaction	M	75%	75%
% of complaints where the Council is at fault	M	45%	40%
Average number of calendar days taken to resolve a complaint	M	21	21
Compliments received	M	No target set	No target set
Complaints received	M	No target set	No target set
Health & Safety incidents	M	No target set	No target set
Staff absenteeism	M	0.6	0.6
Employee satisfaction	A	90%	90%
% of time that the Council's server and systems are operating as planned	M	98%	98%
% increase in NNDR received	A	No target set	No target set

Appendix B: Finance and Property	
Director	Emma Foy

B1: Property and Assets

2023/24 Proposed Measure Set

Measure	Freq.	2021/22 Target	Proposed Target
Planned maintenance. The % of all maintenance that is planned	A	70%	70%
Responsive maintenance. The % of all maintenance that is responsive	A	30%	30%
Rental portfolio voids. 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 None

Appendix C: Homes and Communities

Assistant Director	Di Krochmal

C1: Homes, Health and Wellbeing

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Average number of days from DFG referral to completion. The average number of calendar days from receipt of a completed application to completion of works.	M	120	120
% of DFG referrals completed within 120 calendar days. The % of DFG referrals (not including complex cases) where the work is completed within 120 days.	M	No target set	50%
Number of long-term empty properties in the district. The total number of properties classed as long-term empty in the district during the reporting period	M	No target set	No target set
Long-term empty properties as a % of all housing stock in the district. 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 None

C2: Home Choices

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Number of homelessness approaches with positive outcomes. The number of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented, relieved or accepted. Negative outcomes include no further response from the customer.	M	No target set	No target set
% of homelessness approaches with positive outcomes. The percentage of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented, relieved or accepted. Negative outcomes include no further response from the customer.	M	No target set	No target set
Total number of households in leased/B&B accommodation. 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 households placed in leased temporary accommodation and the number of households in B&B accommodation.	M	No target set	No target set
% utilisation of temporary leased accommodation. The percentage of time Cross Street accommodation is fully utilised.	M	N/A	TBC
% of households spending 56 nights or more in leased accommodation. The percentage of households that spend 56 nights or more in leased accommodation. 56 nights is the prevention/relief duty of the homelessness service. At the moment this accommodation relates to Cross Street, Gainsborough	M	No target set	No target set
Number of households in bed and breakfast accommodation. The total number of households that have been placed in temporary accommodation during the reporting period	M	No target set	No target set
% of households spending 42 nights or more in B&B accommodation. The percentage of households that spend 42 nights or more in bed and breakfast accommodation. 42 nights is the maximum number of nights a household should stay in B&B accommodation based on best practice/government advice.	M	No target set	No target set

Measures to be amended

Measure	Reason for amendment
% of homelessness approaches that are prevented or relieved	Amended to % of homelessness approaches with positive outcomes to assign a target from figures already collected in service (HME01).
Number of households placed in leased temporary accommodation	Measure amended to % utilisation of temporary leased accommodation to provide more meaningful data that can drive performance.
% of households spending 35 nights or more in B&B accommodation.	Government guidance states 6 weeks which equates to 42 days, this brings the measure in line with this.

Measures to be removed

None

C3: Communities

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Total value of grants awarded. The total value of grants awarded during the reporting period, when the agreement is signed.	Cumulative	No target set	No target set
External community funds levered by WLDC. The total amount of community funds levered by the Council during the reporting period	Cumulative	No target set	No target set
Total number of grants awarded. The total number of grants awarded during the reporting period	Q	No target set	No target set

Measures to be amended None

Measures to be removed None

Appendix D: Operational and Commercial Services

Director	Ady Selby

D1: Building Control

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Income received. The total amount of income received into the Building Control service during the reporting period.	M	No target set	No target set
Applications Received. 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
Market Share. The percentage of the overall market that is captured by the Council	M	78%	78%

Measures to be amended None

Measures to be removed None

D2: Contract Management

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Percentage of contracts that are awarded to local suppliers. 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%
Number of expired contracts The number of Council contracts that have expired with no extension or new contract in place	Q	No target set	No target set

Measures to be amended None

Measures to be removed None

D3: Crematorium

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Income received. The total amount of all income received by the crematorium during the reporting period	M	No target set	£601,500
Services held. The total number of services held	M	No target set	692
Secondary sales. Utilisation of the garden of remembrance and memorialisation (secondary sales)	M	No target set	£7,800
Direct funerals held. The total number of direct funerals held	M	No target set	No target set
Farewell funerals held. The total number of farewell funerals held	M	N/A	No target set
Market Share. The percentage of the overall market that is captured by the Council	A	N/A	No target set

Measures to be amended Targets amended as above.

Measures to be removed None

D4: Garden Waste

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Number of bins sold. The total number of garden waste bins sold during the reporting period	A	No target set	TBC – To be amended to an annual target.
Subscription take-up. The percentage take-up of garden waste subscribers	M	56%	56%

Measures to be amended Targets amended as above.

Measures to be removed None

D5: Leisure Contract

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Number of individual full fee-paying leisure centre members. The total number of members of the Gainsborough and Market Rasen Leisure Centre during the reporting period	M	No target set	No target set
% of full fee-paying members visiting the Gainsborough leisure centre at least once a week. The total number of members using the Gainsborough Leisure Centres at least once per week.	M	No target set	No target set
% of full fee-paying members visiting the Market Rasen leisure centre at least once a week. The total number of members using the Market Rasen Leisure Centres at least once per week.	M	No target set	No target set
Number of users of the senior's active programme. The total number of users of the Seniors Active Programme during the reporting period.	M	No target set	No target set
Number of non-members using the leisure centre. The total number of pay-as-you-go users of the Gainsborough and Market Rasen Leisure Centre during the reporting period	M	No target set	No target set
Number of outreach sessions held. The total number of outreach sessions held during the reporting period.	M	No target set	No target set
Number of outreach users. The total number of outreach users during the reporting period.	M	No target set	No target set
Number of leisure centre users referred through the Healthy Lifestyle scheme. 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
Customer Satisfaction - % of customer reporting satisfaction with West Lindsey leisure events and facilities across Gainsborough and Market Rasen sites	M	75%	75%

Measures to be amended None

Measures to be removed

Measure	Reason for non-inclusion
% of full fee-paying members using the wet side at least once a week	Not an accurate reflection of usage.

D6: Trinity Arts Centre

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Income received. The total amount of income received by TAC during the reporting period	M	No target set	No target set
Average spend per head on secondary sales. The average amount in £ spent on secondary sales per head during the reporting period	M	£2.30	£3.00
Audience figures as a % of capacity. The % of TAC capacity that has been filled as an average during the reporting period	M	No target set	30%
The total number of performance and screenings held. The total number of performance and screenings hosted by TAC during the reporting period.	M	8	8
Number of engagement activities held. The total number of engagement activities held at TAC during the reporting period	M	12	30

Measures to be amended Targets amended as above.

Measures to be removed None

D7: Operational Services

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Amount of residual waste collected per household. The amount, in kg, of residual waste collected per household	M	45kg	45kg
Recycling rate. The amount of waste sent for recycling as a % of all waste collected in the district	M	50%	50%
% of missed black and blue bins collected within the SLA. The % of missed black and blue bin collections that are collected within the service level agreement of 5 working days	M	-	TBC

Measures to be amended None

Measures to be removed None

D8: Street Cleansing

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
% of fly tipping collected within the SLA. The % of all fly-tipping reported to the Council that is collected within the service level agreement (10 working days)	M	90%	90%

Measures to be amended None

Measures to be removed None

D9: Gainsborough Market

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Average number of stalls on a Tuesday. The average number of paid for market stalls during the reporting period for the Tuesday Gainsborough Market	M	37	37
Average number of stalls on a Saturday. The average number of paid for market stalls during the reporting period for the Saturday Gainsborough Market	M	14	14
Number of market traders The average number of market traders (both markets combined) during the reporting period.	M	-	No target set
Cost of delivering the service per household The total cost of delivering the Markets service per household	A	-	No target set

Measures to be amended None

Measures to be removed: None

Appendix F: Planning and Regeneration

Director	Sally Grindrod-Smith

F1: Development Management

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Planning and pre-app income. The total amount of income received from planning and pre-application fees during the period	M	No target set	No target set
Received planning applications. The total number of planning applications received during the reporting period. Includes TPO applications	M	No target set	No target set
Major applications determined in-time. 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%
Non-major applications determined in-time. 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	94%	94%
Major appeals allowed. % 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%
Non-major appeals allowed. % 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%

Measures to be amended None

Measures to be removed None

Appendix G: Change Management, ICT and Regulatory Services

Director	Nova Roberts

G1: Council Tax and NNDR

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Number of properties on the council tax base per FTE. The total number of properties on the Council tax base per FTE at the Council	M	5,000	5,000
Amount of council tax collected. The total amount of Council Tax collected in £ during the reporting period	M	No target set	No target set
Council tax in-year collection rate. The amount of Council Tax collected during the reporting period as a % of total available to collect during the reporting period	M	98.02%	TBC
Amount of NNDR collected. The total amount of NNDR collected in £ during the reporting period	M	No target set	No target set
NNDR in-year collection rate. The amount of NNDR collected during the reporting period as a % of total available to collect during the reporting period	M	96.75%	TBC

Measures to be amended None

Measures to be removed None

G2: Enforcement

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Number of planning enforcement requests received. The total number of planning enforcement requests received during the reporting period	M	No target set	No target set
% of planning enforcement cases given an initial response within 20 working days. 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%
% of planning enforcement cases closed within 6 months. 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%
Number of housing enforcement requests received. The total number of housing enforcement requests received during the reporting period	M	No target set	No target set
% of housing enforcement cases closed within 6 months. 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%
% of community cases closed following compliance. 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	No target set

Measure	Freq.	2022/23 Target	Proposed Target
Number of fly-tipping cases attended for investigation. *New* The total number of fly tipping cases attended over the reporting period.	M	No target set	No target set

Measures to be amended None

Measures to be removed

Measure	Reason for non-inclusion
% of properties in the selected licensing scheme that are licensed.	Scheme no longer running.

G3: Housing Benefit and Local Council Tax Support

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
End to end processing times. The average number of working days taken to process a benefit claim during the reporting period	Monthly	5	7
Claims older than 50 calendar days. The number of claims that have been open for more than 50 calendar days during the reporting period	Monthly	12	6

Measures to be amended None

Measure	Reason for Amendment
End to end processing times. The average number of working days taken to process a benefit claim during the reporting period	As customers move over to Universal Credit the Council are left with the 'complicated' claims so processing times reflect the complexity and nature of our remaining customers.
Claims older than 30 days. The number of claims that have been open for more than 30 days during the reporting period	The council cannot legally 'terminate' or assess an incomplete claim until day 30

Measures to be removed None

G4: ICT

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Customer Satisfaction 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	TBC
Percentage of high priority ICT helpdesk calls closed within SLA % of high priority ICT helpdesk calls that are closed within the Service Level Agreement of 24 working hours within the IT function.	M	No target set	TBC
Percentage of medium priority ICT helpdesk calls closed within SLA % of medium priority ICT helpdesk calls that are closed within the Service Level Agreement of 74 working hours within the IT function.	M	No target set	TBC
Percentage of low priority ICT helpdesk calls closed within SLA % of low priority ICT helpdesk calls that are closed within the Service Level Agreement of 48 working days within the IT function.	M	No target set	TBC

Measures to be amended None

Measures to be removed None

G5: Local Land Charges

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Income received. The total amount of income received during the reporting period	M	No target set	No target set
Number of Local Land Charge searches received. The total number of Local Land Charge searches received during the reporting period	M	No target set	No target set
Market share. The amount of market share captured by the Council as a % of the total available market (excluding EIRs)	M	40%	TBC
Average number of days taken to process a search. The average number of working days taken to process a search	M	10 days	10 days
% of searches processed within the target time. The % of all searches that are processed within the target time of 10 days	M	86%	90%

Measures to be amended: Targets amended as above.

Measures to be removed: None

G6: Licensing

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Applications process within SLA. 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 None

G7: Regulatory Services

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
Number of environmental protection requests received. The total number of environmental protection requests received during the reporting period	M	42	No target set
% of environmental protection requests completed within 6 months. The percentage of environmental protection cases that are closed within 6 months of receipt	M	75%	75%
% of registered food premises rated 3 stars or above. The % of registered food premises rated at 3 stars or above following inspection	M	96%	96%
% of food safety inspections completed. The % of FSA inspections that are completed within the reporting period	M	90%	90%

Measures to be amended None

Measures to be removed None

G8: Systems Development

2023/24 Proposed Measure Set

Measure	Freq.	2022/23 Target	Proposed Target
LLPG Standard. The standard awarded for the Council's LLPG	M	National Standard	National Standard
Website availability. % of time that the Council's website is available	M	98%	98%
% of systems development requests completed within the SLA. The % of Systems Development requests that are completed within the service level agreement (80% within 10 working days). Measures requests from WLDC, NKDC and Central Lincs Planning Unit (JPU)	M	85%	85%

Measures to be amended None

Measures to be removed None

Corporate Policy and Resources Committee	
Thursday, 9 February 2023	

Subject: Budget and Treasury Monitoring - Quarter 3 2022/2023 (1st April 2022 to 31st December 2022)

Report by:	Director of Corporate 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 1st April 2022 to 31st December 2022.

RECOMMENDATION(S):

REVENUE

a) Members accept the forecast out-turn position of a £0.119m net contribution to reserves as of 31st December 2022 (see Section 2) relating to revenue activity.

b) Members accept the use of Earmarked Reserves during the quarter approved by the Chief Finance Officer using Delegated powers (2.4.1).

c) Members approve the amendments to the fees and charges schedules for 2023/2024, to be effective from 1st April 2023 (2.3.2) and **recommend to Council** any new Fees and Charges be implemented from that date.

CAPITAL

d) Members accept the current projected Capital Outturn as detailed in 3.1.1.

e) Members approve the adjustments to the Capital Budget as detailed in 3.2.

f) Members approve the revised Capital Budget of £7.863m.

TREASURY

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

IMPLICATIONS

Legal: None arising as a result in this report.

Financial : FIN/137/23/CPR/SL

REVENUE

The draft revenue forecast out-turn position for 2022/2023 is a net contribution to reserves of £0.119m relating to revenue activity as of 31st December 2022.

A summary of the forecast out-turn position:

Summary of Out-turn Position 2022/2023		
	£ 000	
FORECAST OUTTURN AS AT 31.12.22	(384)	BEFORE CARRY FORWARDS
CARRY FORWARDS : BASE BUDGET-PREVIOUSLY APPROVED	65	ALREADY APPROVED
CARRY FORWARDS : USE OF EARMARKED RESERVES	102	ALREADY APPROVED
SUB-TOTAL:	**(217)**	
SERVICE CARRY FORWARD REQUESTS	98	Pending Approval by Management Team April 2023
NET CONTRIBUTION (TO) / FROM GENERAL FUND BALANCES:	**(119)**	
TOTAL CARRY FORWARDS:	***265***	

The forecast General Fund Balance as of 31 March 2023 is £3.789m (excluding carry forwards). This is £1.289m above the minimum working balance of £2.5m agreed by this Committee and is before any contribution approved to support the Cost of Living, or any further proposed use of General Fund Balances pending decisions taken on this agenda.

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

CAPITAL

The Capital Forecast Out-Turn for 2022/2023 is £7.742m, a variance of £2.808m against the revised budget of £10.550m.

The amendments to the scheme are requested at 3.2.

TREASURY

The Treasury Management activities during the reporting period are disclosed in the body of this report. Total external borrowing is currently £21.5m; however, further additional borrowing may be required this financial year, our prudential indicators have been set to allow this.

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

Average investments for the quarter 3 (October - December) were £21.574m, which achieved an average rate of interest of 2.996% (July - September was 21.037m, 2.037%).

Staffing:

Salary budgets for 2022/2023 were set based on an estimated 2% pay award. £0.25m was carried forward from the 2021/2022 surplus into 2022/2023 which allowed for up to a 4% increase. However, the final pay award is based on a monetary value against each scale point for NJC Local Government staff, which equates to an average increase of 6%. The forecast outturn for salary expenditure contained within this report is based on the agreed pay award, backdated to April 2022.

As of 31st December 2022, a pressure of £0.175m is reported against employee costs. c£0.25m of this pressure is attributable to the pay award, with a saving of £0.075m due to vacancies during the year. Due to increased income within services, we have been able to contain the impact of the pay award within existing budget provision.

There will be an ongoing budget pressure from 2023/2024 to be considered through the MTFP and budget setting process.

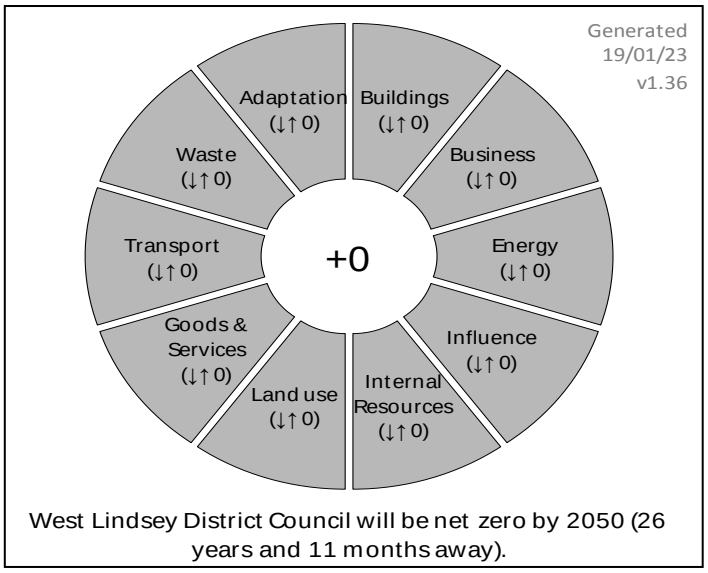
The mini budget presented by Government in September 2022 included the removal of the additional 1.25% applied to National Insurance contributions for Health and Social Care from the 6th of November 2022.

A 2% (£0.235m) Vacancy Factor is included within the 2022/2023 Budget, which was applied to salary budgets for posts which are on our organisational establishment (basic pay, superannuation and national insurance).

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

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

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



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

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

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

Risk Assessment: This is a monitoring report only.

Call in and Urgency:

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

i.e., is the report exempt from being called in due to urgency (in consultation with C&I chairman)	**Yes**		**No**	**X**

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**		**No**	**X**

1. Executive Summary

This report provides the oversight of financial performance at the end of Quarter 3 2022/2023 for:

REVENUE

- Revenue Forecast Out-Turn (after carry-forwards) – Contribution to Reserves £0.119m. (2.58% of Net Revenue Budget – see 2.1 for details of significant variances).

- Carry forwards (see **Appendix 2** for details) – total £0.265m
  - approved during the year of £0.065m
  - previously approved use of reserves £0.102m
  - requests pending approval at year-end £0.098m

- **Budget risks:**

  - Fluctuations in fuel costs (2.2.3)
  - Impact of inflation at unprecedented levels on day-to-day costs
  - Impact of movement in interest rates
  - Impact of the uncertain economic position (Ukraine/Russia, cost of living issues, government change of leadership, Covid)

Members are asked to approve:

- Amendments to the fees and charges schedules for 2023/2024, to be effective from 1st April 2023 (2.3.2) and **recommend to Council** any new Fees and Charges be implemented from that date.

  a) Land Charges – CON29R
  b) Licensing - DBS Checks
  c) Crematorium - Tributes

CAPITAL

- Capital Forecast Out-Turn: £7.742m, a variance of £2.808m against current budget £10.550m and include the following requests:

Members are asked to approve:

- Carry forward £2.703m from 2022/2023 to 2023/2024 (see section 3.2.1 for detail of schemes).

- Capital Enhancements to Council Properties – This committee approved a budget of £0.05m in December for the Trinity Arts Centre Replacement Fire doors – the cost of the successful tender is £0.066m and this committee is asked to approve a further £0.016m from the Maintenance of Facilities Reserve.

- Website Replacement – project complete. Reduce budget by £0.042m and return to reserves.

- Request the transfer of £0.013m budget from Thriving Gainsborough Resources Budget to Thriving Gainsborough Wayfinding Budget to fund the overspend relating to additional expert opinion required to deliver the project.

- Approve the additional budget of £0.042m for UK Shared Prosperity Fund (UKSPF) Projects for 2022/2023.

- Approve the revised Capital Budget of £7.863m.

	£m
2022/2023 Revised Budget pre Amendments	**10.550**
Additional Budget:	
UKSPF	0.042
Trinity Arts Centre - Fire Doors	0.016
Return to Reserves - Website Replacement	(0.042)
Carry Forwards from 2023/24 to 2024/25	(2.703)
2022/2023 Revised Budget post Amendments	**7.863**

TREASURY MANAGEMENT

Treasury Management Report and monitoring:

- Investments held as of 31st December 2022 were:

    - Average investment interest rate for October to December was 2.996%.

    - Total Investments at the end of Quarter 3 was £18.451m.

The tables below reflect investment movements and prudential borrowing analysis:

Investment Movements	**Qtr. 3 £'m**
Investments B/fwd. (at 30.9.2022 incl. bank)	**20.671**
(Less) Net Capital expenditure	(1.305)
Add PWLB/Other LA Borrowing in year	0
Add/(Less) Net Revenue Expenditure	(2.517)
Add/(Less) Net Collection Fund Movement (Ctax/NNDR)	2.871
Add Working Capital Movement	(1.269)
Investments carried forward (at Period End)	**18.451**

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 31st of March 2023.

	Qtr.3
Prudential Borrowing	**£'000**
Total External Borrowing (PWLB)	16,500
Other Local Authorities	5,000
Internal Borrowing	17,568
Total Prudential Borrowing at 31.12.2022	**39,068**

REVENUE BUDGET MONITORING QUARTER 3
(1st April 2022 to 31st December 2022)
Forecast Outturn for 2022/2023

2. The Revenue Budget forecast out-turn currently stands at a net contribution to reserves of £0.119m as detailed in the table below.

   This is after taking account of £0.265m of revenue budget carry forwards. The details of which are provided at **Appendix 2**.

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

SERVICE CLUSTER	2022/2023 Original Budget	Revised Budget	Forecast Outturn	Outturn Variance before Cfwds	Carry Forwards	Outturn Variance after Cfwds
	£	£	£	£	£	£
Our People	1,733,300	1,866,600	1,745,658	(120,942)	82,700	(38,242)
Our Place	4,223,700	4,400,300	4,456,762	56,462	45,400	101,862
Our Council	6,066,500	7,027,500	7,136,878	109,378	137,200	246,578
Covid 19 Business Support Grants	0	50,000	50,000	0	0	0
Controllable Total	**12,023,500**	**13,344,400**	**13,389,299**	**44,899**	**265,300**	**310,199**
Corporate Accounting:						
Interest Receivable	(149,200)	(149,200)	(502,144)	(352,944)	0	(352,944)
Interest Payable	451,800	428,800	473,026	44,226	0	44,226
Investment Income	(1,470,800)	(1,470,800)	(1,477,378)	(6,578)	0	(6,578)
Precepts and Levies	2,746,900	2,746,900	2,736,118	(10,782)	0	(10,782)
Movement in Reserves:						
Use of General Fund	(541,100)	(1,627,600)	(1,627,600)	0	0	0
Contribution to General Fund	75,400	75,400	75,400	0	0	0
Use of Specific Reserves	(1,691,800)	(2,109,300)	(2,167,062)	(57,762)	0	(57,762)
Contribution to Specific Reserves	2,636,700	2,694,100	2,674,100	(20,000)	0	(20,000)
Repayment of Borrowing	898,000	898,000	898,000	0	0	0
Net Revenue Expenditure	**14,979,400**	**14,830,700**	**14,471,759**	**(358,941)**	**265,300**	**(93,641)**
Funding Total	(14,979,400)	(14,830,700)	(14,855,900)	(25,200)	0	(25,200)
NET SUBSIDY FROM / (CONTRIBUTION) TO RESERVES FOR THE YEAR	**0**	**0**	**(384,141)**	**(384,141)**	**265,300**	**(118,841)**

Carry Forwards - previously approved	65,500
Carry Forwards - pending approval at year end	97,800
Carry Forwards - use of Earmaked Reserves	102,000
Total Carry Forwards	**265,300**

2.1 The significant movements being:

Cluster	EXPENDITURE	Total £000	Direction of Travel
	BUDGET UNDERSPENDS		
Our Council	Corporate Contingency budget not required.	(£59)	New
Our People	Balance of Connectivity Reserve uncommitted, to be returned to General Fund Balances.	(£30)	↔
Our People	Grounds Maintenance Contract.	(£74)	↔
	PRESSURES		
	Salary (savings) / pressure. **Budget** includes 2% vacancy factor (£235k) and pay award contingency £250k. **Forecast Outturn** c£250k pressure relates to the final 2022/23 pay award impact. (£75k) saving on vacant posts.	£175	↓
Our Council	Insurance premium increase £27k, offset by saving on ill heath insurance (£16k).	£11	↓
Our Council	Crematorium - property costs (£8k gas, £14k maintenance).	£22	↓
Our Council	Bank Charges - costs incurred due to large number of faster payment transactions when distributing Government support.	£90	New
Our Council	3 year extension to Human Resources system - increased cost of software and maintenance.	£20	New
Our People	Trinity Arts Centre - property maintenance costs.	£20	New
Our Place	Electricity across all properties.	£43	New
Our Place	Fleet repairs and maintenance.	£24	New
Our Place	Business Rates across all properties.	£20	New
Our Place	Fuel - increased costs.	£60	↑
	Various forecast outturn variances <£10k	£72	↓
		£394	

Cluster	INCOME	Total £000	Direction of Travel
	BUDGETED INCOME EXCEEDED		
Corporate Accounting-Interest Received and Paid	Interest Receivable (£353k), Interest Payable £44k.	(£309)	↑
Funding	Government Grants - Council Tax Family Annexe and Transparency Code.	(£25)	↑
Our Council	Increase in bulky waste collections (£16k) and increase in sale of new & replacement waste bins (£16k).	(£32)	New
Our Council	Land Charges income - higher than anticipated as transfer of LLC1 searches to HM Land Registry has been delayed.	(£19)	New
Our Place	Planning Fee Income has exceeded budgeted levels (£255k), offset by a reduction in pre-application fees £20k, and increased operational costs of £14k.	(£221)	↑
	BUDGETED INCOME NOT ACHIEVED		
Our Council	Council Tax - Legal costs/Legal Costs Recovered.	£30	New
Our Place	Reduction in demand for private sweeper works.	£17	New
Our Place	Car Park Income - Parking Permit sales reduced.	£46	↓
		(£513)	
	TOTAL VARIANCE	**(£119)**	

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

2.2.1 Our Council

- There are £0.137m proposed carry forwards into 2023/2024 (see **Appendix 2** for details).

- £0.027m increased cost of our insurance premium following a new contract tender exercise. The contract has been awarded to multiple suppliers to cover the different elements of insurance cover required, and is effective for three years from 31st May 2022, with an option to extend for a further two years.

  This has been offset by a reduction in the ill health insurance premium of £0.016m. The actual amount payable is adjusted in year to reflect actual pension scheme membership as of the 31st of March 2022.

- Crematorium – there is a forecast £0.008m pressure on the cost of gas, and £0.014m on property maintenance expenditure.

- The balance remaining on a revenue contingency budget of £0.059m is not required and is to be returned to General Fund Balances.

- Bank charges of £0.09m were incurred in the processing of faster payment transactions when distributing Government Support payments. A claim has been submitted to recover these costs, but reimbursement is yet to be confirmed. Future payments of this nature will be processed via BACS upload, as per recent Government guidance. The payments take 2-3 days to be received instead of the same day when paid via faster payment but incurs lower bank charges.

- There has been a 3-year extension to the Human Resources system, with increased cost of software and maintenance of £0.02m.

- The income for bulky waste collections has exceeded the budget for the year by £0.016m, and the sale of new and replacement wheeled bins has increased by £0.016m as a result of new developments in the district.

- Land charges income is higher than anticipated as the transfer of LLC1 searches to HM Land Registry has been delayed. This is expected to take place in April 2023. The delay has resulted in increased income of £0.019m.

- Local tax collection recovery of court costs and increased legal costs has resulted in a forecast pressure of £0.03m as the courts catch up with the backlog of cases, and cost recovery is ongoing.

- A commercial contingency budget of £0.2m is held to mitigate a number of commercial risks, including investment properties, and demand led service generated income. During 2022/2023, income loss of £0.197m is forecast, leaving a balance on the contingency budget of £0.003m.

	£
Commercial Contingency Base Budget 2022/2023	**200,000**
Approved use MTFP 2022/2023	**(26,100)**
Total Commercial Contingency 2022/2023	**173,900**
CCTV income due to reduction in customer base	(7,500)
Crematorium income - cremations	(123,800)
Trinity Arts Centre box office income	(29,300)
Market Stallage income	(10,000)
Remaining Balance at Qtr. 3 2022/2023	**3,300**

2.2.2 Our People

- There are £0.083m proposed carry forwards into 2023/2024 (see **Appendix 2** for details).

- (There is £0.074m) saving on the ground's maintenance contract (2022/2023 budget of £0.189m, contract value £0.115m).

  The reduced costs are due to the economies of scale, as the contractor secured all tendered lots in the Lincolnshire framework – North Kesteven, East Lindsey, West Lindsey, Rest of Lincolnshire. They also have secure compounds in or very close to each of the districts reducing travelling time and fuel costs and many employees are from the local areas. In addition, as the framework is open to parish/town councils they are also carrying out grounds' maintenance for Torksey and Northorpe Parish Councils and Gainsborough Town Council.

  The current contract is in place for four years, from January 2022 to January 2026, with an option to extend for a further year, and is an ongoing saving in the Medium Term Financial Plan (MTFP).

- The balance of the Connectivity Reserve was drawn down into revenue budgets in previous years to support transport initiatives. The remaining balance of £0.03m is uncommitted and will be returned to General Fund Balances.

- Trinity Arts Centre have seen unplanned property maintenance costs of £0.02m.

2.2.3 Our Place

- There is £0.045m proposed carry forwards into 2023/2024 (see **Appendix 2** for details).

- There is an additional £0.255m of income from planning fees forecast above the current income budget. The first six months of 2022/2023 has seen a high income from planning application fees (some 68% higher than the equivalent period last year). Whilst the fee income for non-major development applications has been at a fairly consistent level, we have seen some extra-ordinary applications for major developments that have brought in significant fees alongside. This includes the Anglian Water Elsham to Lincoln 57km pipeline,

and application to extend the permission for the Gainsborough Southern Sustainable Urban Extension. Forecasting on the assumption that fee income from non-major applications remain steady, and other anticipated major development applications are submitted in this financial year as expected, then fee income should exceed this year's budget.

This has been offset by a reduction in pre-application fees of £0.02m and increased operational costs of £0.014m – resulting in a net increase income of £0.221m.

- There is a £0.06m forecast increase in fuel costs. The forecast is based on the price paid per litre of fuel during November 2022 (£1.35) and fuel consumption for the year 2021/2022. Fuel prices are volatile, and the impact of a full year at the new depot on consumption is not yet known. For context, every 1p increase in fuel price results in a £200 pressure each month.

- There is a £0.046m pressure on car park permit income. This is due to the reduction in the number of permits being sold due to continued remote working in some sectors. This is an ongoing pressure within the MTFP.

- Property Services – there is a £0.043m pressure across all properties for electricity, in addition to business rate costs of £0.02m.

- Utilities Assumptions - The Government has set a Supported Wholesale Price which is expected to be £211 per MWh for electricity and £75 per MWh for gas, less than half the wholesale prices anticipated this winter, this support was initially for six months only, from 1st of October 2022 to 31st of March 2023. However, the support has been extended to 31st March 2024 but with a lower discount and a fixed top limit. This equates to a saving of c£6k on electricity for the first 6 months of 2023/2024.

  For West Lindsey District Council this will mean an average 44% increase on electricity costs from the 1st of October 2022. 40% has been built into the forecasts based on last year's usage, therefore, additional pressure is expected of £0.043m across all sites. This is primarily due to the standing charge which has increased between 120% and 180% across the property portfolio.

  For gas there would have been an average 200% increase on the gas costs, but the gas contract is fixed until the 31st of March 2023.

- The vehicle repairs and maintenance contract is on a Pay as you Go basis (PAYG) and has incurred additional costs of £0.024m in the current financial year, partly due to the increased cost of parts and labour in the industry.

- We have seen a reduction in demand for private sweeper work, which has reduced our forecast income by £0.017m. Demand has reduced for private road sweeping work in recent years, mainly due to the biggest customer purchasing their own machine. The street cleansing service has undertaken a Together 24 service review recently, one of the outcomes will be a restructured operational team. Consequently, the efficiencies gained in salary budgets will offset any reduced income.

2.2.4 Corporate Accounting

- **Interest Receivable** - Income for interest receivable is forecast to be £0.353m above the current budget. This is due to the budget being set when interest rates were historically low, and this combined with larger balances than expected in the early part of the year has meant that the Council is forecast to exceed its interest receivable budget.

- **Interest Payable** - Expenditure for interest payable is forecast to be £0.044m above the current budget. This is due to interest rates rising and the forecast is based around the cashflow projections of the Council, and the proposed external borrowing required to maintain resource levels.

2.2.5 Funding

- Windfall grants received from Government which have not been budgeted for total £0.025m.

2.2.6 Establishment

- A 2% vacancy factor against salary budgets was approved for 2022/2023 through the MTFP, which equates to a reduction in budget of £0.235m.

- Salary budgets for 2022/2023 were set based on an estimated 2% pay award. £0.25m was carried forward from the 2021/2022 surplus into 2022/2023 which will allow for up to a 4% increase. However, the final pay award is based on a monetary value against each scale point, which equates to an average increase of 6%. The forecast outturn for salary expenditure contained within this report is based on the agreed pay award, backdated to April 2022.

- As of 31st December 2022, a pressure of £0.175m is reported against employee costs. £0.25m of this pressure is attributable to the pay award, with a saving of £0.075m due to vacancies during the year. Due to increased income within services, we have been able to contain the impact of the pay award within existing budget provision.

- There will be an ongoing budget pressure from 2023/2024 to be considered through the MTFP and budget setting process.

- The mini budget presented by Government in September 2022 included the removal of the additional 1.25% applied to National Insurance contributions for Health and Social Care from the 6th of November 2022.

2.3 Fees and Charges

2.3.1 £6.345m has been received in Fees and Charges up to the end of the period against a budget of £6.173m, a surplus of £0.171m.

The significant variances forecast for the year, reported at Qtr. 3 2022/2023 are:

- Planning fee income – increased by £0.255m
- Land Charges income – search fees increased by £0.019m
- Bulky waste income – increased by £0.016m
- Sale of new and replacement wheeled bins - £0.016m
- Car Park income – parking permits reduced by £0.046m
- Planning pre application income – reduced by £0.02m

2.3.2 Amendment to Fees and Charges Schedule 2023/2024

a) Land Charges – CON29R

The CON29 form is used to request information held by a local authority about a property.

This fee is set by Lincolnshire County Council highways department and is recharged as part of the search fee issued by West Lindsey District Council.

A notification of the applicable fee for 2023/2024 was received on the 6th of January 2023, increasing the search fee from £48 to £62 (incl. VAT). The charge for a printed enquiry has increased from £23.07 to £28.00 (incl. VAT) per copy.

Prosperous Communities Committee								
					Land Charges			
		2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
	Lincolnshire County Council Fee**	£40.00	29.2%	£11.67	£51.67	£10.33	£62.00	S
CON 29O								
submitted with CON29R or LLC1	Each printed enquiry	£19.22	21.4%	£4.11	£23.33	£4.67	£28.00	S

b) Licensing - DBS Checks

An estimated increase was applied to the DBS check element of taxi licensing in the schedule reported to Corporate Policy and Resources committee in November 2022.

This fee is set by the Disclosure and Barring Service, and Lincoln City Council undertake the checks on our behalf.

The DBS check included on the schedule for taxi licensing is to remain unchanged at £38. The DBS admin fee is to remain unchanged at £10.

Prosperous Communities Committee								
					Licensing			
		2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
Taxi Licensing (Including Horse Drawn Omnibus)								
DBS Check	On New or Renewal	£38.00	0.0%	£0.00	£38.00	£0.00	£38.00	OS
DBS Admin Fee*	On New or Renewal	£10.00	0.0%	£0.00	£10.00	£0.00	£10.00	OS

c) Crematorium - Tributes

Our tributes supplier has added new products to their offering which we are proposing to include in our fees schedule.

Prosperous Communities Committee						Crematorium			
			2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
			£	% Type	or £	£	£	£	
Bundle	Halo Photo	First photo is free, second is chargeable. One photo is included if purchased as part of the Bundle.	£0.00	0.0%	£0.00	£15.50	£3.10	£18.60	S
Bundle	Obitus Bundle	10% saving vs individual sale price (total £209 incl. VAT)	£0.00	0.0%	£0.00	£156.67	£31.33	£188.00	S
	Themed Tribute	A photo montage with a difference; users can choose from a range of themes and have up to 25 photos professionally edited and timed to their chosen piece of music.	£0.00	0.0%	£0.00	£83.33	£16.67	£100.00	S
	Bespoke Tribute	A photo montage with a difference; users can choose from a range of themes and have up to 25 photos professionally edited and timed to their chosen piece of music.	£0.00	0.0%	£0.00	£333.33	£66.67	£400.00	S
	Video Book	A keepsake Video Book displaying the service, Tribute, or both.	£0.00	0.0%	£0.00	£79.17	£15.83	£95.00	S
	Memory Box	A premium quality Memory Box with 25 printed photos, a keepsake USB and a keepsake DVD displaying the Live Stream/ Tribute, or both if both products were chosen	£0.00	0.0%	£0.00	£116.67	£23.33	£140.00	S

They have also amended the description of some of the existing offerings, which has been amended on the fees schedule to ensure that funeral directors are ordering and paying for the correct item.

PREVIOUS DESCRIPTION

Webcast recording
Webcast recording (available for 28 days and download)
DVD recording (1st copy)
Pro Visual tribute (2-25 photographs)
Visual tribute (2-25 photographs)

AMENDED DESCRIPTION

	Webcast recording - Live Only	
Bundle	Webcast recording - Live & On Demand	Stream a service live and watch on demand for a further 28 days, with the option to download.
Bundle	DVD, USB, Blue-Ray, Audio CD	A keepsake copy of the service, Tribute, or both. If purchased as part of the Bundle choose from USB or DVD.
Bundle	Music Slideshow	A beautifully simple photo tribute of up to 25 photos, timed to their chosen piece of music with fade transitions.
	Basic Slideshow	Photo slide show of up to 25 photos with simple transitions that can be set to loop. This option does not include music.

The full amended schedule for the Crematorium is included at **Appendix 4** for information.

2.4 2022/2023 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 – total approved £0.143m.

- £0.029m from the Wheeled Bin Replacement reserve. Balance of reserve transferred into operational services budget. Reserve deleted as now built into base budget.

- £0.01m from the Cultural Strategy Reserve. Creative Consultancy-Cultural Strategy.

- £0.017m from the ICT Reserve. Customer Relationship Management (CRM) system transition, Granicus contract.

- £0.009m from the Cultural Strategy Reserve. Town Manager estimated start Jan 23.

- £0.003m from the Communities at Risk Reserve. Contribution to the Voluntary Community Service (VCS) Community Officer post.

- £0.035m from Revenue Grants Unapplied. Project Manager for the Development Management System.

- £0.03m from the Project Investment Reserve. Technology One system support.

- £0.007m from the Maintenance of Facilities Reserve. Car park relining.

- £0.003m from the Redundancy Reserve for HR consultant advice.

2.5 Grants

As of 1st April 2022, we had an amount of £0.638m 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 of 31st March 2023 is £0.376m.

2.5.1 Successful Grant Bids and New Grant determinations

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

Department for Work & Pensions (DWP)	Rent Allowance	3,147,120
Lincolnshire County Council (LCC)	Household Support Fund	301,286
Department for Levelling Up, Homes and Communities (DLUHC)	New Home Bonus	231,099
Department for Levelling Up, Homes and Communities (DLUHC)	Lower Tier Service Grants	86,661
Department for Work & Pensions (DWP)	Discretionary Housing Payment	70,882
Department for Work & Pensions (DWP)	Housing Benefit Admin Grant	56,889
Arts Council England	Townscape Heritage (THI)	23,395
Department for Levelling Up, Homes and Communities (DLUHC)	Electoral Integrity Programme	18,189
Nottingham City Council	Green Homes Grant (LAD2)	17,651
Department for Business, Energy and Industrial Strategy (BEIS)	New Burdens 5 Post Payment Assurance, Reconciliation and Debt Recovery	12,400
Department for Work & Pensions (DWP)	Rent Rebate	3,246
Department for Work & Pensions (DWP)	LA Data Sharing Programme	2,614
Department for Environment, Food and Rural Affairs (DEFRA)	Taxi and PHV Database	597
		3,972,029

Other Items for information

2.6 Planning Appeals

In Quarter 3 2022/2023, to the end of December 2022, there were 10 appeals determined – 7 of which were dismissed, 3 allowed.

There is 1 live application for costs.

Period	Number of Appeals	Allowed	Dismissed
October	**5**	2	3
November	**2**	1	1
December	**3**	0	3
Total for Quarter 3	**10**	**3**	**7**

2.7 Aged Debt Summary – Sundry Debtors Aged Debt Summary Quarter 3 2022/2023 Monitoring Report

At the end of December 2022, there was a total of £0.217m outstanding debt in the system over 90 days. The majority of this debt was over 150 days old (92%) and mainly comprised of:

- Housing £0.044m
- Environmental Services £0.038m
- Property Services £0.031m
- Building Control £0.018m

For each of these areas 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 £0.037m the majority of which will look to be recovered through ongoing entitlement or where appropriate on agreed repayment schedules.

The level of outstanding debt for the same period 2021/2022 is provided below for information:

2021/2022 Total £	Month	90 – 119 days £	120 – 149 days £	150+ days £	2022/2023 Total £
180,437	Quarter 1 - ending May 2022	8,874	72,139	149,028	230,041
209,718	Quarter 2 - ending Sept 2022	2,972	10,295	211,865	225,131
219,401	Quarter 3 - ending Dec 2022	4,582	13,108	198,909	216,600

2.8 Changes to the Organisation Structure

2.8.1 Home for Ukraine Homelessness Prevention Officer. Band 8 2-year fixed term post, funded from external grant. There is no impact on the MTFP. Total cost over the 2-year period £0.084m, £0.019m in 2022/2023.

2.8.2 Senior Property Strategy & Projects Officer increased from a band 11 to 13. This is a fixed term post to the 31.12.2024 and is funded from the Levelling Up Fund (LUF) grant. There is no impact on the MTFP. The increase is £0.016m over the period of the fixed term, £0.009m in 2022/2023.

2.8.3 Change and Project Officer - Band 10 2-year fixed term post funded from Earmarked Reserves. Total cost over the 2-year period £0.113m, £0.017m in 2022/2023.

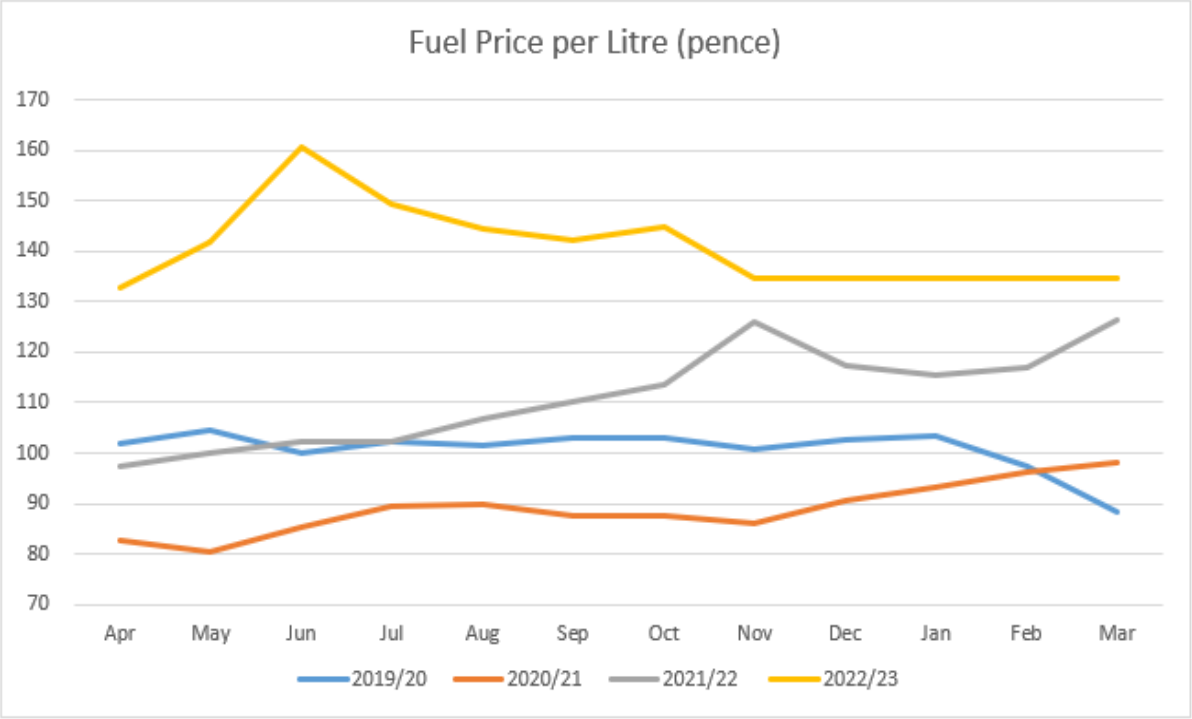
2.8.4 Housing Benefits Administration. The job evaluation of 2 existing posts (Appeals Officer and Quality Development Officer) was completed during the period, increasing the band for each post from 8 to 9, backdated to April 2021. The impact on the 2022/2023 forecast outturn is a cost of £0.006m.

2.8.5 Systems Development Trainee – Band 6 2-year fixed term post funded from Earmarked Reserves. Total cost of the 2-year period £0.071m. Nil impact 2022/2023 as post expected to commence from April 2023.

2.9 Fuel

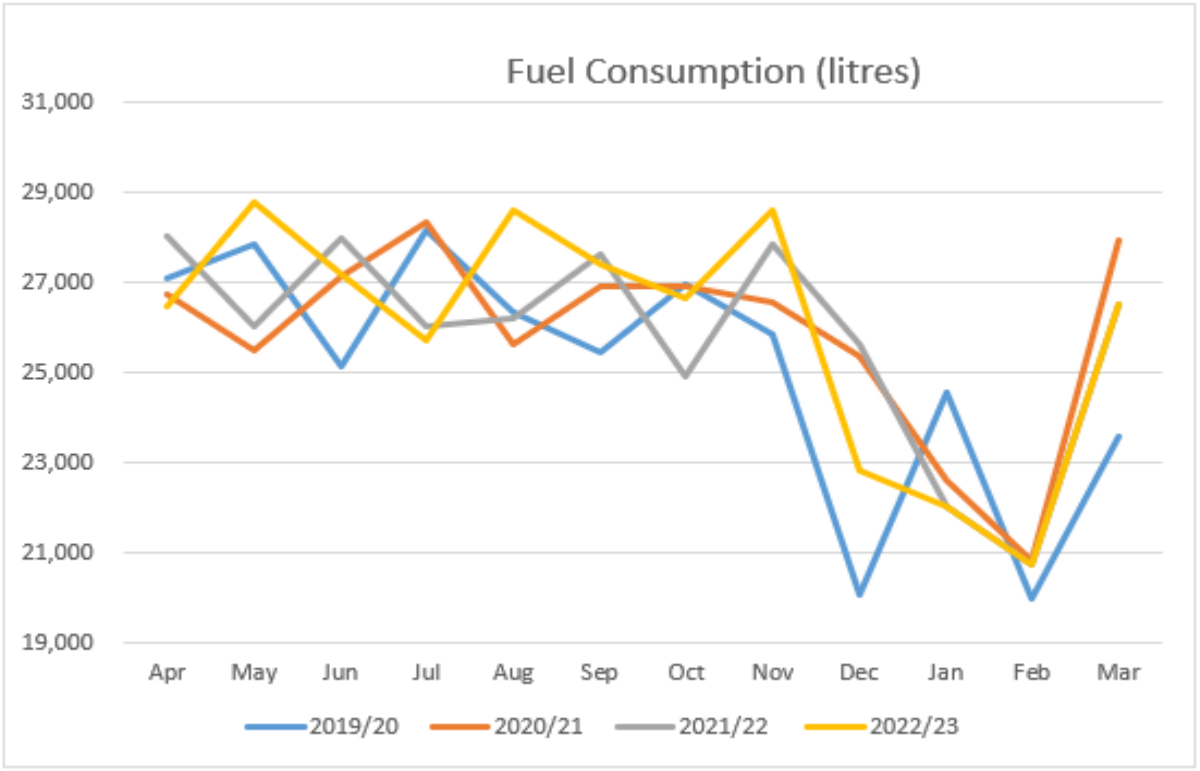
2.9.1 The chart below shows the actual price paid per litre of fuel, in pence, during 2019/2020, 2020/2021 and 2021/2022. The prices shown for 2022/2023 are actuals to date, for the period April to December 2022, and forecast for the remainder of the year at the December 2022 rate of £1.35 per litre.

The average price paid per litre during 2022/2023 to date is £1.43.



2.9.2 The chart below show the actual volume of fuel purchased, in litres, during 2019/2020, 2020/2021 and 2021/2022. The volumes shown for 2022/2023 are actuals to date, for the period April to December 2022, and forecast for the remainder profiled to reflect fuel consumption levels during 2021/2022.

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


Fuel Consumption (litres)
31,000
29,000
27,000
25,000
23,000
21,000
19,000
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Jan
Feb
Mar
2019/20
2020/21
2021/22
2022/23

3.1 CAPITAL BUDGET MONITORING – Quarter 3 2022/2023

3.1.1 The capital programme spend to date is £3.793m against a revised budget of £10.550m. Expenditure is forecast to be £7.742m resulting in a £2.808m variance. The variance consists of:

- £2.765m which is planned to be spent in future years.
- There are net projected underspends of £0.043m.

3.1.2 Subject to Committee approval, the Capital Programme will be reduced in this financial year with £7.863m being the new Revised budget for future monitoring purposes. See 3.2 for adjustments requested at this committee.

3.1.3 Individual Schemes are detailed in the table below with commentary provided on performance.

Capital Investment Programme 2022/23

Corporate Priority/Scheme	Stage	Actuals	Base Budget	Revised Budget incl. Contingency	Forecast Outturn	Over/ (Under) Spend	Carry Forwards/ Drawbacks	Narrative	Contingency Forecast Outturn	Contingency Budget
		£	£	£	£	£	£		£	£
Customer										
3D Payment Secure	Stage 3	8,000	0	9,500	9,500	0	0	Oct 22 is expected completion date. Payment won't be made until the system is tested and works.	0	0
Income Management	Stage 1	1,640	0	47,700	40,700	(7,000)	0	Oct 22 is expected completion date. Payment won't be made until the system is tested and works.	0	7,000
Website Replacement	Pre Stage 1	0	0	42,100	0	(42,100)	0	Project complete	0	0
Telephony (Equipment)	Pre Stage 1	18,165	0	20,000	20,000	0	0	Started on market engagement and MT report	0	0
CRM System	Stage 3	3,515	83,800	95,400	45,400	0	(50,000)	Project ongoing. £50k set aside for AI.	0	0
Replacement Planning System	Stage 2	5,250	123,000	0	0	0	0		0	0
Economy										
Crematorium Phase 2	Stage 3	(14,526)	0	0	0	0	0	The contract is complete. Only £2.5k retention to be paid. The scheme cost of £103.8k. The underspend is due to the tender being lower than the budget, plus the omitted 1 year additional maintenance. HMRC has billed the authority for £741k for VAT repayment.	0	0
Trinity Arts Centre Improvements	Pre Stage 1	0	2,500,000	0	0	0	0	NLFH has rejected the initial application. Stating the project is more Arts than Heritage. NLFH will consider a revised application if we can get Arts Council to support the project too. As a result the project is to be slipped to 2023/24, as nothing will happen before then.	0	0
Market Rasen 3 year vision	Stage 2	0	150,000	0	0	0	0	Historic Building Grant Officer is working with building owners, work progressing and architects have been appointed to develop schemes. Local steering group continues to support this work and are happy with progress. Building works are anticipated to beginning at start of 2023 with grants to be awarded early 2023/24 financial year, therefore slip entire budget of £200k to 2023/24	0	0
Gainsborough Heritage Regeneration	Stage 2	50,710	449,600	62,200	62,200	0	0	One application TH20 approved by building grant panel expected to be paid out in Qtr3 for £60k. Second application due in Autumn/winter for TH19 which will be funded from LUF with £2.2k THI contribution. £2.6k to be moved to 5-7 Market Place scheme and further applications being developed for 2023/24 so slip remaining budget of £434,900.	0	0
Shop Front Improvement	Stage 3	0	52,413	0	0	0	0	Applications are being developed in Market Rasen with one expected to be submitted in Qtr3/4 expecting to be paid out early 2023/24. Slip whole budget of £53,413 to 2023/24	0	0
5-7 Market Place Redevelopment	Stage 1	522,744	404,500	676,200	676,200	0	0	Building works have no commence and refurbishment is due to be completed in December. Additional budget of £21,700 funded from LUF £19.1k and THI £2.6k following new grant intervention following LUF commencement.	65,500	65,500
Thriving Gainsborough - Cinema	Stage 2	66,864	2,219,212	2,514,749	228,000	0	(2,286,749)	GFA still underworks with Savoy. Anticipated reprofiling quarter 2 / quarter 3.	0	0
Hemswell Masterplan Public Realm	Stage 2	0	0	10,000	10,000	0	0	£10k spend for playparks wet pour resurfacing expected to be completed during 2022/23.	0	0
Sun Inn	Stage 3	22,199	0	32,900	22,199	(10,701)	0	Capital budget reinstated for 2022/23. The last variation of the agreement has a deadline for claims of August 2022.	0	0

Capital Investment Programme 2022/23

Corporate Priority/Scheme	Stage	Actuals	Base Budget	Revised Budget incl. Contingency	Forecast Outturn	Over/ (Under) Spend	Carry Forwards/ Drawbacks	Narrative	Contingency Forecast Outturn	Contingency Budget
		£	£	£	£	£	£		£	£
WLDC - Cinema Land Purchase	Stage 2	324,975	0	738,800	676,500		(62,300)	Relates to restrictive covenant and site acquisition Do not request to slip at this point.	0	0
Thriving Gainsborough - Pocket Park	Stage 2	20,529	65,600	32,000	32,000	0	0	Following regular contract meetings with Project Centre LTD, it is expected that RIBA Stage 3 will be completed by the end of the 22/23 financial year. This covers all three Public Realm interventions, Whitton's Garden's, Baltic Mill Pocket Park and Market Place. Following RIBA Stage 3, it is expected that progress on these interventions will run at different rates, and the spend and progress will fluctuate against the original profile. Based on current estimates, the construction should begin i	0	0
Thriving Gainsborough - Market Place/Streetscape	Stage 2	42,670	813,000	85,000	65,000	0	(20,000)	uncertainty around market place design will mean spend will be in 23/24 once decisions have been made regarding parking issues, viability of market stalls among others.	0	0
Thriving Gainsborough - Townhall THI	Stage 2	23,916	1,087,050	77,500	65,500	0	(12,000)	Promotion of scheme planning is taking place and communication with property owners is in progress.	0	0
Thriving Gainsborough - Whitton Gardens	Stage 2	77,581	597,880	150,000	150,000	0	0	Following regular contract meetings with Project Centre LTD, it is expected that RIBA Stage 3 will be completed by the end of the 22/23 financial year. This covers all three Public Realm interventions, Whitton's Garden's, Baltic Mill Pocket Park and Market Place. Following RIBA Stage 3, it is expected that progress on these interventions will run at different rates, and the spend and progress will fluctuate against the original profile. Based on current estimates, the construction should begin i	0	0
Thriving Gainsborough - Bus Station	Stage 2	11,969	125,100	151,300	21,000	0	(130,300)	The progress on the Bus Station has been slow compared to the original forecast in the Business Case. We were behind in procuring the architect, and we are currently on the 3rd revision of design due to the limitations around the budget and safety concerns with proposals.	0	0
Thriving Gainsborough - Living Over The Shops	Stage 2	0	575,580	0	0	0	0	Promotion of scheme planning is taking place and communication with property owners is in progress. Aim to simplify scheme for owners and provide interim stage grant payments	0	0
Thriving Gainsborough - Wayfinding Strategy	Stage 2	67,681	0	74,300	87,300	13,000	0	Overspend due to additional expert opinion required to delivery project	0	0
Thriving Gainsborough - Resources	Stage 2	235,311	556,300	650,400	637,400	(13,000)	0	Underspend on management line to request movement to wayfinding.	0	0
Financial Management System	Stage 3	17,675	0	17,700	17,675	(25)	0	Final invoice for ERP implementation has been paid. Small underspend remaining.	0	0
Capital Enhancements to Council Properties	BAU	21,040	70,000	71,000	87,040	16,040	0	TAC replacement fire doors, £50k funding has been approved though CP&R in December the contract procurement procedure result was that the successful tender for this work will cost £66k, therefore the additional £16k will be funded from the Maintenance of Facilities reserve	0	0
Carbon Efficiencies - Street Lights	Stage 3	0	160,000	52,500	52,500	0	0	LED Street Light upgrade to be phased over multiple years. Alternative scheme delivery options are being considered in order to progress the works quicker.	0	0

Capital Investment Programme 2022/23

Corporate Priority/Scheme	Stage	Actuals	Base Budget	Revised Budget incl. Contingency	Forecast Outturn	Over/ (Under) Spend	Carry Forwards/ Drawbacks	Narrative	Contingency Forecast Outturn	Contingency Budget
		£	£	£	£	£	£		£	£
Finances										
Richmond House Conservatory	Stage 3	0	0	20,000	20,000	0	0	Reliant upon Gainsborough Town Council committing to revise double door and step scheme, costing for the revised scheme has yet to be determined	0	0
Health & Wellbeing										
Disabled Facilities Grants	BAU	785,904	674,900	1,266,080	1,266,080	0	0		0	0
Housing Growth										
Unlocking Housing (LoS)	Stage 3	0	0	0	0	0	0	Application expected for 3 units expected to be submitted early 2023 for payment in 2023/24. Slip remaining budget of £69.6k to 2023/24	0	0
Public Safety & Environment										
Vehicle Replacement Programme	BAU	785,000	828,000	835,600	835,600	0	0	4 new RCV has been received. One vehicle replacement has been delayed until next year. Remaining vehicles on order due this year	0	0
Depot (P)	Stage 3	(12,621)	0	100,000	100,000	0	0	Main Depot scheme is finished. Sweepings bay structure still to complete. Planning permission stage. Estimated costs is £90k with contribution from LCC of £25k	0	0
CCTV Expansion	Stage 3	1,400	0	46,000	46,000	0	0	To be completed during 2022/23.	0	0
Staff & Members										
Smart Device Refresh - Members	BAU	0	0	28,000	28,000	0	0	Member refresh to take place this year. Budget to be brought back to 22/23 from 23/24	0	0
ERP Systems Phase 2	Stage 2	0	200,000	0	0	0	0	Spend unlikely this year. Scheme is for HR & Asset Register	0	0
Document Management System	Pre Stage 1	19,863	0	46,400	46,400	0	0	Project to be complete by year end	0	0
Storage Refresh	Stage 3	0	0	0	0	0	0	Scheme complete	0	0
Vulnerable Groups and Communities										
Extra Care Provision	Stage 1	0	750,000	750,000	750,000	0	0		0	0
Supported Accommodation (LEAP)	Stage 3	28,570	80,000	71,400	71,400	0	0		0	0
Local Authority Delivery Grant Phase 2 - Green Home	Stage 3	399,121	0	529,500	529,500	0	0		0	0
Ongo - Stow Road Marton	Stage 2	0	226,250	226,250	22,625	0	(203,625)	10% payable on the signing of the contract which is due to be undertaken in Mark and 90% is due on completion of the contract	0	0
Lace Housing - Romangate Court	Stage 2	90,000	180,000	180,000	180,000	0	0		0	0
Local Authority Delivery Grant Phase 3	Stage 3	101,880	0	310,000	310,000	0	0	Spend deadline for the funding is 31st March 2023.	0	0
Homes Upgrade Grant Phase 1	Stage 3	65,845	0	530,000	530,000	0	0	Spend deadline for the funding is 31st March 2023.	0	0
Total Capital Programme Gross Expenditure		**3,792,866**	**12,972,185**	**10,550,479**	**7,741,719**	**(43,786)**	**(2,764,974)**		**65,500**	**72,500**

3.2 Capital Programme Update 2022/2023

3.2.1 The following projects require re-phasing, affecting future financial years of the current capital programme in the 5-year MTFP:

Approval to carry forward £2.703m from 2022/2023 to 2023/2024 are requested for the following schemes:

- CRM System - £0.050m
- Thriving Gainsborough Cinema - £2.287m
- Thriving Gainsborough Market Place/Streetscape - £0.020m
- Thriving Gainsborough Townhall THI - £0.012m
- Thriving Gainsborough Bus Station - £0.130m
- Ongo Stow Road Marton - £0.204m

3.2.2 - The amendments to the following schemes are also requested:

- Website Replacement – the project is now complete, return underspend of £0.042m to the IT Reserve.

- Capital Enhancements to Council Properties – This committee approved a budget of £0.050m in December for the Trinity Arts Centre Replacement Fire doors – the cost of the successful tender is £0.066m and this committee is asked to approve a further £0.016m from the Maintenance of Facilities Reserve.

- Request the transfer of £0.013m budget from Thriving Gainsborough Resources Budget to Thriving Gainsborough Wayfinding Budget to fund the overspend relating to additional expert opinion required to deliver the project.

- UKSPF Project – £0.042m budget for 2022/2023 is requested for the following projects:

- 1.3 – Safer Streets West Lindsey - £0.010m

- 1.4 – Multi Year Signature Events Programme - £0.032m

3.3 Acquisitions, Disposals and Capital Receipts

3.3.1 The Council has made no land acquisition during Quarter 3.

3.3.2 The Council has not made any asset disposals during Quarter 3.

3.3.2 Capital Receipts - The total value of capital receipts at the end of Quarter 3 total £0.122m relate to:

- £0.064m from the Housing Stock Transfer Agreement share of Right to Buy receipts.

- £0.011m Loan repayments.
- £0.024m for the Council's share of the proceeds of several plots of land.
- £0.013m repayments of DFG Grants.
- £0.010m Insurance receipt for vehicle.

4. TREASURY MONITORING – Quarter 3 (October – December 2022)

The Treasury Management Strategy Statement (TMSS) for 2022/2023, which includes the Annual Investment Strategy, was approved by the Council on 7th March 2022. 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 (October - December) has been more than the average 7-day Sterling Overnight Index Average (SONIA) (2.81%) with an average yield of 2.996% (including CCLA) and 2.650% (excluding CCLA). The Council budgeted to receive £0.149m of investment income, the forecast outturn is now £0.502m.

4.3 Interest Rate Forecasts

The Council's treasury advisor, Link Group, have provided the following forecasts on 19 December 2022:

Link Group Interest Rate View	19.12.22												
	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
BANK RATE	3.50	4.25	4.50	4.50	4.50	4.00	3.75	3.50	3.25	3.00	2.75	2.50	2.50
3 month ave earnings	3.60	4.30	4.50	4.50	4.50	4.00	3.80	3.30	3.00	3.00	2.80	2.50	2.50
6 month ave earnings	4.20	4.50	4.60	4.50	4.20	4.10	3.90	3.40	3.10	3.00	2.90	2.60	2.60
12 month ave earnings	4.70	4.70	4.70	4.50	4.30	4.20	4.00	3.50	3.20	3.10	3.00	2.70	2.70
5 yr PWLB	4.20	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.20	3.10
10 yr PWLB	4.30	4.40	4.40	4.30	4.10	4.00	3.90	3.80	3.60	3.50	3.40	3.30	3.30
25 yr PWLB	4.60	4.60	4.60	4.50	4.40	4.20	4.10	4.00	3.90	3.70	3.60	3.50	3.50
50 yr PWLB	4.30	4.30	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.30	3.20	3.20

Appendix 1 details Link Asset Services detailed commentary on Interest Rate Forecasts (as at end of December).

Link Asset Services detailed economic commentary on developments during quarter ended 31 December 2022 is included in **Appendix 3**.

4.4 Investments

The Council held investments of £18.451m on 31st December 2022. The table below details these investments for Quarter 3:

Investments at Qtr. 3	Qtr. 3 £'000
Standard Chartered	4,000
Aberdeen Money Market Fund	7,500
Lloyds Bank Account	76
CCLA Property Fund	3,000
Insight Money Market Fund	3,875
Total	**18,451**

4.5 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 in the latter part of January or early February.

4.6 New External Borrowing

External temporary borrowing of £5.000m was repaid in October 2022 and new external temporary borrowing was taken at £5.000m.

The Council's total external borrowing stands at £21.5m.

4.7 Total Prudential Borrowing at Quarter 3

Prudential Borrowing	Qtr. 3 £'000
Total External Borrowing	21,500
Total Internal Borrowing	17,568
Total Prudential Borrowing	**39,068**

4.8 Borrowing in advance of need

The Council has not borrowed in advance of need during the period ending 31st December 2022.

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

	Original £'000	Qtr. 3 £'000
Treasury Indicators		
Authorised limit for external debt	43,000	43,000
Operational boundary for external debt	38,241	39,068
External Debt Investments	26,500 (13,000)	26,500 (12,000)
Net Borrowing	**13,500**	**14,500**
Prudential Indicators		
Capital Expenditure	12,972	7,863
Capital Financing Requirement (CFR) *Of Which is Commercial Property*	38,241 *20,211*	39,068 *20,211*
Annual change in CFR*	(1,184)	(1,227)
External Debt Forecast	26,500	26,500
Under/(over)borrowing	11,741	12,568
Ratio of financing costs to net revenue stream*	10.34%	12.88%
Incremental impact of capital investment decisions:		
Increase/Reduction (-) in Council Tax (band change per annum)	£0.00	£5.80

Appendix 1 (provided by the Council's Independent Treasury Advisors, Link Asset Services)

Interest Rate Forecast

- The central forecast for interest rates was most recently updated on 19th December and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. This has happened but the Government's policy of emphasising fiscal responsibility will probably mean Bank Rate will not need to increase to further than 4.5%.

- Further in the medium term, it is anticipated the Bank of England will be keen to loosen monetary policy when the worst of the inflationary pressures are over – but that timing will be one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.

- The CPI measure of inflation looks to have peaked at 11.1% in Q4 2022 (currently 10.7%). Despite the cost-of-living squeeze that is still taking shape, the Bank will want to see evidence that wages are not spiralling upwards in what is evidently a very tight labour market.

- Regarding the plan to sell £10bn of gilts back into the market each quarter (Quantitative Tightening), this has started and will focus on the short, medium, and longer end of the curve in equal measure now that the short-lived effects of the changes in prime ministers are mainly over.

- In the upcoming months, forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but the on-going conflict between Russia and Ukraine. (More recently, the heightened tensions between China/Taiwan/US also have the potential to have a wider and negative economic impact.)

- On the positive side, consumers are still estimated to be sitting on over £160bn of excess savings left over from the pandemic so that will cushion some of the impact of the above challenges. However, most of those are held by more affluent people whereas lower income families already spend nearly all their income on essentials such as food, energy and rent/mortgage payments.

PWLB RATES

- The yield curve movements have become less volatile of late and PWLB 5 to 50 years Certainty Rates are, generally, in the range of 4.10% to 4.80%.

- The view is the markets have already built in nearly all the effects on gilt yields of the likely increases in Bank Rate and the elevated inflation outlook.

The balance of risks to the UK economy: -

- The overall balance of risks to economic growth in the UK is to the downside.

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

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, rising gilt yields).

- **The Bank of England** acts too quickly, or too far, over the next year to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than are currently anticipated.

- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.

- **Geopolitical risks,** for example in Ukraine/Russia, China/Taiwan/US, Iran, North Korea, and Middle Eastern countries, which could lead to increasing safe-haven flows.

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

- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly and for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than currently projected or even necessitates a further series of increases in Bank Rate.

- **The Government** acts too quickly to cut taxes and/or increases expenditure in light of the cost-of-living squeeze.

- **The pound weakens** because of a lack of confidence in the UK Government's fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.

- Longer term **US treasury yields** rise strongly and pull gilt yields up higher than currently forecast.

- Projected **gilt issuance, inclusive of natural maturities and QT,** could be too much for the markets to comfortably digest without higher yields consequently.

APPENDIX 2

REVENUE CARRY FORWARDS – BASE BUDGETS ALREADY APPROVED

Budget underspends to be carried forward into 2023/2024, 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 at December 2022 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.*

BASE BUDGET C/FWDS APPROVED PREVIOUSLY			Dec 22	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Prosperous Communities	Our Council	Land Charges	5	Land charges project - 3 year software to be cfwd to 2023/24 (year 3). Horizon is a land charges specific system which is being used until the CRM system can be developed. The contract commenced 1st November 21.
Corporate Policy & Resources	Our Council	Corporate Finance	53	Management Structure savings to be carried forward to cover the ongoing commitment for management support in 2023/2024.
Prosperous Communities	Our People	Community Action	7	Employment & Skills budget £10k 2019/2020 - from Business Planning budget.
		TOTAL	65	

REVENUE CARRY FORWARDS – USE OF EARMARKED RESERVES

Budget underspends to be carried forward into 2023/2024, 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 has slipped into future years.

• *Please note the figures quoted are as forecast at December 2022 out-turn monitoring. The final carry forward figures will reflect the actual outturn position at year-end.*

USE OF EARMARKED RESERVES			Dec 22	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Prosperous Communities	Our People	Community Action	8	Hemswell Cliff Regeneration - revenue spend to support capital scheme. Capital scheme to be c/fwd into 2023/24 pending a further report on proposals.
Corporate Policy & Resources	Our Council	Corporate Finance	31	Business Planning Budget of £200k. Carry forward remaining balance.
Prosperous Communities	Our People	Community Environment	23	Balance of community grants cfwd into 2023/24 for future use.
Prosperous Communities	Our Place	Economic Development	6	Approved budget for Market Rasen Historic Building Scheme Support.
Corporate Policy & Resources	Our Council	Local Taxation	3	Delay on Single Persons Discount review due to work on Energy rebate scheme.
Prosperous Communities	Our Council	Waste Management - Chargeable Services	10	Balance of Wheeled Bin Replacement Reserve drawn down into service 2022/23.
Corporate Policy & Resources	Our Place	Policy, Strategy and Environment	21	APSE climate change consultancy in 2023/24.
		TOTAL	102	

REVENUE CARRY FORWARDS – PENDING APPROVAL BY MANAGEMENT TEAM

Bids for budget underspends to be carried forward into 2023/2024, which require Management Team approval are as follows.

• *Please note the figures quoted are as forecast at December 2022 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 22	
Committee	Cluster	Business Unit	£ 000	Purpose of Carry Forward
Prosperous Communities	Our Place	Environmental Protection	3	Noise monitoring equipment improvement.
Corporate Policy and Resources	Our Council	Change Management	5	There is a need to enhance the licenses to a configurable system in 2023/24.
Prosperous Communities	Our Council	Crematorium	8	Crematorium promotional & marketing budget. Request cfwd to support Funeral Directors annual meeting (rescheduled to April from March), Direct loyalty scheme on 22/23 direct cremations to be applied in 2023/24. Open day to be held at a weekend in May/June 2023.
Prosperous Communities	Our People	Parks & Open Spaces	10	Tree survey works not expected to be completed by year end
Corporate Policy & Resources	Our Council	Corporate Finance	22	Corporate contingency budget earmarked for Interim Principal Accountant
Prosperous Communities	Our People	Housing Standards	35	Selective Licensing balance of budget (originally funded from PCC). Remaining balance to be retained for future works.
Prosperous Communities	Our Place	Cemeteries	15	Cemetery wall repairs not expected to be completed by year end
		TOTAL	98	

APPENDIX 3

West Lindsey District Council

Monthly Investment Analysis Review

December 2022

West Lindsey District Council

Monthly Economic Summary

General Economy

The UK Manufacturing PMI declined to 44.7 in December 2022, from 46.5 in November. It was the lowest reading since May 2020. New business volumes continued to decline while contributing to a deterioration in order books, with exports also falling further. Regarding employment numbers, manufacturing companies shed the most jobs since October 2020 amid a deteriorating outlook for growth. In contrast, the UK Services PMI rose to 50.0 in December 2022, up from 48.8 in the previous month. The latest reading pointed to a stabilisation of activity, following two months of decline, helped by a smaller decline in inflows of new business. This result helped the UK Composite PMI rise to 49.0 in December 2022, up from 48.2 in the previous month and above market expectations of no change. Still, the latest reading pointed to the fifth consecutive month of contraction in private sector business activity, but at a rate that was the softest for three months. Elsewhere, the UK Construction PMI, which lags by a month, fell to a three-month low of 50.4 in November of 2022 from 53.2 in October, signalling a slowdown in construction activity, amid subdued demand and reduced risk appetite among clients. Higher borrowing costs and worries about the economic outlook also weighed. The UK GDP shrank 0.3% on quarter in the three months to September of 2022, slightly more than a preliminary estimate of a 0.2% drop. Household expenditure dropped 1.1%, while business investment went down 2.5% and inventories fell by £5.2 billion, mainly driven by reductions for retail and manufacturing. On the other hand, government expenditure went up 0.5% and government investment surged 17.3%, while exports jumped 8.9% compared to a 3.6% decline for imports. Nevertheless, The UK monthly GDP grew by 0.5% in October from September, the biggest increase in nearly a year and above forecasts of 0.4%

The UK trade deficit shrank to £1.8 billion in October from £3.1 billion in the previous month. It was the narrowest trade gap since November of 2021, as natural gas prices retreated from their peaks of the previous month and deflated the price of foreign energy purchases, driving imports to drop by 2.6%.

UK employment rose by 27K in the three months to October, beating market estimates of a 17K decline and following a 53K drop in the previous month's reading. The unemployment rate in the UK edged higher to 3.7% in October from 3.6% in the previous period, matching market forecasts. The employment rate also went up to 75.6% from 75.4%, with the timeliest figures for payrolled employees rising by 107K in November to a record of 29.9 million. Job vacancies however, fell by 65K to 1,187,000, a fifth consecutive decline, and reflecting uncertainty across industries, as economic pressures hold back on recruitment. Average weekly earnings including bonuses in the UK increased by 6.1% y/y in the three months to October, above a 6.0% gain in the three months to September but less than market forecasts of 6.2%. Meanwhile, regular pay which excludes bonus payment also went up 6.1%, the most since July 2021, exceeding forecasts of 5.9%. Adjusted for inflation, total pay fell 2.7%, and regular pay also dropped 2.7%, underlining the squeeze on households. In addition, retail sales unexpectedly declined 0.4% m/m in November, after an upwardly revised 0.9% in the previous month when there was a bounce back from the impact of the additional Bank Holiday in September for the State Funeral. The annual consumer-level inflation rate in the UK eased to 10.7% in November from 11.1% in October which had been the highest since October 1981. The figure was below market forecasts of 10.9% with the largest downward contribution made by transport, particularly motor fuels and second-hand cars. Elsewhere, the GfK Consumer Confidence indicator rose slightly to -42 in December, improving for the third straight month but remaining near a record low of -49 reached in September as high inflation and rising borrowing rates continued to erode household incomes.In November 2022, the public sector spent more than it received in taxes and other income, requiring it to borrow (public sector net borrowing excluding public sector banks (PSNB ex)) £22.0 billion, which was £13.9 billion more than in November 2021, and the highest November borrowing since monthly records began in 1993 as various new government support schemes came on stream. The Bank of England's Monetary Policy Committee voted by a majority of 6-3 to raise interest rates by 50 basis points to 3.5% during its December meeting, pushing the cost of borrowing to the highest level since late-2008, as policymakers try to balance containing inflation amid rising concerns of a looming economic recession.

The unemployment rate in the US was unchanged at 3.7% in November 2022, matching market expectations while non-farm payrolls rose by a larger than forecast 263k. The number of unemployed persons fell from 6.059m to 6.011m in November, while the number of employed decreased by 138k to 158.5m. The labour force participation rate edged down to a four-month low of 62.1% in November from 62.2% in the previous month. The US economy grew an annualised 3.2% on quarter in Q3 2022, better than 2.9% in the second estimate, and rebounding from two straight quarters of contraction. Consumer spending rose more than anticipated as growth in health care and "other" services partially offset a decrease in spending on goods, namely motor vehicles and food and beverages. The biggest positive contribution to growth came from net trade, although exports rose slightly less than reported in the second estimate while imports were unrevised. Meanwhile, annual inflation rate in the US slowed for a fifth straight month to 7.1% in November, the lowest since December last year, and below forecasts of 7.3%. Finally, the Federal Reserve raised the Fed Funds Rate by 50bps to 4.25%-4.5% during its last monetary policy meeting of 2022, pushing borrowing costs to the highest level since 2007. It was a seventh consecutive rate hike, following four straight three-quarter point increases.
The Eurozone economy quarterly growth was revised slightly higher to 0.3% in the third quarter of 2022 from preliminary estimates of 0.2%. Fixed investment was the main driver of growth, rising by 3.6% during the quarter. The ECB raised interest rates by 50 bps during its last monetary policy meeting of 2022, marking a fourth rate increase, following two consecutive 75bps hikes. In addition, household consumption advanced 0.9% and government spending increased slightly by 0.1%. Among the biggest economies, Italy and Germany's GDP grew fastest while France and Spain's GDP showed slight growth and Netherlands contracted. Meanwhile, the annual inflation in the Euro Area was revised to 10.1% in November, slightly up from a preliminary estimate of 10.0%. Energy prices rose at a softer rate compared to last month but remained the largest contributor to the overall price increase.

Housing

The Nationwide House Price Index in the UK increased by 2.8% y/y in December of 2022, much less than 4.4% in November but still modestly ahead of market expectations for 2.3%. Compared to the previous month, prices edged 0.1% lower, the fourth consecutive fall. It was also the worst run since 2008, leaving prices 2.5% lower from their August peak. The Halifax house price index increased 4.7% y/y in November, the least since July of 2020, following an 8.2% rise in October.

Currency

Sterling depreciated slightly against the US dollar and Euro across December amid the ongoing conflict in Ukraine and surging commodity prices.

December	Start	End	High	Low
GBP/USD	$1.2267	$1.2029	$1.2406	$1.2018
GBP/EUR	€1.1698	€1.1271	€1.1698	€1.1271

Forecast

The Bank Rate was raised to 3.50% at the Monetary Policy Committee's meeting in December, with Capital Economics pencilling in rates to peak at 4.50% by Q2 2023.

Bank Rate	Now	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25
Link Group	**3.50%**	4.25%	4.50%	4.50%	4.50%	4.00%	3.75%	3.50%	3.25%	3.00%	2.75%	2.50%	2.50%
Capital Economics	**3.50%**	4.50%	4.50%	4.50%	4.50%	4.25%	4.00%	3.50%	3.00%	-	-	-	-

West Lindsey District Council

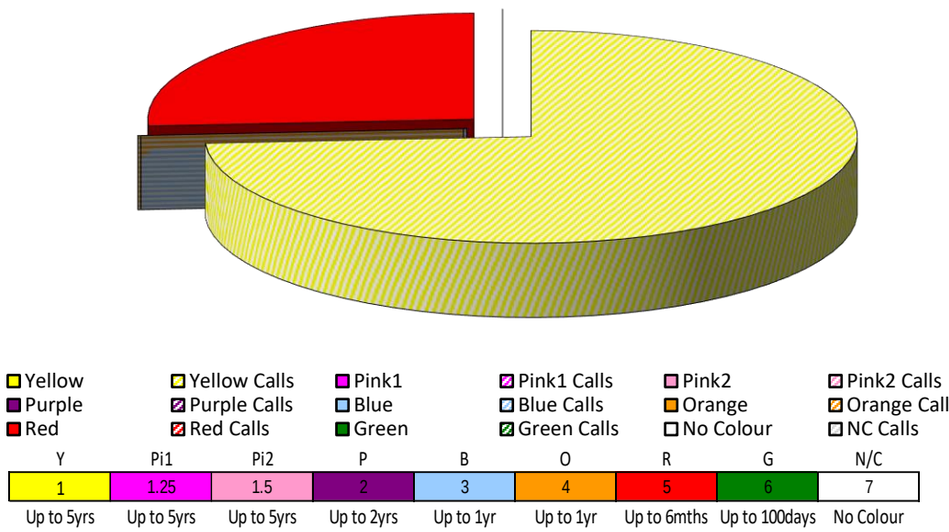
Current Investment List

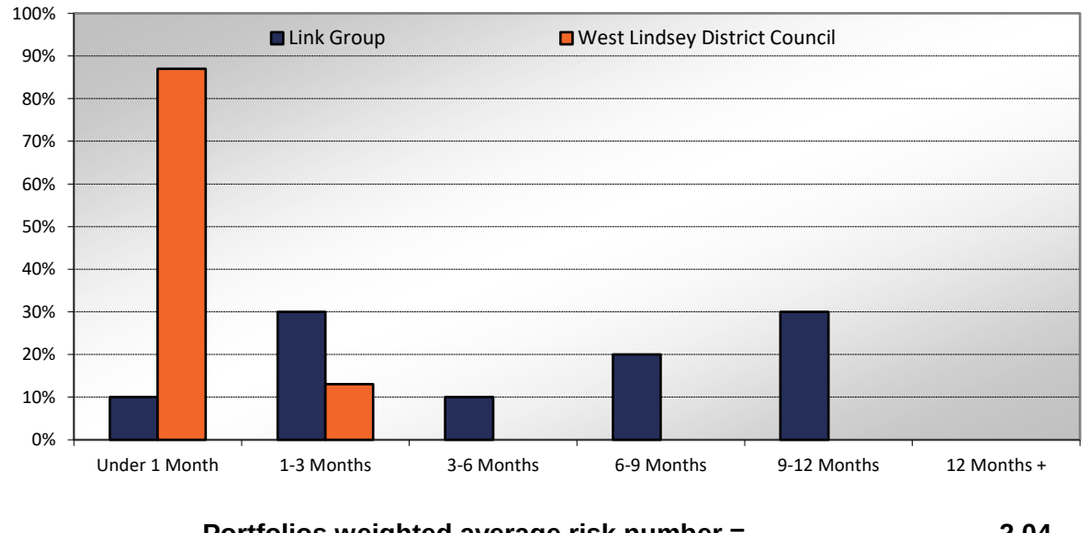
Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default
MMF Aberdeen Standard Investments	7,500,000	3.19%		MMF	AAAm	
MMF Insight	3,875,000	3.11%		MMF	AAAm	
Standard Chartered Bank (ESG)	2,000,000	3.05%	01/12/2022	03/01/2023	A+	0.000%
Standard Chartered Bank (ESG)	2,000,000	3.49%	25/11/2022	24/02/2023	A+	0.007%
Borrower - Funds	**Principal (£)**	**Interest Rate**	**Start Date**	**Maturity Date**		
CCLA Property Fund	3,000,000	14.60%				
Total Investments	**£18,375,000**	**5.05%**				
Total Investments - excluding Funds	**£15,375,000**	**3.19%**				0.004%
Total Investments - Funds Only	**£3,000,000**	**14.60%**				

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

Portfolio Composition by Link Group's Suggested Lending Criteria





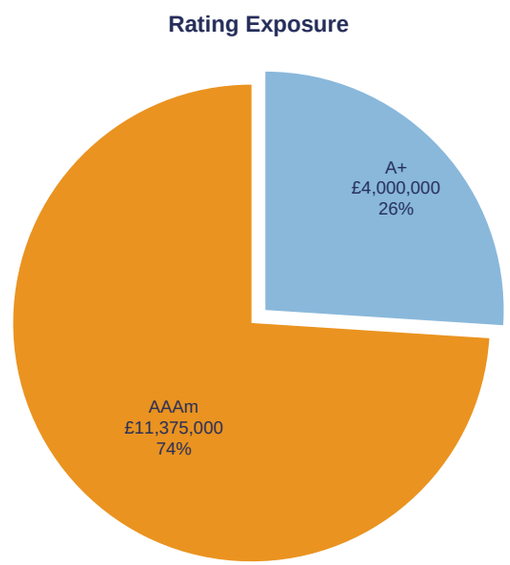
Portfolios weighted average risk number = 2.04

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	Excluding Calls/MMFs/USDBFs WAM at Execution
Yellow	73.98%	£11,375,000	100.00%	£11,375,000	73.98%	3.16%	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	26.02%	£4,000,000	0.00%	£0	0.00%	3.27%	29	62	29	62
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
	100.00%	**£15,375,000**	**73.98%**	**£11,375,000**	**73.98%**	**3.19%**	**8**	**16**	**29**	**62**

West Lindsey District Council

Investment Risk and Rating Exposure



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%

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
MOODY'S

Date	Update Number	Institution	Country	Rating Action
05/12/2022	1946	The Co-operative Bank plc	United Kingdom	The Long Term Rating was upgraded to 'Ba1' from 'Ba2'. At the same the Outlook on the Long Term Rating changed to Positive from Stable.

West Lindsey District Council

Monthly Credit Rating Changes
FITCH

Date	Update Number	Institution	Country	Rating Action
08/12/2022	1948	SMBC Bank International Plc	United Kingdom	The Long Term Rating was downgraded to 'A-' from 'A'. At the same the Outlook on the Long Term Rating was changed to Stable from Negative

West Lindsey District Council

Monthly Credit Rating Changes
S&P

Date	Update Number	Institution	Country	Rating Action
05/12/2022	1947	France (Sovereign Rating)	France	The Outlook on the Sovereign Rating of France was changed to Negative from Stable. At the same time the Sovereign Rating was affirmed at 'AA'.

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APPENDIX 4

Full fees and charges schedule for the Crematorium, incorporating the amendments proposed at 2.3.2 (c).

	Prosperous Communities Committee					Crematorium			
			2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
			£	% Type	or £	£	£	£	
	Cremation		£850.00	2.0%	£17.00	£867.00	£0.00	£867.00	X
	Early start (09:00 & 09:45)		£686.00	2.0%	£14.00	£700.00	£0.00	£700.00	X
	Direct Cremation (no attendance 08:45)		£465.00	0.0%	£0.00	£465.00	£0.00	£465.00	X
	The Farewell Service	A 10 minute service, for 6 mourners, 1 piece of music played on repeat. No minister.	£528.00	2.1%	£11.00	£539.00	£0.00	£539.00	X
	Body parts/slides and blocks		£79.50	6.3%	£5.00	£84.50	£0.00	£84.50	X
	Saturday service (with discussion with Manager)		£1,190.00	6.0%	£71.00	£1,261.00	£0.00	£1,261.00	X
	Late cancellation fee (cancellations within 72 hours of service)		£116.50	5.6%	£6.50	£123.00	£0.00	£123.00	X
	Chapel fee (extension 20 minutes)		£185.00	5.9%	£11.00	£196.00	£0.00	£196.00	X
	Chapel fee (extension 40 minutes)		£238.00	5.9%	£14.00	£252.00	£0.00	£252.00	X
	Memorial Service (45mins)		£238.00	5.9%	£14.00	£252.00	£0.00	£252.00	X
	Strewing/scattering of cremated remains from elsewhere		£55.00	0.0%	£0.00	£55.00	£0.00	£55.00	X
	Webcast recording - Live Only		£41.50	0.4%	£0.17	£41.67	£8.33	£50.00	S
Bundle	Webcast recording - Live & On Demand	Stream a service live and watch on demand for a further 28 days, with the option to download	£47.00	4.6%	£2.17	£49.17	£9.83	£59.00	S
Bundle	DVD, USB, Blue-Ray, Audio CD	A keepsake copy of the service, Tribute, or both. If purchased as part of the Bundle choose from USB or DVD.	£52.00	4.2%	£2.17	£54.17	£10.83	£65.00	S
Bundle	Halo Photo	First photo is free, second is chargeable. One photo is included if purchased as part of the Bundle.	£0.00	0.0%	£0.00	£15.50	£3.10	£18.60	S
Bundle	Music Slideshow	A beautifully simple photo tribute of up to 25 photos, timed to their chosen piece of music with fade transitions.	£69.50	1.9%	£1.33	£70.83	£14.17	£85.00	S
Bundle	Obitus Bundle	10% saving vs individual sale price (total £209 incl. VAT)	£0.00	0.0%	£0.00	£156.67	£31.33	£188.00	S
	DVD recording (each subsequent copy)		£26.00	2.6%	£0.67	£26.67	£5.33	£32.00	S
	Visual tribute (1 photograph)		£15.50	2.1%	£0.33	£15.83	£3.17	£19.00	S
	Basic Slideshow	Photo slide show of up to 25 photos with simple transitions that can be set to loop. This option does not include music.	£41.50	0.4%	£0.17	£41.67	£8.33	£50.00	S
	Themed Tribute	A photo montage with a difference; users can choose from a range of themes and have up to 25 photos professionally edited and timed to their chosen piece of music.	£0.00	0.0%	£0.00	£83.33	£16.67	£100.00	S
	Bespoke Tribute	A photo montage with a difference; users can choose from a range of themes and have up to 25 photos professionally edited and timed to their chosen piece of music.	£0.00	0.0%	£0.00	£333.33	£66.67	£400.00	S
	Visual tribute (for additional 25 photos)	Both standard and professionally edited slideshow	£27.00	1.9%	£0.50	£27.50	£5.50	£33.00	S
	Video tribute (up to 5 minutes)		£36.50	0.5%	£0.17	£36.67	£7.33	£44.00	S
	Video Book	A keepsake Video Book displaying the service, Tribute, or both.	£0.00	0.0%	£0.00	£79.17	£15.83	£95.00	S
	Memory Box	A premium quality Memory Box with 25 printed photos, a keepsake USB and a keepsake DVD displaying the Live Stream/ Tribute, or both if both products were chosen	£0.00	0.0%	£0.00	£116.67	£23.33	£140.00	S
	Extra work (Pro tribute)		£17.50	6.0%	£0.00	£17.50	£3.50	£21.00	S
	Book of Remembrance (2 lines)		£78.00	0.4%	£0.33	£78.33	£15.67	£94.00	S
	Book of Remembrance (each additional line) (to a maximum of 8 lines)		£8.50	-2.0%	-£0.17	£8.33	£1.67	£10.00	S
	Book of Remembrance (illustrations)	plus Admin Fee £10-£30 dependent on requirements	POA			POA	POA	POA	S
	Miniature book (leather - 2 lines)		£93.50	-0.2%	-£0.17	£93.33	£18.67	£112.00	S
	Miniature book (leather - 5 lines)		£114.50	-0.3%	-£0.33	£114.17	£22.83	£137.00	S
	Miniature book (leather - 8 lines)		£124.50	0.4%	£0.50	£125.00	£25.00	£150.00	S
	Memorial card (2 lines)		£41.50	0.4%	£0.17	£41.67	£8.33	£50.00	S
	Memorial card (5 lines)		£62.50	0.0%	£0.00	£62.50	£12.50	£75.00	S
	Memorial card (8 lines)		£72.50	0.0%	£0.00	£72.50	£14.50	£87.00	S
	Additional inscription to existing books and cards		£19.00	0.9%	£0.17	£19.17	£3.83	£23.00	S
	Floral design (available for 5 and 8 lines only)		£41.50	0.4%	£0.17	£41.67	£8.33	£50.00	S
	Caskets *		£47.00	1.1%	£0.50	£47.50	£9.50	£57.00	S
	Temporary deposit of Cremated remains per month after initial month		£10.50	4.8%	£0.50	£11.00	£2.20	£13.20	S
***	Sanctum 2000 vault (leased for 10 years) including up to 80 letters **		£839.50	6.0%	£50.50	£890.00	£178.00	£1,068.00	S
***	Sanctum 2000 vault - per letter above 80		£2.00	25.0%	£0.50	£2.50	£0.50	£3.00	S
***	Barbican memorial (space lease for 5 years) **		£204.00	5.8%	£11.83	£215.83	£43.17	£259.00	S
***	Mulberry Tree - per leaf, space leased for 5 years		£143.00	6.1%	£8.67	£151.67	£30.33	£182.00	S
***	Mulberry Tree - per leaf with motif, space leased for 5 years		£166.67	6.0%	£10.00	£176.67	£35.33	£212.00	S

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

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

*** When a Mulberry leaf, Barbican plaque or Sanctum vault is purchased there will be a 10% discount applied to any book of remembrance purchase.

Corporate Policy and Resources Committee	
Thursday, 9 February 2023	

Subject: Corporate Policy and Resources Committee Draft Budget 2023/2024 and estimates to 2027/2028.

Report by:	Director of Corporate Services
Contact Officer:	Sue Leversedge Business Support Team Leader sue.leversedge@west-lindsey.gov.uk
Purpose / Summary:	The report sets out the draft Revenue Budget 2023/2024 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2023/2024. It also includes estimates to 2027/2028 to be included in the Medium Term Financial Plan.

RECOMMENDATION(S):

a) That Members accept the Corporate Policy and Resources Committee budget 2023/2024 and **recommend to Council** for inclusion in the overall Council budget 2023/2024.

b) That Members accept the Prosperous Communities Committee Budget 2023/2024 and **recommend to Council** for inclusion in the overall Council budget for 2023/2024.

c) That Members approve any minor changes be delegated to the Chief Finance Officer in consultation with the Chairman of the Corporate Policy and Resources Committee.

d) That Members **recommend to Council** the 2024/2025 to 2027/2028 estimates for both this Committee and those of Prosperous Communities

Committee for inclusion in the Medium Term Financial Plan 2023/2024 to 2027/2028 (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/138/23/CPR/SL

The 2023/2024 base budget and variance to the 2022/2023 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 2023/2024 will be £7.156m (£5.53m 2022/2023).

This has resulted in base budget increases in expenditure of £1.245m, and income reduction of £0.381m, resulting in a **net base budget increase of £1.626m.**

There are £0.488m of expenditure budgets which are funded from Earmarked Reserves to support one off project resources in 2023/2024 (£0.270m in 2022/2023). This is an increase of £0.218m from 2022/2023 to 2023/2024.

Services within this Committee have also contributed to Earmarked Reserves £0.107m in 2023/2024 for asset replacement programmes (£0.092m in 2022/2023). This is an increase of £0.015m from 2022/2023 to 2023/2024.

Excluding the use of earmarked reserves, there is an increase of £1.423m on the base budgets for this committee, further details of which are contained within the report at section 2.

The proposed budgets within this report contribute towards an overall balanced position for 2023/2024, with a small surplus being returned to the General Fund.

Staffing:

Salary budgets for 2022/2023 were set based on an estimated 2% pay award, however, the final pay award provided a set consistent cash award against each scale point for NJC Local Government staff. In actual terms this equated to an average increase of 6%.

The salary costs included in this report are based on a further estimated 2% increase each year from 2023/2024.

Ongoing pay award negotiations indicate there is a risk that the 2023/2024 pay award may be higher than the 2% applied. To mitigate this risk, a contingency budget has been set aside.

The proposed Council budget for 2023/2024 also includes a 2% Vacancy Factor of £0.226m, 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 :

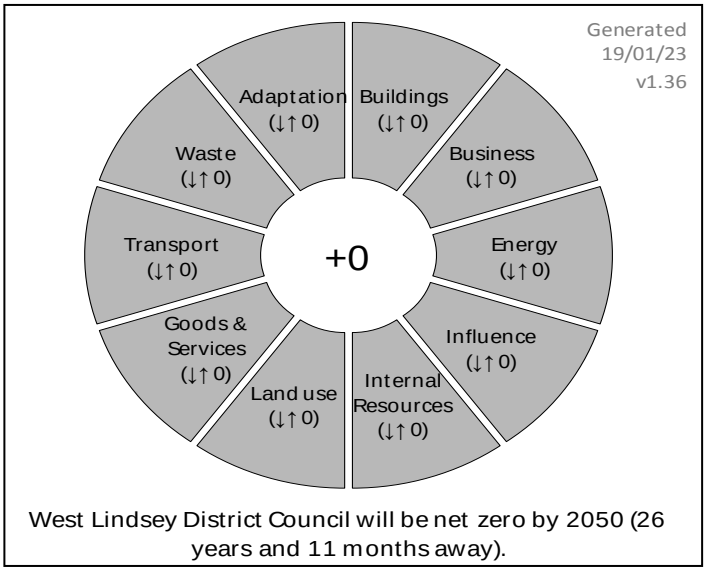
The Equality Act 2010 places a responsibility on Councils to assess their budget options before taking decisions on areas that could result in discrimination. Where appropriate assessments have been undertaken by the relevant service area.

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.

There are no significant climate related risks or opportunities within the controllable service budgets contained within this report, but there may be within the wider Medium Term Financial Strategy, which is the subject of a separate report to Committee.



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 (2021 Edition)

The Corporate Plan

The Capital Investment Strategy

The Fees and Charges Policy

The Strategic Asset Management Plan

The Acquisitions and Disposal Policy

Investment Policy – Land and Buildings

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

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**	**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 2023/2024 and estimates for 2024/2025 to 2027/2028, 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, income gains and losses. As well as horizon scanning for future issues, including political, economic or legislative implications.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £0.007m across both Committees. Full Details of proposed fees and charges were presented to this Committee on the 10th of November 2022.
- 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 2023/2024 – 2027/2028.
- 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 In the first instance where pressures or income losses are forecast, the Budget Manger will look to reduce the impact by identifying savings or increases in income budgets within their budget areas to offset or reduce the impact of the pressure on the Medium Term Financial Plan.

1.5 **The Corporate Policy and Resources Base Budgets (Appendix 1 and 2)** have been developed from the forecast budgets presented to Council in March 2022.

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.

1.6 **The Corporate Policy and Resources Business Unit Budgets (Appendix 3)** provide a more detailed analysis for each Business Unit.

1.7 **The Corporate Policy and Resources movement from the 2022/2023 base budget to the proposed 2023/2024 base budget** is included at **Appendix 4**.

1.8 **Assumptions/Inflationary Increases**

Increases have been applied to the following budget areas:

	2023/24
Pay Award	2.00%
Vacancy Factor	2.00%
Supplies & Services	10.00%
Electric	100.00%
Gas	200.00%
Water	6.00%
Sewerage	6.00%
Fees & Charges	6.00%
Fuel	15.00%

Inflation of 10% has been applied to supplies and services budgets to reflect contractual obligations or known increases in these areas. These budgets have been reviewed on a line-by-line basis, and inflation has not been applied where not deemed necessary.

KEY:	
↑	Positive impact on MTFP (i.e. increased income, or reduction in pressure)
↓	Negative impact on MTFP (i.e. decrease in income, or increase in pressure)

2. SIGNIFICANT VARIATIONS

↓	£1.423M

When compared to the 2022/2023 base budget, the 2023/2024 base budget shows an increase of £1.423m, excluding use of and contribution to Earmarked Reserves. The significant variances to the 2022/2023 base budget are detailed below:

2.1 Inflation

↓	£0.329M

The inflationary increases applied (see paragraph 1.8) have resulted in an increase in base budgets for 2023/2024 of £0.329m.

Category	Inflation 2023/24 £
Supplies and Services	185,100
Buildings	125,000
Transport	13,800
Employees	5,300
	329,200

2.2 Fees and Charges

↑	£0.001M

The Corporate Policy and Resources Committee meeting held on the 10th of November 2022 considered the proposed Fees and Charges and recommended them to Council for approval. The review resulted in an increase in income budgets of £0.001m for services within this Committee against the previous estimate for 2023/2024.

2.3 Grounds Maintenance

↑	£0.023M

The expenditure budgets within this committee for Grounds Maintenance have reduced by £0.023m. The reduced costs are due to the economies of scale, as Glendale Countryside Services secured all tendered lots in the Lincolnshire framework – North Kesteven, East Lindsey, West Lindsey, Rest of Lincolnshire. Glendale also have secure compounds in or close to each of the districts reducing travelling time and fuel costs and many employees are from the local areas. In addition, as the framework is open to parish/town councils Glendale is also undertaking grounds maintenance for Torksey and Northorpe Parish Councils and Gainsborough Town Council.

The current contract is in place for 4 years (12.01.22 to 31.01.26), and the total reduction in budgets across both Committees is £0.078m.

2.4 **Audit**

↓	£0.069M

External Audit - Public Sector Audit Appointments (PSAA) announced in October 2022 the outcome of their procurement for audit services from 2023/2024. In summary they have offered contracts to six suppliers. They are to retain the services of three existing suppliers, Grant Thornton, Mazars and Ernst & Young, welcome former supplier KPMG back to the market, and are to be entering into contracts with two new suppliers, Bishop Fleming and Azets Audit Services.

The bid prices that were received in this procurement reflect a significant increase compared to previous procurement in 2017. At this stage, their advice is to anticipate a major re-set of total fees for 2023/2024 involving an increase of 150% on the total fees for 2022/2023. The actual total fees will depend on the amount of work required. For West Lindsey District Council, this is an increase in budget of £0.069m.

They appreciate that the extent of this increase in audit fees will pose a significant funding challenge for local bodies already facing a daunting range of financial pressures and they have raised this with the Department for Levelling Up, Housing and Communities (DLUHC) for consideration.

2.5 **Corporate Finance**

↓	£0.366M

2.5.1 **Insurance –** The cost of the insurance premium contracts have increased by £0.024m following a new contract tender exercise. The contract has been awarded to multiple suppliers to cover the different elements of insurance cover required, and is effective for three years from the 31st of May 2022, with an option to extend for a further two years.

2.5.2 **Pay Award Contingency -** The salary costs included in this report are based on an estimated 2% increase each year from 2023/2024. Ongoing pay award negotiations indicate there is a risk that the 2023/2024 pay award may be higher than the 2% applied. To mitigate this risk, a contingency budget of £0.2m has been set aside, which allows for a further 2% increase (total 4%).

2.5.3 **Commercial Contingency -** A Commercial Contingency budget was built into the base budget from 2019/2020 onwards, to mitigate several commercial risks, including investment properties and demand led service generated income. This budget has been restored to the original value of £0.2m, with an increase of £0.027m in 2023/2024 only.

2.5.4 **Business Planning Budget –** the budget to support projects within business plans has been increased to £0.2m, with an increase of £0.114m in 2023/2024 only. This budget was created to allow for a quick response in releasing revenue budgets to support services in the delivery of their approved business plan when the value required is below £0.050m.

2.6 **Investment Properties**

↑	£0.088M

Investment property rental income has been increased by £0.088m to reflect contractual rent increases across the current portfolio and tenants.

The gross yield against acquisition costs is forecast at 7.19%.

2.7 **Housing Benefit Admin**

↓	£0.011M

Housing Benefit administration grant is expected to decrease by £0.011m, as confirmed in the provisional allocation letter from the Department for Works and Pensions (DWP) dated 21 December 2022.

2.8 **Housing Benefit Payments**

↓	£0.068M

Net Housing Subsidy has reduced by £0.068m. In the main this is due to costs incurred above what we can claim back from the DWP for Emergency accommodation charges (B&B) plus a 60% loss of subsidy on Housing Benefit overpayments. This pressure is also partly connected to PDP (Payment Deductions Project) overpayments recovered, as we only receive 40% subsidy on overpaid Housing Benefits which creates a big gap between benefits paid out and what we can claim back from the DWP in subsidy each year.

2.9 **Establishment**

↓	£0.635M

Approved changes to the establishment during the year have resulted in a net increase in budget of £0.635m.

The significant movements within the establishment budgets are:

- £0.206 impact of average 6% pay award for 2022/2023
- £0.090m impact of estimated 2% pay award for 2023/2024
- £0.338m reallocation of Director (34% of 4 Directors) and Assistant Director (17% of 2 Assistant Directors) salary budgets from the Prosperous Communities committee.

These budgets were previously allocated across service budgets, however from 2023/2024 they are to be held in one place within Corporate Policy and Resources committee to simplify the monitoring of these budgets during the year. Actual costs will be allocated across the services within each Director/Assistant Directors responsibility at year end to show the total cost of providing that service.

There is a corresponding budget reduction on the Prosperous Communities' service budgets, and this change does not impact on the overall budget position across both Committees.

2.10 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 5 – 8)

The Prosperous Communities Committee considered their draft report at their meeting on the 31st of January 2023. The Business Unit Budgets are attached at **Appendix 7.**

↓	£0.161M

When compared to the 2022/2023 base budget, the 2023/2024 base budget shows an increase of £0.161m, excluding the use of and contribution to Earmarked Reserves. The significant variances to the 2022/2023 base budget are detailed below:

3.1 **Inflation**

↓	£0.279M

The inflationary increases applied (see paragraph 1.8) have resulted in an increase in base budgets for 2023/2024 of £0.279m.

Category	Inflation 2023/24 £
Buildings	127,800
Transport	100,500
Supplies and Services	43,900
Employees	7,200
	279,400

3.2 **Fees and Charges**

↑	£0.016M

The Corporate Policy and Resources Committee meeting held on the 10th of November 2022 considered the Fees and Charges recommended by this Committee and recommended them to Council for approval. The review resulted in an increase in income budgets of £0.006m for services within this Committee against the previous estimate for 2023/2024. This is an increase of £0.016m against the 2022/2023 base budget.

3.3 **Grounds Maintenance**

↑	£0.055M

The expenditure budgets within this committee for Grounds Maintenance have reduced by £0.055m. The reduced costs are due to the economies of scale, as Glendale Countryside Services secured all tendered lots in the Lincolnshire framework – North Kesteven, East Lindsey, West Lindsey, Rest of Lincolnshire. Glendale also have secure compounds in or close to each of the districts reducing travelling time and fuel costs and many employees are from the local areas. In addition, as the framework is open to parish/town councils Glendale is also undertaking grounds maintenance for Torksey and Northorpe Parish Councils and Gainsborough Town Council. The current contract is in place for 4 years (12.01.22 to 31.01.26), and the total reduction in budgets across all services is £0.078m.

3.4 **Commercial Waste Service**

↑	£0.020M

Commercial income has increased by £0.02m to reflect customer numbers and forecast service charges for 2023/2024.

3.5 **Crematorium**

↓	£0.048M

The net cost of the service has increased by £0.048m to reflect the anticipated level of demand and service operational costs.

The revised business plan for the Crematorium (covering the years 2022/2023 to 2026/2027) was approved by Corporate Policy and Resources Committee on the 28th of July 2022.

3.6 **Development Management**

↑	£0.061M

Planning fee income has been re-profiled to reflect the Local Plan cycle, with an increase in budgeted income for 2023/2024 of £0.045m. Miscellaneous income has also increased by £0.016m.

3.7 **Leisure**

↑	0.025M

The leisure management contract income budget has increased by £0.025m in 2023/2024 to reflect the contractual agreement.

3.8 **Markets**

↑	0.026M

Expenditure budgets have reduced for a project delivery budget which was for 2022/2023 only.

3.9 **Neighbourhood Planning**

↑	0.054M

The Neighbourhood Planning Grant, which offsets the employee costs within the service, was previously held within the Government Grants area of Corporate Policy and Resources budgets. The grant has been allocated to the service from 2023/2024 in compliance with grant accounting guidance.

3.10 **Parking Services**

↓	£0.039M

3.10.1 Car Parking Permits - The switch to increased home based working during and following the pandemic saw a drastic reduction in the sale of car parking permits. The reduction in parking permit sales is not expected to increase to pre-pandemic levels. The continued reduction in demand is forecast to create a £0.049m pressure on the MTFP from 2023/2024.

3.10.2 The cancellation of the lease of a section of Tesco Car Park in Gainsborough has resulted in a saving of £0.01m pa.

3.11 **Property – Industrial Estates.**

↑	£0.013M

All industrial units are fully occupied with lease agreement in place. The forecast income budget for 2023/2024 has increased by £0.013m.

3.12 **Safer Communities – CCTV**

↓	£0.016M

3.12.1 CCTV commercial income - has been reduced by £0.008m to reflect the current service agreements which are in place. Two customers have cancelled the service during the year (leaving four agreements in place), as lower cost alternatives are available.

3.12.2 CCTV repairs and maintenance contract - has increased by £0.008m following a new contract tender exercise. The contract is in place for 5 years (from 2022/2023 to 2026/2027).

3.13 **Establishment**

↓ £0.053M

Approved changes to the establishment during the year have resulted in a net increase in budget of £0.053m.

The significant movements within the establishment budgets are:

- £0.257m impact of average 6% pay award for 2022/2023
- £0.134m impact of estimated 2% pay award for 2023/2024
- (£0.338m) reallocation of Director (34% of 4 Directors) and Assistant Director (17% of 2 Assistant Directors) salary budgets into the Corporate Policy and Resources committee.

  These budgets were previously allocated across service budgets, however from 2023/2024 they are to be held in one place within Corporate Policy and Resources committee to simplify the monitoring of these budgets during the year. Actual costs will be allocated across the services within each Director/Assistant Directors responsibility at year end to show the total cost of providing that service.

  There is a corresponding pressure on the Corporate Policy and Resources' service budgets, and this change does not impact on the overall budget position across both Committees.

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

4. Budget Consultation

To undertake the Budget Consultation, we used multiple routes to consult with our stakeholders.

The consultation was undertaken using an online survey, a paper survey, through stalls within the Markets at Market towns and face to face events within the district.

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.
- Provide some feedback following the recent Council motion to consider supporting residents in this time of increased inflation.

This consultation took place between the 15th of August and the 3rd of October 2022 and had 680 responses in total. The responses came through a mixture of routes which included 342 through electronic means, 205 through postal means and 133 through events. This is the biggest response we have seen to our budget consultation, other than during the first lockdown in 2020 when 708 respondents took part.

5. Recommendations

5.1 That Members accept the Corporate Policy and Resources Committee budget 2023/2024 and **recommend to Council** for inclusion in the overall Council budget 2023/2024 with any minor changes delegated to the Chief Financial Officer.

5.2 That Members accept the Prosperous Communities Committee Budget 2023/2024 and **recommend to Council** for inclusion in the overall Council budget for 2023/2024.

5.3 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.

5.4 That Members **recommend to Council** the 2024/2025 to 2027/2028 estimates for both this Committee and those of Prosperous Communities Committee for inclusion in the Medium Term Financial Plan 2023/2024 to 2027/2028 (as amended by any decisions taken on this agenda).

APPENDIX 1

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

Corporate Policy & Resources	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(2,845,400)	(2,884,200)	(3,091,200)	(3,092,500)	(3,133,700)	(3,224,300)
Taxation and Government Grant	(13,869,300)	(13,449,800)	(13,289,500)	(13,354,600)	(13,356,400)	(13,357,700)
Total Income	**(16,714,700)**	**(16,334,000)**	**(16,380,700)**	**(16,447,100)**	**(16,490,100)**	**(16,582,000)**
Expenditure						
Benefit & Transfer Payments	13,931,400	13,564,800	13,404,500	13,404,500	13,404,500	13,404,500
Buildings	425,100	606,800	608,100	634,600	661,000	723,700
Employees	5,621,200	6,617,700	6,669,300	6,746,300	6,923,500	7,092,800
Supplies & Services	2,248,700	2,693,300	2,438,700	2,456,400	2,484,900	2,622,800
Transport	17,900	6,900	6,900	6,900	6,900	6,900
Total Expenditure	**22,244,300**	**23,489,500**	**23,127,500**	**23,248,700**	**23,480,800**	**23,850,700**
Net Total	**5,529,600**	**7,155,500**	**6,746,800**	**6,801,600**	**6,990,700**	**7,268,700**

APPENDIX 2

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

Cluster and Business Unit	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Our People	**271,900**	**364,500**	**378,700**	**389,800**	**405,700**	**418,900**
Benefits	271,900	364,500	378,700	389,800	405,700	418,900
Our Place	**26,200**	**64,500**	**72,300**	**83,300**	**92,000**	**103,800**
Emergency Planning	33,400	23,000	23,400	23,800	24,200	24,600
Property - Industrial Estates	(174,700)	(163,600)	(162,000)	(160,500)	(158,800)	(157,000)
Property - Operational	158,200	194,700	200,700	210,000	216,600	225,400
Street Naming and Numbering	9,300	10,400	10,200	10,000	10,000	10,800
Our Council	**6,702,300**	**8,303,200**	**7,871,900**	**7,904,000**	**8,107,700**	**8,451,000**
Audit	96,300	183,400	185,300	187,300	189,400	189,400
Change Management	359,100	391,500	385,200	353,900	368,800	379,700
Communications	235,000	210,000	182,400	186,400	191,900	196,200
Corporate Finance	383,900	735,900	396,200	399,000	398,000	391,200
Customer Services	630,600	633,000	649,000	663,100	683,400	698,800
Debtors	65,700	64,000	66,300	68,400	70,000	71,100
Democratic Representation	631,800	617,700	622,400	635,500	649,600	672,700
Elections	183,400	338,300	191,100	194,000	198,100	362,600
Financial Services	726,700	813,800	809,300	843,000	845,000	859,300
Fraud	5,700	3,000	6,000	3,000	6,300	3,000
Governance & Legal Compliance	282,700	985,700	1,018,800	1,054,300	1,084,000	1,106,900
Human Resources	572,300	553,600	563,200	572,600	586,000	597,200
ICT Infrastructure	389,800	443,300	453,100	465,100	505,800	514,100
Local Taxation	398,300	472,800	463,800	477,700	493,900	506,700
Policy, Strategy and Environment	198,500	215,100	219,400	104,800	109,800	113,500
Property - Administrative	82,300	165,500	174,000	194,300	214,700	236,200
Property - Miscellaneous Property	2,100	33,800	34,200	34,500	35,000	35,600
Property Services	420,500	408,300	426,400	463,800	475,400	485,100
Support Services	190,000	174,900	179,900	186,500	193,400	198,100
Systems Development	847,600	859,600	845,900	816,800	809,200	833,600
Investment Income - Property Portfolio	**(1,470,800)**	**(1,576,700)**	**(1,576,100)**	**(1,575,500)**	**(1,614,700)**	**(1,705,000)**
Investment Properties	(1,470,800)	(1,576,700)	(1,576,100)	(1,575,500)	(1,614,700)	(1,705,000)
Grand Total	**5,529,600**	**7,155,500**	**6,746,800**	**6,801,600**	**6,990,700**	**7,268,700**

APPENDIX 3

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Audit	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Supplies & Services	96,300	183,400	185,300	187,300	189,400	189,400
Total Expenditure	**96,300**	**183,400**	**185,300**	**187,300**	**189,400**	**189,400**
Net Total	**96,300**	**183,400**	**185,300**	**187,300**	**189,400**	**189,400**

Benefits	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(418,000)	(376,300)	(372,900)	(372,900)	(372,900)	(372,900)
Taxation and Government Grant	(13,764,300)	(13,184,500)	(13,184,500)	(13,184,500)	(13,184,500)	(13,184,500)
Total Income	**(14,182,300)**	**(13,560,800)**	**(13,557,400)**	**(13,557,400)**	**(13,557,400)**	**(13,557,400)**
Expenditure						
Benefit & Transfer Payments	13,931,400	13,388,500	13,388,500	13,388,500	13,388,500	13,388,500
Employees	468,700	485,100	495,700	506,600	522,300	535,500
Supplies & Services	53,700	51,500	51,700	51,900	52,100	52,100
Transport	400	200	200	200	200	200
Total Expenditure	**14,454,200**	**13,925,300**	**13,936,100**	**13,947,200**	**13,963,100**	**13,976,300**
Net Total	**271,900**	**364,500**	**378,700**	**389,800**	**405,700**	**418,900**

Change Management	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	337,600	372,700	369,500	338,000	352,700	363,600
Supplies & Services	21,000	18,600	15,500	15,700	15,900	15,900
Transport	500	200	200	200	200	200
Total Expenditure	**359,100**	**391,500**	**385,200**	**353,900**	**368,800**	**379,700**
Net Total	**359,100**	**391,500**	**385,200**	**353,900**	**368,800**	**379,700**

Communications	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	222,000	198,500	170,900	174,900	180,400	184,700
Supplies & Services	12,900	11,500	11,500	11,500	11,500	11,500
Transport	100	0	0	0	0	0
Total Expenditure	**235,000**	**210,000**	**182,400**	**186,400**	**191,900**	**196,200**
Net Total	**235,000**	**210,000**	**182,400**	**186,400**	**191,900**	**196,200**

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Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Community Environment	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	0	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Total Income	**0**	**(1,200)**	**(1,200)**	**(1,200)**	**(1,200)**	**(1,200)**
Expenditure						
Supplies & Services	0	19,700	20,000	20,300	20,700	20,700
Total Expenditure	**0**	**19,700**	**20,000**	**20,300**	**20,700**	**20,700**
Net Total	**0**	**18,500**	**18,800**	**19,100**	**19,500**	**19,500**

Corporate Finance	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(17,000)	0	(200,000)	(200,000)	(200,000)	(200,000)
Total Income	**(17,000)**	**0**	**(200,000)**	**(200,000)**	**(200,000)**	**(200,000)**
Expenditure						
Employees	(65,100)	108,400	100,400	94,900	86,700	79,900
Supplies & Services	466,000	627,500	495,800	504,100	511,300	511,300
Total Expenditure	**400,900**	**735,900**	**596,200**	**599,000**	**598,000**	**591,200**
Net Total	**383,900**	**735,900**	**396,200**	**399,000**	**398,000**	**391,200**

Customer Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(58,300)	(58,300)	(58,300)	(58,300)	(58,300)	(58,300)
Total Income	**(58,300)**	**(58,300)**	**(58,300)**	**(58,300)**	**(58,300)**	**(58,300)**
Expenditure						
Employees	569,800	595,800	611,800	625,900	646,200	661,600
Supplies & Services	116,900	95,300	95,300	95,300	95,300	95,300
Transport	2,200	200	200	200	200	200
Total Expenditure	**688,900**	**691,300**	**707,300**	**721,400**	**741,700**	**757,100**
Net Total	**630,600**	**633,000**	**649,000**	**663,100**	**683,400**	**698,800**

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Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Debtors	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(800)	(1,200)	(1,200)	(1,200)	(1,200)	(1,200)
Total Income	**(800)**	**(1,200)**	**(1,200)**	**(1,200)**	**(1,200)**	**(1,200)**
Expenditure						
Employees	42,800	40,300	42,300	44,100	45,400	46,500
Supplies & Services	23,700	24,900	25,200	25,500	25,800	25,800
Total Expenditure	**66,500**	**65,200**	**67,500**	**69,600**	**71,200**	**72,300**
Net Total	**65,700**	**64,000**	**66,300**	**68,400**	**70,000**	**71,100**

Democratic Representation	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(7,500)	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
Total Income	**(7,500)**	**(8,100)**	**(8,100)**	**(8,100)**	**(8,100)**	**(8,100)**
Expenditure						
Employees	587,800	574,000	578,200	590,800	604,400	627,500
Supplies & Services	42,900	48,500	49,000	49,500	50,000	50,000
Transport	8,600	3,300	3,300	3,300	3,300	3,300
Total Expenditure	**639,300**	**625,800**	**630,500**	**643,600**	**657,700**	**680,800**
Net Total	**631,800**	**617,700**	**622,400**	**635,500**	**649,600**	**672,700**

Elections	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Total Income	**(1,500)**	**(1,500)**	**(1,500)**	**(1,500)**	**(1,500)**	**(1,500)**
Expenditure						
Buildings	100	20,000	0	0	0	30,000
Employees	121,100	121,600	124,200	126,900	130,800	135,300
Supplies & Services	63,400	198,100	68,300	68,500	68,700	198,700
Transport	300	100	100	100	100	100
Total Expenditure	**184,900**	**339,800**	**192,600**	**195,500**	**199,600**	**364,100**
Net Total	**183,400**	**338,300**	**191,100**	**194,000**	**198,100**	**362,600**

Emergency Planning	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	11,400	0	0	0	0	0
Supplies & Services	22,000	23,000	23,400	23,800	24,200	24,600
Total Expenditure	**33,400**	**23,000**	**23,400**	**23,800**	**24,200**	**24,600**
Net Total	**33,400**	**23,000**	**23,400**	**23,800**	**24,200**	**24,600**

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The following tables detail Business Unit Income and Expenditure Budgets

Financial Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(19,400)	(12,200)	(12,500)	(12,800)	(13,200)	(13,200)
Total Income	**(19,400)**	**(12,200)**	**(12,500)**	**(12,800)**	**(13,200)**	**(13,200)**
Expenditure						
Buildings	600	0	0	0	0	0
Employees	591,600	650,100	673,800	705,700	705,900	720,200
Supplies & Services	151,900	175,900	148,000	150,100	152,300	152,300
Transport	2,000	0	0	0	0	0
Total Expenditure	**746,100**	**826,000**	**821,800**	**855,800**	**858,200**	**872,500**
Net Total	**726,700**	**813,800**	**809,300**	**843,000**	**845,000**	**859,300**

Fraud	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Supplies & Services	5,700	3,000	6,000	3,000	6,300	3,000
Total Expenditure	**5,700**	**3,000**	**6,000**	**3,000**	**6,300**	**3,000**
Net Total	**5,700**	**3,000**	**6,000**	**3,000**	**6,300**	**3,000**

Governance & Legal Compliance	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(21,700)	(25,300)	(25,300)	(25,300)	(25,300)	(25,300)
Total Income	**(21,700)**	**(25,300)**	**(25,300)**	**(25,300)**	**(25,300)**	**(25,300)**
Expenditure						
Buildings	400	0	0	0	0	0
Employees	262,200	958,800	991,900	1,027,400	1,057,100	1,080,000
Supplies & Services	39,100	50,800	50,800	50,800	50,800	50,800
Transport	2,700	1,400	1,400	1,400	1,400	1,400
Total Expenditure	**304,400**	**1,011,000**	**1,044,100**	**1,079,600**	**1,109,300**	**1,132,200**
Net Total	**282,700**	**985,700**	**1,018,800**	**1,054,300**	**1,084,000**	**1,106,900**

Human Resources	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	527,600	497,100	506,500	515,700	528,900	540,100
Supplies & Services	44,500	56,400	56,600	56,800	57,000	57,000
Transport	200	100	100	100	100	100
Total Expenditure	**572,300**	**553,600**	**563,200**	**572,600**	**586,000**	**597,200**
Net Total	**572,300**	**553,600**	**563,200**	**572,600**	**586,000**	**597,200**

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Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

ICT Infrastructure	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(600)	(600)	(600)	(600)	(600)	(600)
Total Income	**(600)**	**(600)**	**(600)**	**(600)**	**(600)**	**(600)**
Expenditure						
Buildings	1,200	1,000	1,000	1,000	1,000	1,000
Employees	147,500	151,100	154,300	157,500	162,200	166,100
Supplies & Services	241,600	291,700	298,300	307,100	343,100	347,500
Transport	100	100	100	100	100	100
Total Expenditure	**390,400**	**443,900**	**453,700**	**465,700**	**506,400**	**514,700**
Net Total	**389,800**	**443,300**	**453,100**	**465,100**	**505,800**	**514,100**

Investment Properties	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(1,530,300)	(1,615,000)	(1,615,000)	(1,615,000)	(1,654,800)	(1,745,400)
Total Income	**(1,530,300)**	**(1,615,000)**	**(1,615,000)**	**(1,615,000)**	**(1,654,800)**	**(1,745,400)**
Expenditure						
Buildings	20,800	17,800	17,800	17,800	17,800	17,800
Employees	35,600	17,900	18,500	19,100	19,700	20,000
Supplies & Services	3,100	2,600	2,600	2,600	2,600	2,600
Total Expenditure	**59,500**	**38,300**	**38,900**	**39,500**	**40,100**	**40,400**
Net Total	**(1,470,800)**	**(1,576,700)**	**(1,576,100)**	**(1,575,500)**	**(1,614,700)**	**(1,705,000)**

Local Taxation	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)
Taxation and Government Grant	(105,000)	(265,300)	(105,000)	(105,000)	(105,000)	(105,000)
Total Income	**(269,000)**	**(429,300)**	**(269,000)**	**(269,000)**	**(269,000)**	**(269,000)**
Expenditure						
Benefit & Transfer Payments	0	176,300	16,000	16,000	16,000	16,000
Employees	446,500	494,500	483,800	496,000	510,400	523,200
Supplies & Services	220,600	231,100	232,800	234,500	236,300	236,300
Transport	200	200	200	200	200	200
Total Expenditure	**667,300**	**902,100**	**732,800**	**746,700**	**762,900**	**775,700**
Net Total	**398,300**	**472,800**	**463,800**	**477,700**	**493,900**	**506,700**

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Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Policy, Strategy and Environment	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Taxation and Government Grant	0	0	0	(65,100)	(66,900)	(68,200)
Total Income	**0**	**0**	**0**	**(65,100)**	**(66,900)**	**(68,200)**
Expenditure						
Employees	195,400	212,600	216,900	167,400	174,200	179,200
Supplies & Services	3,100	2,000	2,000	2,000	2,000	2,000
Transport	0	500	500	500	500	500
Total Expenditure	**198,500**	**215,100**	**219,400**	**169,900**	**176,700**	**181,700**
Net Total	**198,500**	**215,100**	**219,400**	**104,800**	**109,800**	**113,500**

Property - Administrative	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(315,200)	(319,800)	(329,100)	(329,100)	(329,100)	(329,100)
Total Income	**(315,200)**	**(319,800)**	**(329,100)**	**(329,100)**	**(329,100)**	**(329,100)**
Expenditure						
Buildings	241,800	337,200	352,000	369,200	387,800	409,300
Supplies & Services	155,700	148,100	151,100	154,200	156,000	156,000
Total Expenditure	**397,500**	**485,300**	**503,100**	**523,400**	**543,800**	**565,300**
Net Total	**82,300**	**165,500**	**174,000**	**194,300**	**214,700**	**236,200**

Property - Industrial Estates	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(218,700)	(227,400)	(227,400)	(227,400)	(227,400)	(227,400)
Total Income	**(218,700)**	**(227,400)**	**(227,400)**	**(227,400)**	**(227,400)**	**(227,400)**
Expenditure						
Buildings	29,400	46,900	48,300	49,500	51,100	52,900
Supplies & Services	14,600	16,900	17,100	17,400	17,500	17,500
Total Expenditure	**44,000**	**63,800**	**65,400**	**66,900**	**68,600**	**70,400**
Net Total	**(174,700)**	**(163,600)**	**(162,000)**	**(160,500)**	**(158,800)**	**(157,000)**

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The following tables detail Business Unit Income and Expenditure Budgets

Property - Miscellaneous Property	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(18,500)	(800)	(800)	(800)	(800)	(800)
Total Income	**(18,500)**	**(800)**	**(800)**	**(800)**	**(800)**	**(800)**
Expenditure						
Buildings	19,800	33,600	34,000	34,300	34,800	35,400
Supplies & Services	800	1,000	1,000	1,000	1,000	1,000
Total Expenditure	**20,600**	**34,600**	**35,000**	**35,300**	**35,800**	**36,400**
Net Total	**2,100**	**33,800**	**34,200**	**34,500**	**35,000**	**35,600**

Property - Operational	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Buildings	110,300	149,600	154,300	162,100	167,800	176,600
Supplies & Services	47,900	45,100	46,400	47,900	48,800	48,800
Total Expenditure	**158,200**	**194,700**	**200,700**	**210,000**	**216,600**	**225,400**
Net Total	**158,200**	**194,700**	**200,700**	**210,000**	**216,600**	**225,400**

Property Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	0	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
Total Income	**0**	**(17,000)**	**(17,000)**	**(17,000)**	**(17,000)**	**(17,000)**
Expenditure						
Buildings	700	700	700	700	700	700
Employees	337,900	344,000	362,100	399,500	411,100	420,800
Supplies & Services	81,800	80,400	80,400	80,400	80,400	80,400
Transport	100	200	200	200	200	200
Total Expenditure	**420,500**	**425,300**	**443,400**	**480,800**	**492,400**	**502,100**
Net Total	**420,500**	**408,300**	**426,400**	**463,800**	**475,400**	**485,100**

Street Naming and Numbering	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(29,900)	(31,500)	(32,300)	(33,300)	(34,300)	(34,300)
Total Income	**(29,900)**	**(31,500)**	**(32,300)**	**(33,300)**	**(34,300)**	**(34,300)**
Expenditure						
Employees	28,100	30,000	30,600	31,400	32,400	33,200
Supplies & Services	11,100	11,900	11,900	11,900	11,900	11,900
Total Expenditure	**39,200**	**41,900**	**42,500**	**43,300**	**44,300**	**45,100**
Net Total	**9,300**	**10,400**	**10,200**	**10,000**	**10,000**	**10,800**

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The following tables detail Business Unit Income and Expenditure Budgets

Support Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	177,000	172,800	177,800	184,400	191,300	196,000
Supplies & Services	12,800	1,800	1,800	1,800	1,800	1,800
Transport	200	300	300	300	300	300
Total Expenditure	**190,000**	**174,900**	**179,900**	**186,500**	**193,400**	**198,100**
Net Total	**190,000**	**174,900**	**179,900**	**186,500**	**193,400**	**198,100**

Systems Development	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(24,000)	(25,200)	(25,200)	(25,200)	(25,200)	(25,200)
Total Income	**(24,000)**	**(25,200)**	**(25,200)**	**(25,200)**	**(25,200)**	**(25,200)**
Expenditure						
Employees	575,700	592,400	560,100	540,100	561,400	579,400
Supplies & Services	295,600	292,300	310,900	301,800	272,900	279,300
Transport	300	100	100	100	100	100
Total Expenditure	**871,600**	**884,800**	**871,100**	**842,000**	**834,400**	**858,800**
Net Total	**847,600**	**859,600**	**845,900**	**816,800**	**809,200**	**833,600**

APPENDIX 4

CORPORATE POLICY AND RESOURCES COMMITTEE
SUMMARY OF BUDGET MOVEMENT FROM 2022/2023 TO 2023/2024
(Excluding Capital Charges and Recharges)

		£
Base Budget 2022/2023		**5,529,600**
Increase in use of Reserves		217,800
Increase in Contribution to Reserves		(15,000)
Pressures		
Establishment (including pension deficit)	↓	635,000
Inflation	↓	329,200
Audit - External Audit Contract	↓	68,500
Corporate Finance - Insurance Contract	↓	24,400
Income Loss		
Housing Benefits Net Subsidy	↓	67,500
Housing Benefits Administration Grant	↓	11,100
Income Gain		
Fees and Charges Review	↑	(1,300)
Investment Property Rental Income	↑	(88,200)
Savings		
Grounds Maintenance contract	↑	(23,000)
Contingency Budgets		
Corporate Finance - 2023/2024 Pay Award Contingency	↓	200,000
Corporate Finance - Business Planning Budget	↓	114,000
Corporate Finance - Commercial Contingency	↓	27,400
Small budget variations and movements between Committees	↑	58,500
Proposed Budget 2023/2024		**7,155,500**

Total Increase / (Decrease) in Base Budget	**1,625,900**

APPENDIX 5

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

Prosperous Communities	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(5,118,900)	(5,298,100)	(5,440,900)	(4,960,900)	(5,070,400)	(5,094,400)
Taxation and Government Grant	(462,000)	(626,800)	(548,600)	(493,400)	(502,300)	(507,200)
Total Income	**(5,580,900)**	**(5,924,900)**	**(5,989,500)**	**(5,454,300)**	**(5,572,700)**	**(5,601,600)**
Expenditure						
Benefit & Transfer Payments	93,800	14,500	14,500	14,500	14,500	14,500
Buildings	551,500	603,500	625,700	640,300	660,200	673,200
Employees	7,281,800	7,624,100	7,604,600	7,254,400	7,464,600	7,656,400
Supplies & Services	1,821,800	1,850,900	1,866,000	1,722,400	1,730,000	1,698,500
Transport	855,100	981,100	981,700	981,700	981,700	981,700
Total Expenditure	**10,604,000**	**11,074,100**	**11,092,500**	**10,613,300**	**10,851,000**	**11,024,300**
Net Total	**5,023,100**	**5,149,200**	**5,103,000**	**5,159,000**	**5,278,300**	**5,422,700**

APPENDIX 6

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

Cluster and Business Unit	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Our People	**1,459,800**	**1,253,900**	**1,209,100**	**1,299,700**	**1,324,900**	**1,344,400**
Community Action	280,400	334,500	355,800	342,100	330,500	338,600
Community Support	285,800	217,700	218,000	218,300	218,700	182,700
Culture and Theatres	140,400	210,100	219,500	229,800	240,400	250,300
Homelessness	458,800	396,400	363,200	371,000	381,300	390,700
Homes, Health and Wellbeing	44,000	38,000	38,300	39,000	39,900	40,700
Housing Standards	251,900	178,700	206,600	192,500	202,500	234,900
Leisure	(95,600)	(161,200)	(234,500)	(234,400)	(234,300)	(234,200)
Parks & Open Spaces	124,800	67,500	67,500	67,500	67,500	57,500
Safeguarding	500	0	0	0	0	0
Safer Communities - Parish Lighting	58,200	66,000	69,800	73,900	78,400	83,200
Wellbeing Lincs	(89,400)	(93,800)	(95,100)	0	0	0
Our Place	**4,197,500**	**4,413,100**	**4,459,700**	**4,466,900**	**4,580,400**	**4,665,300**
Building Control	91,900	118,300	125,900	132,300	142,700	150,900
Business Support	11,900	13,300	13,300	13,300	13,300	13,300
Cemeteries	66,800	65,100	69,400	65,800	66,200	66,700
Commercial Services	127,200	116,700	119,100	121,500	125,100	127,900
Community Environment	59,700	59,800	59,900	60,000	60,100	60,100
Community Safety	105,500	144,900	147,700	150,400	154,400	157,400
Development Management	205,500	91,800	50,200	32,500	13,900	(11,400)
Economic Development	221,200	274,700	282,900	290,400	303,600	312,600
Environmental Protection	183,500	166,100	185,300	185,200	191,900	196,600
Food Safety	229,200	243,000	249,500	254,300	261,800	267,800
Housing	68,900	64,200	65,400	66,600	68,500	69,900
Licensing	(500)	(2,300)	(1,100)	300	5,500	8,500
Lincolnshire Show	7,000	7,700	7,700	7,700	7,700	7,700
Markets	119,400	67,000	68,500	56,200	57,500	58,900
Neighbourhood Planning	49,700	4,300	4,400	4,400	4,600	4,900
Parking Services	(115,100)	(64,900)	(71,500)	(98,900)	(95,600)	(92,100)
Planning Enforcement	108,100	113,900	119,100	122,600	127,500	130,200
Planning Policy	122,200	211,000	214,600	217,000	220,500	223,300
Property - Houses	4,600	(1,200)	(1,100)	(900)	(900)	(800)
Property - Industrial Estates	(19,500)	(37,000)	(37,000)	(37,000)	(37,000)	(37,000)
Safer Communities - CCTV	90,200	130,200	133,400	136,400	141,300	145,400
Street Cleansing	637,800	712,700	724,700	737,900	755,400	771,100
Visitor Economy	52,900	55,300	55,900	56,900	58,400	59,500
Waste Management	1,769,400	1,858,500	1,873,500	1,892,000	1,934,000	1,973,900
Our Council	**(634,200)**	**(517,800)**	**(565,800)**	**(607,600)**	**(627,000)**	**(587,000)**
Commercial Waste Service	(235,400)	(255,600)	(272,400)	(290,000)	(308,300)	(303,300)
Crematorium	(222,700)	(163,700)	(178,600)	(198,500)	(216,200)	(202,400)
Land Charges	58,700	46,700	34,700	35,200	37,000	40,300
Property - Miscellaneous Property	4,100	7,500	7,800	7,900	8,000	8,100
Waste Management - Chargeable Services	(238,900)	(152,700)	(157,300)	(162,200)	(147,500)	(129,700)
Grand Total	**5,023,100**	**5,149,200**	**5,103,000**	**5,159,000**	**5,278,300**	**5,422,700**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(237,100)	(237,100)	(237,100)	(237,100)	(237,100)	(237,100)
Total Income	**(237,100)**	**(237,100)**	**(237,100)**	**(237,100)**	**(237,100)**	**(237,100)**
Expenditure						
Buildings	21,500	23,700	23,700	23,700	23,700	23,700
Employees	294,300	321,800	329,400	335,800	346,200	354,400
Supplies & Services	12,200	9,400	9,400	9,400	9,400	9,400
Transport	1,000	500	500	500	500	500
Total Expenditure	**329,000**	**355,400**	**363,000**	**369,400**	**379,800**	**388,000**
Net Total	**91,900**	**118,300**	**125,900**	**132,300**	**142,700**	**150,900**

Business Support	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Supplies & Services	11,900	13,300	13,300	13,300	13,300	13,300
Total Expenditure	**11,900**	**13,300**	**13,300**	**13,300**	**13,300**	**13,300**
Net Total	**11,900**	**13,300**	**13,300**	**13,300**	**13,300**	**13,300**

Cemeteries	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(6,900)	(7,200)	(7,300)	(7,400)	(7,400)	(7,400)
Total Income	**(6,900)**	**(7,200)**	**(7,300)**	**(7,400)**	**(7,400)**	**(7,400)**
Expenditure						
Buildings	63,700	60,800	65,000	61,200	61,400	61,600
Employees	9,500	11,100	11,300	11,600	11,800	12,100
Supplies & Services	500	400	400	400	400	400
Total Expenditure	**73,700**	**72,300**	**76,700**	**73,200**	**73,600**	**74,100**
Net Total	**66,800**	**65,100**	**69,400**	**65,800**	**66,200**	**66,700**

Commercial Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(2,700)	(1,600)	(1,700)	(1,800)	(1,900)	(1,900)
Total Income	**(2,700)**	**(1,600)**	**(1,700)**	**(1,800)**	**(1,900)**	**(1,900)**
Expenditure						
Employees	128,600	117,400	119,900	122,400	126,100	128,900
Supplies & Services	1,300	500	500	500	500	500
Transport	0	400	400	400	400	400
Total Expenditure	**129,900**	**118,300**	**120,800**	**123,300**	**127,000**	**129,800**
Net Total	**127,200**	**116,700**	**119,100**	**121,500**	**125,100**	**127,900**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Commercial Waste Service	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(416,300)	(434,200)	(455,400)	(477,600)	(500,800)	(500,800)
Total Income	**(416,300)**	**(434,200)**	**(455,400)**	**(477,600)**	**(500,800)**	**(500,800)**
Expenditure						
Employees	47,600	50,600	52,000	53,500	55,300	57,100
Supplies & Services	123,900	116,800	119,800	122,900	126,000	129,200
Transport	9,400	11,200	11,200	11,200	11,200	11,200
Total Expenditure	**180,900**	**178,600**	**183,000**	**187,600**	**192,500**	**197,500**
Net Total	**(235,400)**	**(255,600)**	**(272,400)**	**(290,000)**	**(308,300)**	**(303,300)**

Community Action	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(25,200)	(25,400)	(25,400)	(25,400)	(25,400)	(25,400)
Total Income	**(25,200)**	**(25,400)**	**(25,400)**	**(25,400)**	**(25,400)**	**(25,400)**
Expenditure						
Employees	290,800	350,300	371,600	357,900	346,300	354,400
Supplies & Services	14,800	9,600	9,600	9,600	9,600	9,600
Total Expenditure	**305,600**	**359,900**	**381,200**	**367,500**	**355,900**	**364,000**
Net Total	**280,400**	**334,500**	**355,800**	**342,100**	**330,500**	**338,600**

Community Environment	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Supplies & Services	59,700	59,800	59,900	60,000	60,100	60,100
Total Expenditure	**59,700**	**59,800**	**59,900**	**60,000**	**60,100**	**60,100**
Net Total	**59,700**	**59,800**	**59,900**	**60,000**	**60,100**	**60,100**

Community Safety	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
Total Income	**(2,700)**	**(2,700)**	**(2,700)**	**(2,700)**	**(2,700)**	**(2,700)**
Expenditure						
Benefit & Transfer Payments	5,000	14,500	14,500	14,500	14,500	14,500
Employees	95,900	126,200	129,000	131,700	135,700	138,700
Supplies & Services	7,300	6,900	6,900	6,900	6,900	6,900
Total Expenditure	**108,200**	**147,600**	**150,400**	**153,100**	**157,100**	**160,100**
Net Total	**105,500**	**144,900**	**147,700**	**150,400**	**154,400**	**157,400**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Community Support	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(3,400)	(10,100)	(10,600)	(11,100)	(11,600)	(12,100)
Total Income	**(3,400)**	**(10,100)**	**(10,600)**	**(11,100)**	**(11,600)**	**(12,100)**
Expenditure						
Benefit & Transfer Payments	88,800	0	0	0	0	0
Supplies & Services	200,400	227,800	228,600	229,400	230,300	194,800
Total Expenditure	**289,200**	**227,800**	**228,600**	**229,400**	**230,300**	**194,800**
Net Total	**285,800**	**217,700**	**218,000**	**218,300**	**218,700**	**182,700**

Crematorium	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(604,300)	(601,500)	(629,600)	(660,800)	(693,400)	(693,400)
Total Income	**(604,300)**	**(601,500)**	**(629,600)**	**(660,800)**	**(693,400)**	**(693,400)**
Expenditure						
Buildings	135,000	189,900	197,500	203,300	212,100	221,200
Employees	158,000	168,900	173,300	176,800	182,300	187,000
Supplies & Services	88,600	79,000	80,200	82,200	82,800	82,800
Total Expenditure	**381,600**	**437,800**	**451,000**	**462,300**	**477,200**	**491,000**
Net Total	**(222,700)**	**(163,700)**	**(178,600)**	**(198,500)**	**(216,200)**	**(202,400)**

Culture and Theatres	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(183,600)	(184,100)	(184,100)	(184,600)	(185,100)	(185,700)
Total Income	**(183,600)**	**(184,100)**	**(184,100)**	**(184,600)**	**(185,100)**	**(185,700)**
Expenditure						
Buildings	38,100	74,500	78,300	83,700	87,500	93,200
Employees	138,200	171,500	176,700	181,600	188,600	193,400
Supplies & Services	147,700	148,200	148,600	149,100	149,400	149,400
Total Expenditure	**324,000**	**394,200**	**403,600**	**414,400**	**425,500**	**436,000**
Net Total	**140,400**	**210,100**	**219,500**	**229,800**	**240,400**	**250,300**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Development Management	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(1,013,900)	(1,074,700)	(1,062,600)	(1,050,600)	(1,098,700)	(1,147,000)
Taxation and Government Grant	(50,000)	(42,400)	(44,500)	(46,700)	(49,400)	(50,300)
Total Income	**(1,063,900)**	**(1,117,100)**	**(1,107,100)**	**(1,097,300)**	**(1,148,100)**	**(1,197,300)**
Expenditure						
Buildings	1,000	1,000	1,000	1,000	1,000	1,000
Employees	1,118,500	1,025,400	1,003,800	976,300	1,008,500	1,032,400
Supplies & Services	148,600	181,700	151,700	151,700	151,700	151,700
Transport	1,300	800	800	800	800	800
Total Expenditure	**1,269,400**	**1,208,900**	**1,157,300**	**1,129,800**	**1,162,000**	**1,185,900**
Net Total	**205,500**	**91,800**	**50,200**	**32,500**	**13,900**	**(11,400)**

Economic Development	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Taxation and Government Grant	(107,100)	(114,800)	(92,600)	(53,600)	(53,000)	(53,000)
Total Income	**(107,100)**	**(114,800)**	**(92,600)**	**(53,600)**	**(53,000)**	**(53,000)**
Expenditure						
Employees	303,500	367,300	351,000	333,000	345,600	354,600
Supplies & Services	23,800	21,700	24,000	10,500	10,500	10,500
Transport	1,000	500	500	500	500	500
Total Expenditure	**328,300**	**389,500**	**375,500**	**344,000**	**356,600**	**365,600**
Net Total	**221,200**	**274,700**	**282,900**	**290,400**	**303,600**	**312,600**

Environmental Protection	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Income	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**	**(10,000)**
Expenditure						
Buildings	500	500	500	500	500	500
Employees	154,000	141,800	156,000	160,900	167,600	172,300
Supplies & Services	38,800	33,600	38,600	33,600	33,600	33,600
Transport	200	200	200	200	200	200
Total Expenditure	**193,500**	**176,100**	**195,300**	**195,200**	**201,900**	**206,600**
Net Total	**183,500**	**166,100**	**185,300**	**185,200**	**191,900**	**196,600**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Food Safety	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(7,000)	(7,100)	(7,300)	(7,400)	(7,400)	(7,400)
Total Income	**(7,000)**	**(7,100)**	**(7,300)**	**(7,400)**	**(7,400)**	**(7,400)**
Expenditure						
Employees	231,500	247,900	254,600	259,500	267,000	273,000
Supplies & Services	4,500	2,000	2,000	2,000	2,000	2,000
Transport	200	200	200	200	200	200
Total Expenditure	**236,200**	**250,100**	**256,800**	**261,700**	**269,200**	**275,200**
Net Total	**229,200**	**243,000**	**249,500**	**254,300**	**261,800**	**267,800**

Homelessness	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)
Taxation and Government Grant	(179,600)	(193,500)	(203,600)	(203,600)	(203,600)	(203,600)
Total Income	**(191,500)**	**(205,400)**	**(215,500)**	**(215,500)**	**(215,500)**	**(215,500)**
Expenditure						
Employees	410,100	344,800	311,600	319,400	329,700	339,100
Supplies & Services	239,900	256,800	266,900	266,900	266,900	266,900
Transport	300	200	200	200	200	200
Total Expenditure	**650,300**	**601,800**	**578,700**	**586,500**	**596,800**	**606,200**
Net Total	**458,800**	**396,400**	**363,200**	**371,000**	**381,300**	**390,700**

Homes, Health and Wellbeing	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Taxation and Government Grant	(119,100)	(125,300)	(129,300)	(133,200)	(138,400)	(141,200)
Total Income	**(119,100)**	**(125,300)**	**(129,300)**	**(133,200)**	**(138,400)**	**(141,200)**
Expenditure						
Employees	141,200	149,500	153,800	158,400	164,500	168,100
Supplies & Services	21,700	13,700	13,700	13,700	13,700	13,700
Transport	200	100	100	100	100	100
Total Expenditure	**163,100**	**163,300**	**167,600**	**172,200**	**178,300**	**181,900**
Net Total	**44,000**	**38,000**	**38,300**	**39,000**	**39,900**	**40,700**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Housing	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Taxation and Government Grant	0	(42,300)	(23,400)	0	0	0
Total Income	**0**	**(42,300)**	**(23,400)**	**0**	**0**	**0**
Expenditure						
Employees	66,300	96,400	78,700	56,500	58,400	59,800
Supplies & Services	2,600	10,100	10,100	10,100	10,100	10,100
Total Expenditure	**68,900**	**106,500**	**88,800**	**66,600**	**68,500**	**69,900**
Net Total	**68,900**	**64,200**	**65,400**	**66,600**	**68,500**	**69,900**

Housing Standards	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(72,000)	(74,900)	(75,900)	(76,900)	(76,900)	(51,500)
Total Income	**(72,000)**	**(74,900)**	**(75,900)**	**(76,900)**	**(76,900)**	**(51,500)**
Expenditure						
Employees	240,200	242,800	251,700	258,600	268,600	275,600
Supplies & Services	83,400	10,100	30,100	10,100	10,100	10,100
Transport	300	700	700	700	700	700
Total Expenditure	**323,900**	**253,600**	**282,500**	**269,400**	**279,400**	**286,400**
Net Total	**251,900**	**178,700**	**206,600**	**192,500**	**202,500**	**234,900**

Land Charges	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(80,400)	(92,800)	(107,400)	(109,600)	(111,700)	(111,700)
Total Income	**(80,400)**	**(92,800)**	**(107,400)**	**(109,600)**	**(111,700)**	**(111,700)**
Expenditure						
Buildings	1,600	0	0	0	0	0
Employees	117,900	119,900	122,500	125,200	129,100	132,400
Supplies & Services	19,500	19,500	19,500	19,500	19,500	19,500
Transport	100	100	100	100	100	100
Total Expenditure	**139,100**	**139,500**	**142,100**	**144,800**	**148,700**	**152,000**
Net Total	**58,700**	**46,700**	**34,700**	**35,200**	**37,000**	**40,300**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Leisure	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(134,200)	(207,800)	(281,400)	(281,400)	(281,400)	(281,400)
Total Income	**(134,200)**	**(207,800)**	**(281,400)**	**(281,400)**	**(281,400)**	**(281,400)**
Expenditure						
Buildings	24,200	38,500	38,800	38,900	39,000	39,100
Employees	6,100	0	0	0	0	0
Supplies & Services	8,200	8,100	8,100	8,100	8,100	8,100
Transport	100	0	0	0	0	0
Total Expenditure	**38,600**	**46,600**	**46,900**	**47,000**	**47,100**	**47,200**
Net Total	**(95,600)**	**(161,200)**	**(234,500)**	**(234,400)**	**(234,300)**	**(234,200)**

Licensing	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(138,400)	(141,300)	(142,700)	(144,100)	(144,100)	(144,100)
Total Income	**(138,400)**	**(141,300)**	**(142,700)**	**(144,100)**	**(144,100)**	**(144,100)**
Expenditure						
Employees	105,100	111,900	114,300	116,900	120,100	122,900
Supplies & Services	32,700	26,900	27,100	27,300	29,300	29,500
Transport	100	200	200	200	200	200
Total Expenditure	**137,900**	**139,000**	**141,600**	**144,400**	**149,600**	**152,600**
Net Total	**(500)**	**(2,300)**	**(1,100)**	**300**	**5,500**	**8,500**

Lincolnshire Show	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Supplies & Services	7,000	7,700	7,700	7,700	7,700	7,700
Total Expenditure	**7,000**	**7,700**	**7,700**	**7,700**	**7,700**	**7,700**
Net Total	**7,000**	**7,700**	**7,700**	**7,700**	**7,700**	**7,700**

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Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Markets	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(36,300)	(37,700)	(39,100)	(40,600)	(42,100)	(42,100)
Total Income	**(36,300)**	**(37,700)**	**(39,100)**	**(40,600)**	**(42,100)**	**(42,100)**
Expenditure						
Buildings	1,300	1,400	1,400	1,700	1,400	1,400
Employees	80,300	54,700	57,000	59,500	62,600	64,000
Supplies & Services	68,200	42,300	42,300	28,700	28,700	28,700
Transport	5,900	6,300	6,900	6,900	6,900	6,900
Total Expenditure	**155,700**	**104,700**	**107,600**	**96,800**	**99,600**	**101,000**
Net Total	**119,400**	**67,000**	**68,500**	**56,200**	**57,500**	**58,900**

Neighbourhood Planning	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Taxation and Government Grant	0	(54,100)	(55,200)	(56,300)	(57,900)	(59,100)
Total Income	**0**	**(54,100)**	**(55,200)**	**(56,300)**	**(57,900)**	**(59,100)**
Expenditure						
Employees	48,800	58,000	59,200	60,300	62,100	63,600
Supplies & Services	900	400	400	400	400	400
Total Expenditure	**49,700**	**58,400**	**59,600**	**60,700**	**62,500**	**64,000**
Net Total	**49,700**	**4,300**	**4,400**	**4,400**	**4,600**	**4,900**

Parking Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(302,100)	(262,600)	(262,600)	(262,600)	(262,600)	(262,600)
Total Income	**(302,100)**	**(262,600)**	**(262,600)**	**(262,600)**	**(262,600)**	**(262,600)**
Expenditure						
Buildings	59,100	56,900	58,900	61,200	63,800	66,600
Employees	58,500	62,500	53,900	24,200	24,900	25,600
Supplies & Services	69,100	78,300	78,300	78,300	78,300	78,300
Transport	300	0	0	0	0	0
Total Expenditure	**187,000**	**197,700**	**191,100**	**163,700**	**167,000**	**170,500**
Net Total	**(115,100)**	**(64,900)**	**(71,500)**	**(98,900)**	**(95,600)**	**(92,100)**

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Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Parks & Open Spaces	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(4,400)	(7,400)	(7,400)	(7,400)	(7,400)	(7,400)
Total Income	**(4,400)**	**(7,400)**	**(7,400)**	**(7,400)**	**(7,400)**	**(7,400)**
Expenditure						
Buildings	117,300	63,000	63,000	63,000	63,000	53,000
Supplies & Services	11,900	11,900	11,900	11,900	11,900	11,900
Total Expenditure	**129,200**	**74,900**	**74,900**	**74,900**	**74,900**	**64,900**
Net Total	**124,800**	**67,500**	**67,500**	**67,500**	**67,500**	**57,500**

Planning Enforcement	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	104,300	111,500	116,700	120,200	125,100	127,800
Supplies & Services	3,600	2,200	2,200	2,200	2,200	2,200
Transport	200	200	200	200	200	200
Total Expenditure	**108,100**	**113,900**	**119,100**	**122,600**	**127,500**	**130,200**
Net Total	**108,100**	**113,900**	**119,100**	**122,600**	**127,500**	**130,200**

Planning Policy	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	22,700	111,300	114,900	117,300	120,800	123,600
Supplies & Services	99,500	99,700	99,700	99,700	99,700	99,700
Total Expenditure	**122,200**	**211,000**	**214,600**	**217,000**	**220,500**	**223,300**
Net Total	**122,200**	**211,000**	**214,600**	**217,000**	**220,500**	**223,300**

Property - Houses	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(11,700)	(11,700)	(11,700)	(11,700)	(11,700)	(11,700)
Total Income	**(11,700)**	**(11,700)**	**(11,700)**	**(11,700)**	**(11,700)**	**(11,700)**
Expenditure						
Buildings	12,800	7,200	7,300	7,500	7,500	7,600
Supplies & Services	3,500	3,300	3,300	3,300	3,300	3,300
Total Expenditure	**16,300**	**10,500**	**10,600**	**10,800**	**10,800**	**10,900**
Net Total	**4,600**	**(1,200)**	**(1,100)**	**(900)**	**(900)**	**(800)**

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Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Property - Industrial Estates	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(31,800)	(44,300)	(44,300)	(44,300)	(44,300)	(44,300)
Total Income	**(31,800)**	**(44,300)**	**(44,300)**	**(44,300)**	**(44,300)**	**(44,300)**
Expenditure						
Buildings	8,700	500	500	500	500	500
Supplies & Services	3,600	6,800	6,800	6,800	6,800	6,800
Total Expenditure	**12,300**	**7,300**	**7,300**	**7,300**	**7,300**	**7,300**
Net Total	**(19,500)**	**(37,000)**	**(37,000)**	**(37,000)**	**(37,000)**	**(37,000)**

Property - Miscellaneous Property	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(3,000)	(3,100)	(3,100)	(3,100)	(3,100)	(3,100)
Total Income	**(3,000)**	**(3,100)**	**(3,100)**	**(3,100)**	**(3,100)**	**(3,100)**
Expenditure						
Buildings	7,100	10,600	10,900	11,000	11,100	11,200
Total Expenditure	**7,100**	**10,600**	**10,900**	**11,000**	**11,100**	**11,200**
Net Total	**4,100**	**7,500**	**7,800**	**7,900**	**8,000**	**8,100**

Safeguarding	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(3,500)	0	0	0	0	0
Taxation and Government Grant	(6,200)	0	0	0	0	0
Total Income	**(9,700)**	**0**	**0**	**0**	**0**	**0**
Expenditure						
Supplies & Services	10,200	0	0	0	0	0
Total Expenditure	**10,200**	**0**	**0**	**0**	**0**	**0**
Net Total	**500**	**0**	**0**	**0**	**0**	**0**

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Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Safer Communities - CCTV	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(20,600)	(12,900)	(12,900)	(12,900)	(12,900)	(12,900)
Taxation and Government Grant	0	(54,400)	0	0	0	0
Total Income	**(20,600)**	**(67,300)**	**(12,900)**	**(12,900)**	**(12,900)**	**(12,900)**
Expenditure						
Buildings	1,100	1,400	1,500	1,600	1,700	1,800
Employees	90,400	165,000	113,000	115,200	119,400	122,800
Supplies & Services	19,300	31,100	31,800	32,500	33,100	33,700
Total Expenditure	**110,800**	**197,500**	**146,300**	**149,300**	**154,200**	**158,300**
Net Total	**90,200**	**130,200**	**133,400**	**136,400**	**141,300**	**145,400**

Safer Communities - Parish Lighting	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	0	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Total Income	**0**	**(2,000)**	**(2,000)**	**(2,000)**	**(2,000)**	**(2,000)**
Expenditure						
Buildings	58,200	68,000	71,800	75,900	80,400	85,200
Total Expenditure	**58,200**	**68,000**	**71,800**	**75,900**	**80,400**	**85,200**
Net Total	**58,200**	**66,000**	**69,800**	**73,900**	**78,400**	**83,200**

Street Cleansing	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(84,300)	(73,200)	(73,800)	(74,400)	(74,400)	(74,400)
Total Income	**(84,300)**	**(73,200)**	**(73,800)**	**(74,400)**	**(74,400)**	**(74,400)**
Expenditure						
Buildings	300	300	300	300	300	300
Employees	517,600	555,100	567,700	581,500	599,000	614,700
Supplies & Services	38,800	44,400	44,400	44,400	44,400	44,400
Transport	165,400	186,100	186,100	186,100	186,100	186,100
Total Expenditure	**722,100**	**785,900**	**798,500**	**812,300**	**829,800**	**845,500**
Net Total	**637,800**	**712,700**	**724,700**	**737,900**	**755,400**	**771,100**

Visitor Economy	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Expenditure						
Employees	40,000	42,800	43,400	44,400	45,900	47,000
Supplies & Services	12,900	12,500	12,500	12,500	12,500	12,500
Total Expenditure	**52,900**	**55,300**	**55,900**	**56,900**	**58,400**	**59,500**
Net Total	**52,900**	**55,300**	**55,900**	**56,900**	**58,400**	**59,500**

APPENDIX 7

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Waste Management	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)	(2,800)
Total Income	**(2,800)**	**(2,800)**	**(2,800)**	**(2,800)**	**(2,800)**	**(2,800)**
Expenditure						
Buildings	0	5,300	5,300	5,300	5,300	5,300
Employees	1,307,400	1,340,400	1,355,400	1,373,900	1,415,900	1,455,800
Supplies & Services	55,100	42,000	42,000	42,000	42,000	42,000
Transport	409,700	473,600	473,600	473,600	473,600	473,600
Total Expenditure	**1,772,200**	**1,861,300**	**1,876,300**	**1,894,800**	**1,936,800**	**1,976,700**
Net Total	**1,769,400**	**1,858,500**	**1,873,500**	**1,892,000**	**1,934,000**	**1,973,900**

Waste Management - Chargeable Services	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(1,191,000)	(1,196,700)	(1,198,500)	(1,198,700)	(1,199,600)	(1,199,600)
Total Income	**(1,191,000)**	**(1,196,700)**	**(1,198,500)**	**(1,198,700)**	**(1,199,600)**	**(1,199,600)**
Expenditure						
Employees	572,500	629,400	626,600	621,900	637,500	655,300
Supplies & Services	120,200	114,800	114,800	114,800	114,800	114,800
Transport	259,400	299,800	299,800	299,800	299,800	299,800
Total Expenditure	**952,100**	**1,044,000**	**1,041,200**	**1,036,500**	**1,052,100**	**1,069,900**
Net Total	**(238,900)**	**(152,700)**	**(157,300)**	**(162,200)**	**(147,500)**	**(129,700)**

Wellbeing Lincs	Base Budget 2022/23 £	Proposed Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Income						
Income & Fees	(477,400)	(519,300)	(529,600)	0	0	0
Total Income	**(477,400)**	**(519,300)**	**(529,600)**	**0**	**0**	**0**
Expenditure						
Employees	382,000	327,900	335,600	0	0	0
Supplies & Services	6,000	97,600	98,900	0	0	0
Total Expenditure	**388,000**	**425,500**	**434,500**	**0**	**0**	**0**
Net Total	**(89,400)**	**(93,800)**	**(95,100)**	**0**	**0**	**0**

APPENDIX 8

PROSPEROUS COMMUNITIES
SUMMARY OF BUDGET MOVEMENT FROM 2022/2023 TO 2023/2024
(Excluding Capital Charges and Recharges)

		£
Base Budget 2022/2023		**5,023,100**
Decrease in use of Reserves		(99,700)
Decrease in Contribution to Reserves		64,900
Pressures		
Inflation	↓	279,400
Establishment (including pension deficit)	↓	52,800
Crematorium (business case approved CP&R 28.07.22)	↓	47,900
CCTV repairs and maintenance contract	↓	8,100
Income Loss		
Car parking permits	↓	49,500
CCTV commercial income	↓	8,000
Income Gain		
Planning fee income	↑	(60,800)
Neighbourhood Planning Grant	↑	(54,100)
Leisure Centre Management Contract	↑	(25,000)
Commercial Waste income	↑	(20,200)
Fees and Charges Review	↑	(15,700)
Industrial Units	↑	(12,500)
Savings		
Grounds Maintenance contract	↑	(55,100)
Market - project budget in 2022/23 only	↑	(25,900)
Car park lease	↑	(10,000)
Small budget variations and movements between Committees	↑	(5,500)
Proposed Budget 2023/2024		**5,149,200**

Total Increase / (Decrease) in Base Budget	**126,100**

Corporate Policy and Resources	
Thursday, 9th February 2023	

Subject: Executive Business Plan 2023/24 to 2025/26
Medium Term Financial Plan 2023/24 to 2027/28
The Budget 2023/24
Capital Programme 2023/24 to 2027/28

Report by:	Director of Corporate Services (Section 151 Officer)
Contact Officer:	Emma Foy Director of Corporate Services (Section 151 Officer) emma.foy@west-lindsey.gov.uk
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 2023/24 to 2027/28. The Financial Analysis includes the draft budget for 2023/24 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 2023/24 – 2027/28**

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 2023/24 (Appendix A)**

4. **Consider and recommend to Council the Capital Programme 2023/24 – 2027/28 (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. **Recommend to Council to create a new Earmarked Reserve for Invest to Save projects**

8. **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 to the Director of Corporate Services (Section 151 Officer) in consultation with the Chairman of this Committee prior to the final consideration by Council on 6th March 2023.**

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:

The report presents a balanced budget for 2023/24, 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 2023/24 taking into account the approved Tax Base 31,696.76 and Council Tax Surplus £0.290m

The Provisional Settlement local government finance settlement was announced on the 19th December 2022 and has been incorporated into this report, the grant streams changed from that of 2022/23 to incorporate a new 'Funding Guarantee Grant' and the end to the Lower Tier Services Grant. Allocations were made for 2023/24 only therefore it is not clear whether these grant streams will continue after 2023/24.

The 2023/24 Draft Budget totals £16.671m and is fully funded and presents a balanced budget.

Contributions to Earmarked Reserves total £2.367m and Use of Earmarked Reserves total £1.696m, these exclude capital reserve movements.

The movement on the General Fund Balance is a reduction of £0.587m and is forecast to be £3.513M at the end of 2023/24.

The Capital Programme totals £31.240m 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.

Section 17 Crime and Disorder Considerations: The budget provides resources to fund 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:
N/A

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**	**x**

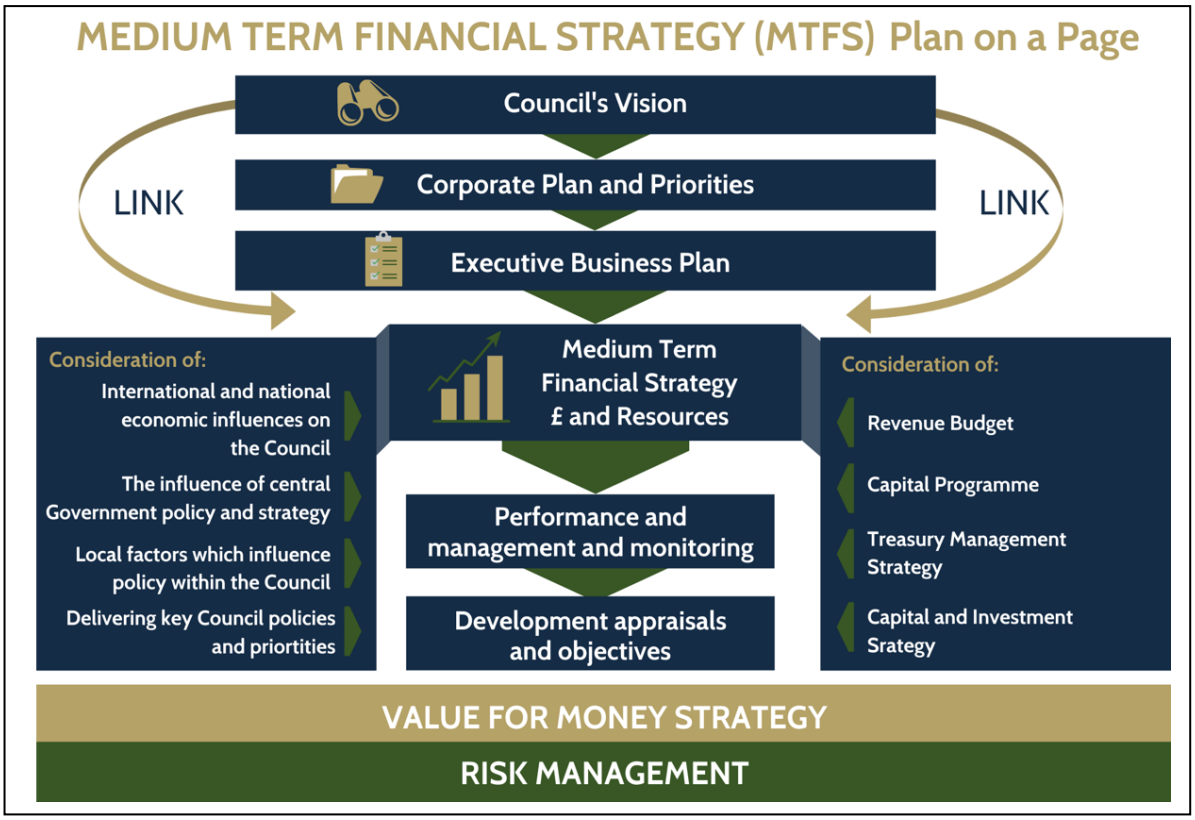
Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**	**x**	**No**	

1. Executive Summary

1.1 Presented below is the Executive Business Plan and Medium Term Financial Plan 2023/24 – 2027/28 (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 2023/24

The General Fund Revenue Budget 2023/24 (detailed in the table below) reflects a balanced budget and a Net Revenue Budget Requirement of £16.671m (£14.979m 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, Rt. Hon Michael Gove MP on 19th December 2022. The final settlement has yet to be announced.

The Budget for 2023/24 assumes that the Council approve a Council Tax of £234.54 (£227.74 2022/23), an increase of 2.99% being the maximum amount allowable under the Government's referendum limit of up to 3% or £5 (whichever is the greater). This approach supports our future financial sustainability.

With an approved tax base of 31,696.76 Council Tax income of £7,434,100 will be budgeted for (31,038.46 and £7,068,700 2022/23). (The Medium Term Financial Analysis assumes an ongoing 1.5% increase in taxbase each year.) 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 2023/24 for approval and is compared to the original budget 2022/23 and analysed over our Service Clusters (Corporate Plan themes) and includes other elements of operating expenditure and movements in reserves resulting in a £16.671m Budget Requirement (£14.979 2022/23), an increase of £1.692m. Further analysis of the Budget is contained within Appendix 1 of the Medium Term Financial Analysis

Cluster	Base Budget 2022/23 £	Forecast Budget 2023/24 £
Our Council	6,068,100	7,785,400
Our People	1,731,700	1,809,200
Our Place	4,223,700	4,477,600
Grand Total	**12,023,500**	**14,072,200**
Interest Receivable	(149,200)	(577,300)
Investment Income - Property Portfolio	(1,470,800)	(1,576,700)
Drainage Board Levies	413,100	459,200
Parish Precepts	2,333,800	2,508,600
Interest Payable	451,800	794,400
MRP/VRP (repayment of borrowing)	898,000	906,100
Net Revenue Expenditure	**14,500,200**	**16,586,500**
Transfer to / (from) General Fund	(465,700)	(587,400)
Transfer to / (from) Earmarked Reserves	944,900	671,600
Amount to be met from Government Grant or Council Tax	**14,979,400**	**16,670,700**
Funding Income		
Business Rate Retention Scheme	3,433,900	4,633,200
Collection Fund Surplus - Council Tax	225,500	290,000
Parish Councils Tax Requirement	2,333,800	2,508,600
New Homes Bonus	924,400	561,500
Other Government Grants	993,100	1,243,300
Council Tax Requirement	**7,068,700**	**7,434,100**
TOTAL FUNDING	**14,979,400**	**16,670,700**
Balanced Budget / Funding Target	**0**	**0**

1.4 Significant Movements

The most significant movements include;

Expenditure Pressures

- £0.888m staff resourcing, pay awards and changes to Employers National Insurance, employers contribution rates and reduced Pension Deficit Contribution
- £0.609m inflation applied to supplies and services, buildings, transport and employees
- £0.343m pressure on borrowing costs and interest payable.
- £0.101m Contracts
- £0.048m Crematorium reduced income and increased operational costs

- £0.046m Drainage Board Levies

Expenditure Savings

- £0.078m saving on Grounds Maintenance contract

Additional Income

- £0.428m Interest from Investments
- £0.086m investment property rental income
- £0.061m increased planning fee income
- £0.017m Fees and Charge Review

Income Loss

- £0.079m Reduction in net Housing Benefit subsidy and Housing Benefit Admin grant.
- £0.050m reduced income from car parking permits

Additional Funding

- £0.065m increase in Council Tax Surplus Share
- £0.365m Council Tax – increase of 2.99%
- £1.199m Business Rates – 1 year Financial Settlement
- £0.250m Financial Settlement – New Funding Guarantee Grant less Lower Tier Services Grant removed.

The movement in net contributions from reserves total £0.395m.

1.5 Review of Earmarked Reserves

Due to the one year settlement again 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

- **Business Rates Volatility Reserve - £0.671m**
  To increase to £1.454m
- **Redundancy Reserve – £0.022m**
  To increase to £0.269m
- **Investment for Growth Reserve - £0.562m**
  To earmark New Homes Bonus for future investment in regeneration and growth
- **Invest to Save Reserve** – Create new reserve and contribute £0.500m to it from the General Fund

In addition and detailed in full at 2.8 of the Medium Term Financial Plan 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 2022/23 outturn position, the movement in reserves for capital investment financing, contributions to and from reserves for the purposes of service and project investment.

	CURRENT YEAR	MTFP				
RESERVE	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
General Fund Working Balance	4,099,922	3,512,522	3,459,822	3,339,222	3,218,522	3,218,522
Earmarked Reserves	18,351,735	15,080,235	14,477,635	14,365,435	14,761,335	14,575,935
Capital Receipts	428,414	180,999	271,452	391,352	510,555	529,275
Capital Grants Unapplied	0	0	0	0	0	0
TOTAL	**22,880,070**	**18,773,755**	**18,208,908**	**18,096,008**	**18,490,411**	**18,323,731**

	CURRENT YEAR	MTFP				
EARMARKED RESERVES	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
Service Investment/Renewals	3,692,365	2,960,965	2,687,165	2,691,965	3,170,865	2,985,465
Contingency/Risk	4,411,751	4,045,951	3,928,951	3,811,951	3,728,951	3,728,951
Investment for Priorities	10,247,619	8,073,319	7,861,519	7,861,519	7,861,519	7,861,519
Grand Total	**18,351,735**	**15,080,235**	**14,477,635**	**14,365,435**	**14,761,335**	**14,575,935**

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 2023/24 to 2027/28 provides a plan of future capital investments totalling £31.240m with £20.555m estimated for 2023/24. The programme is monitored in year through the 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 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total Capital Programme £
Our People	923,625	1,664,900	674,900	674,900	674,900	**4,613,225**
Our Place	15,404,211	5,278,900	554,400	50,000	479,400	**21,766,911**
Our Council	1,227,500	291,000	92,100	99,300	149,600	**1,859,500**
Investment	3,000,000	0	0	0	0	**3,000,000**
Grand Total	**20,555,336**	**7,234,800**	**1,321,400**	**824,200**	**1,303,900**	**31,239,636**

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 i.e. 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;

CAPITAL FINANCING	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total Capital Programme £
Grants & Contributions etc	-13,119,190	-6,261,600	-674,900	-674,900	-674,900	**-21,405,490**
Revenue/Earmarked Reserves	-3,943,146	-963,200	-646,500	-149,300	-629,000	**-6,331,146**
Useable Capital Receipts	-3,350,000	-10,000	0	0	0	**-3,360,000**
Prudential Borrowing	-143,000	0	0	0	0	**-143,000**
Total Capital Programme Funding	**-20,555,336**	**-7,234,800**	**-1,321,400**	**-824,200**	**-1,303,900**	**-31,239,636**

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)

EXECUTIVE BUSINESS PLAN 2023/24

West Lindsey DISTRICT COUNCIL



Introduction

Welcome to the Council's Executive Business Plan which outlines the national, regional and local policy context 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 local government operates is constantly shifting 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, which is due to be refreshed for the period 2023-2027, 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



Economic Uncertainty and the Rising Cost of Living
The national political landscape is dominated by economic uncertainty both globally, as a result of the war in Ukraine, and nationally due to the political instability within central government throughout much of 2022. The UK is currently in recession because of high energy costs, high food prices and high inflation which, as of January 2023, is at a 40 year high of 10.7% (based on the Consumer Price Index) against a Bank of England target of 2%. The government has pledged to halve inflation rates during 2023 and, while inflation is currently expected to fall sharply from the middle of 2023, the Bank of England's Monetary Policy Committee (MPC) is projecting a prolonged period of recession in the UK economy into 2024, with only gradual recovery thereafter. Of all G7 countries, the UK is currently projected to have the longest and deepest recession.

In line with its target to keep inflation within 2%, in December 2022 the Bank of England's MPC raised interest rates to 3.5% in an effort to sustain growth and employment. New

mortgage rates have risen sharply, up from an average of 2.34% to 5.84% in the past 12 months. A combination of this, rising prices and below inflationary pay increases in both the public and private sector has resulted in a real-terms squeeze on household incomes. The government has sought to protect households from the worst effects of energy price increases through its Energy Price Guarantee which has capped energy costs at £2,500 until April 2023, with additional financial support in place for the elderly, those on the lowest incomes and those in receipt of Personal Independence Payments or Disability Living Allowance. The Government has confirmed that the Energy Price Guarantee will end for all but the lowest income households from April 2023, resulting in a predicted average cost for household energy bills of £3,000 per year, an increase of 20% for the average household.

For Local Government, the cumulative effect of high inflation, rising interest rates and high energy prices, combined with existing disadvantage and vulnerability within local communities is significant. Not only has this resulted in unforeseen financial pressure for councils, but there has been unprecedented demand for services which will increase further as government financial support ends. The challenge for local authorities is to deliver a balanced budget whilst continuing to deliver high quality services and supporting vulnerable communities.

The Legacy Effects of the Covid-19 Pandemic
Whilst restrictions in place during the pandemic have all been lifted, the legacy effects are still being felt across society and the economy. An independent review chaired by Sir Michael Marmot concluded that communities already affected by health and structural inequalities have experienced further decline because of the pandemic, as well as having fewer resources to cope. For the most deprived areas, life expectancy has stagnated or decreased and the prevalence of long-term health conditions has increased, resulting in higher rates of economic inactivity. This is likely to result in increased pressure on public services, including local government, both now and in the longer-term.

Climate Change, Sustainability and the implications of the Environment Act
There is global recognition that the planet is in the midst of a significant period of climate change with a short window of time to act, although the extent to which world leaders' are prepared to act to reduce carbon emissions differs significantly across the globe. Building on



the progress made at the 2021, COP27 (held in 2022) saw over 120 leaders reaffirm their commitment to limit global temperature rises to 1.5 degrees Celsius and to strengthen action to reduce greenhouse gas emissions. Additionally, COP27 resulted in a breakthrough

agreement to provide “loss and damage” funding for those vulnerable countries who are most impacted by climate disasters.

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.

On taking office as Prime Minister, Rishi Sunak undertook two significant environmental interventions: upholding a ban on fracking and committing to extending the number of offshore wind farms, with wind energy considered to be fundamental to the government’s Net Zero Strategy. The Strategy, adopted in 2021 commits to a ten-point plan which includes the following:

- The UK will be powered entirely by clean electricity by 2035.
- Making public sector buildings greener and cutting bills for hospitals and schools, as part of the Public Sector Decarbonisation Scheme.
- A commitment to producing 40GW of offshore wind by 2030, in addition to more offshore electricity networks.
- £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.
- £295m of capital funding to allow local authorities in England to prepare to implement free separate food waste collections for all households from 2025.

The Environment Act 2021 includes legally binding targets, plans and policies for improving the natural environment, reducing waste and increasing biodiversity. For local authorities, Environmental Outcome Reports will replace the existing system of Sustainability Appraisals, Strategic Environmental Assessments and Environmental Impact Assessments, with the intention being to shift to a new outcomes-based method of assessing the impacts of development, plans, projects and policies. The Act also includes new measures for local authorities in respect of tackling environmental crime and illegal activity, including new powers to remove waste when no other route is available. The requirement to provide free separate collections of garden waste for recycling or composting is likely to result in additional financial pressures although details of the scheme are not yet finalised.

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.

A Plan for a Stronger Economy

Prior to the current state of economic turmoil in the UK, the government had been committed to its ‘Build Back Better Plan for Growth’, previously known as the Industrial Strategy. In November 2022, the new Chancellor replaced this, at least in the medium-term with the new

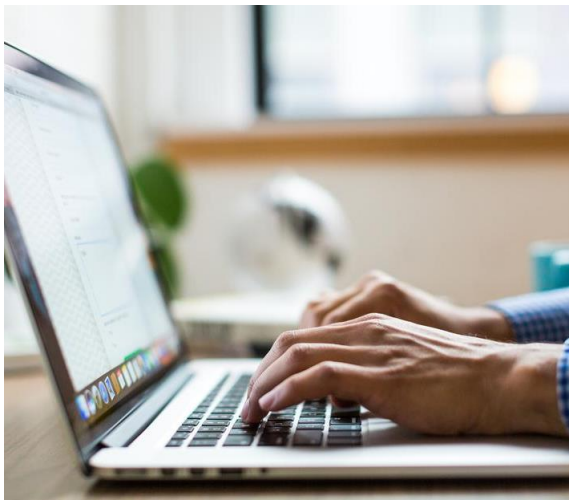
‘Plan for a Stronger Economy’ which prioritises economic stability, growth and public services. Central to the plan to grow the economy out of recession is a commitment to spending £20bn on research and development and as renewed commitment to large infrastructure projects such as the Sizewell C Nuclear Plant, extending High Speed 2 to Manchester, the Northern Powerhouse Rail core network, East West rail and continued rollout of gigabit broadband.

Post-Brexit Agricultural Subsidies



A new post-Brexit agricultural subsidy regime based on the premise of public money for public goods has been co-designed with farmers, land managers and the Department for Food and Rural Affairs (DEFRA), as set out in the Agriculture Act 2020. Central to the new subsidy regime is the Environmental Land Management Scheme (ELMS) which is the main tool for delivering improvements to water quality and biodiversity. The implications for West Lindsey will be of significance given the rural nature of the district, which relies heavily on agriculture. ELMS contains three main components:

1. **Sustainable Farming Incentive** which will pay farmers who go above the minimum legal requirements to promote wildlife diversity, efficient use of water, enhancing hedgerows and managing croplands and grasslands while continuing to use their land for production. A pilot of this scheme began in 2021 with full roll-out expected from 2024. DEFRA is aiming for 70% of farmers covering 70% of farmland to participate in this scheme.
2. **Local Nature Recovery Programme** which will pay for actions that support natural recovery in local areas, such as creating, managing and restoring natural habitats, peat or wetland areas and hedgerows. Limited roll-out of this scheme will begin in 2023 with the full roll-out due in 2024.
3. **Landscape Recovery Scheme** which support long-term changes to land use, such as tree planting and peatland restoration projects. This scheme is open to projects with land areas of between 500 and 5,000 hectares. A two year development phase began in 2022 with the scheme due to be scaled up from 2024.



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. Most recently, digital connectivity formed one of the central missions of the Levelling Up and Regeneration Bill, backed by a commitment to achieve at least 85% gigabit coverage by 2025 and at least 99% gigabit coverage by 2030. Currently, 92% of UK landmass is covered by a 'good' 4G signal, with the government aiming to increase this to a 5G signal by 2027. 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. As of January 2023, just 39.86% of West Lindsey is covered by gigabit broadband while 89.8% of the district is covered by superfast broadband.

Homes



The government's Homes England five-year Strategic Plan is due to end in 2023, although a long-awaited refresh has been pushed back because of the Levelling Up and Regeneration Bill. The purpose of the current Strategic Plan is to improve housing affordability, helping more people access better homes in areas where they are needed most. 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 are currently in operation. Firstly, the Future Homes Standard requires new build homes to be future-proofed with low carbon heating and world-leading levels of energy efficiency. From 2025, the target is for all new homes to produce between 75% and 80% less carbon emissions than homes delivered under current regulations.

Secondly, the Green Homes Grant is one of a number of recent Government backed schemes designed to encourage homeowners 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.

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 drawn 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



In December 2022, the Secretary of State for Levelling Up, Housing and Communities outlined proposals for the 2023/24 Local Government Finance Settlement, as well as some further detail of funding in 2024/25. For 2023, local authority core spending power will rise by 9.2% to help councils deal with inflationary and other cost pressures, although spending power will be lower for shire district councils like West Lindsey.

Additionally, the Revenue Support Grant (RSG) will increase by 10.7% in line with the Consumer Price Index (CPI) rate of inflation. This will help local authorities mitigate the worst effects of inflation in 2023/24 and 2024/25 although the Institute for Fiscal Studies is expecting a return to austerity throughout 2025/26.

The business rates multiplier will be frozen for 2023/24 although government will compensate local authorities for the loss of income. Freezing the multiplier increases the risk of councils losing income in the medium-term without alternative means of funding or compensation. Additionally, the government has confirmed that a business rates revaluation will take place during 2023.

The method of calculating the New Homes Bonus will remain unchanged for 2023/2024 although the government has yet to set out the future position of the New Homes Bonus ahead of the 2024/2025 local government finance settlement.

The government has announced that it will repurpose the Lower Tier Services Grant to ensure that all councils see an increase in core spending power before any decisions about organisational efficiencies, use of reserves or Council Tax levels are made. This offers particular protection for shire district councils as the main recipients of this grant funding guarantee. Finally, the government has proposed to roll-forward the 2022/23 allocations of the Rural Service Delivery Grant, which, although welcome, amounts to a reduction in real-terms once inflation is taken into account.

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 and a Business Rates Reset. However, it has now been confirmed that this review will not be implemented during this spending review period, with the government instead committed to picking this up during the course of the next parliamentary term. The Local Government Association is

advocating for full engagement with the sector on this to ensure that no council sees its funding reduce as a result of a Fair Funding Review.

Some local authorities have experienced an increase in reserves over the two years of the pandemic. Government is encouraging local authorities to consider how reserves can be used to maintain services in the face of immediate financial pressures, balanced against the need for financial sustainability and future investment.

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.

Launched by the GLLEP in 2021, the UK Food Valley is of international significance and currently supports 75,000 food sector jobs which accounts for 18% of the workforce in this area compared to 4% of the UK workforce. The key priorities for the UK Food Valley are:

- Digitalisation and automation in the food chain
- Delivering low carbon food chains from farm to fork
- Promoting the production and consumption of "naturally good for you" food, as well as new sources of protein such as fish, salad, vegetables, fruit, pulses and lean meat in which Greater Lincolnshire specialises

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. Following the conclusion of the consultation period, the final draft of the CLLP was put to examination in public between November -

December 2022 with final adoption anticipated in early 2023. The vision and objectives of the Local Plan will remain the same, as well as the spatial strategy for growth. 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 UK Shared Prosperity Fund and other Grant Funding
In order to address geographical inequalities, enhance opportunity across all regions and increase pride in place, the government's central mission is to level up the whole of the United Kingdom, as outlined in the Levelling Up and Regeneration Bill. A new £2.6 billion UK Shared Prosperity Fund (UKSPF) has been introduced to replace the previous EU Structural and Investment Programme, with the money designed to go straight to local places through a long-term funding stream for investment in three priority areas:

- Communities and place
- Support for local business
- People and skills

UKSPF is designed to complement other grant schemes such as the Levelling Up Fund, with interventions planned and lead by local authorities working closely with local partners. In December 2022, the government approved the Council's UKSPF Investment Plan which will see £2.7 million of investment into businesses and communities across the district through the launch of two flagship grant schemes.

Additionally, West Lindsey has been allocated £800,000 as part of the government's Rural England Prosperity Fund. The Council has been asked to identify activities that match the objectives of the fund and address local rural business and community challenges. The capital grant fund provides an opportunity to address those challenges linked to lower productivity rates, poor connectivity and limited access to services. The Council has identified the following four interventions for approval by central government:

1. Supporting non-agricultural farm diversification
2. Supporting the development of West Lindsey's Agri-Tech sector
3. Improved community broadband provision and rural connectivity
4. Improving rural community infrastructure

West Lindsey's Commitment to Sustainability and the Environment
In June 2021, West Lindsey District Council formally adopted its first Environment, Sustainability and Climate Change 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. Additionally, the new Corporate Plan will include a 'green thread' of strategic objectives to ensure that our commitment to mitigating climate change is embedded in every area of the Council's operations.

Devolution
The Levelling Up and Regeneration Bill committed to devolution deals by 2030 for "every area of England that wants one" in an effort to empower local leaders and communities. Within Lincolnshire, all 10 authorities within the Greater Lincolnshire area, including the unitary councils of North Lincolnshire and North-East Lincolnshire, have worked together to develop a vision for the area. The vision is centred around a 'level three' devolution deal,

which would seek to establish a county combined authority, including a directly elected mayor as required by the Levelling Up Bill. Whilst political leaders across Lincolnshire agree to the principles of a devolution deal for the area, there remains concern amongst district council leaders about governance arrangements and the inclusion of districts, and that any deal should ensure fair representation for local communities. As of January 2023, no final deal has yet been announced and there has been no agreement on the financial settlement Greater Lincolnshire would be seeking as part of an investment fund.

The Council's Corporate Plan

The Council's Corporate Plan is being refreshed for 2023-2027, with the new administration due to take ownership of this key strategic document following the local elections in May 2023. The current vision, which is well embedded, is likely to remain unchanged, 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.
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 2023-24

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 2023-24. 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 Strategic Objective / Outcome	Key Deliverable	Responsible Portfolio
To reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles	• Improved health and wellbeing of the district's residents	• Implement and embed a District Health and Wellbeing Strategy that is aligned to the county wide Strategy	Homes and Communities
	• Greater quality of life and levels of independence among vulnerable residents	• Increased support to VCS organisations to deliver better outcomes for residents and communities	Homes and Communities
	• Deliver services and health improvements to enable re-establishment of lives after crisis	• Increase the provision of, and improve existing temporary accommodation across the district	Homes and Communities
		• Make the role of Homelessness Officer permanent on the establishment list	Homes and Communities
	• Increased opportunities for participating in sport, cultural and leisure activities	• Implement a framework for co-ordinating and delivering cultural activities within the District	Operational and Commercial Services
		• Refresh Visitor Economy Strategy and develop approach to Cultural Strategy / events programme	Planning and Regeneration
	• Ensure housing solutions provide choice and support independence	• Support delivery of affordable housing to meet identified needs	Homes and Communities
		• Enable delivery of housing with care and/or support to meet specific need i.e. extra care housing	Homes and Communities
To create strong and self-reliant communities and promote positive life choices for disadvantaged residents	• Improve homes and transform places	• Investment into improving poor housing stock and the street scene within the Gainsborough South-West ward via a property scene grant.	Homes and Communities
		• Managed migration of remaining working age Housing Benefit customers onto Universal Credit	Change Management, ICT and

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective / Outcome	Key Deliverable	Responsible Portfolio
			Regulatory Services
	• Promote self-reliant communities	• Enable continuation of community broadband programme	Homes and Communities
		• Develop normalisation strategy for RAF Scampton	Planning and Regeneration

Our Place

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
To ensure that economic regeneration in West Lindsey is sustainable and supports all our communities	• Deliver housing led economic growth and infrastructure	• Implement a digital system linked to new Development Management System for tracking Section 106 and Community Infrastructure Levy income / expenditure to ensure we maximise potential investment in infrastructure in a timely manner	Planning and Regeneration
		• Joint working across teams to transform data collection and monitoring which will enhance intelligence led decision-making, inform plans and ensure a robust five year land supply	Planning and Regeneration
	• Increase Gross Value Added • Increase job creation • Diversify the economic base to create more jobs and skills	• Review of employment land and proposals for future employment land options with Economic Growth lead input	Planning and Regeneration
		• Develop a future pipeline of programmes and projects based on continual monitoring of local need and priorities and understanding of national strategy and funding opportunities.	Planning and Regeneration
		• Delivery of the UK Shared Prosperity Fund Investment Plan	Planning and Regeneration
	• A vibrant visitor economy	• Develop the monitoring, management and intelligence reporting from footfall data across the District to ensure it informs policy and strategy decisions	Planning and Regeneration
To facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver	• Improved quality and choice across the housing market	• Develop Affordable Housing Investment Proposals in line with Housing Strategy	Planning and Regeneration

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
high quality housing related services to support growth			
To create a safer, cleaner district in which to live, work and socialise	• Increased quality of life for residents	• Resourcing and preparations for nationally significant infrastructure projects and mandatory biodiversity net gain requirements	Planning and Regeneration
	• High standard of quality and compliance across all regulated areas	• Determine the preferred approach for improving standards in the private rented sector, including any possible options for selective licensing	Change Management, ICT and Regulatory Services
		• Development of a communications plan for Regulatory Services	Change Management, ICT and Regulatory Services
		• Establish a permanent Enforcement Officer resource to ensure sufficient capacity to meet ongoing demand	Change Management, ICT and Regulatory Services
		• Re-introduce the Caravan Site Licensing Regime	Change Management, ICT and Regulatory Services
	• Reduce anti-social behaviour	• Develop a new approach to antisocial behaviour, enviro-crime and fly-tipping in collaboration with key stakeholders	Change Management, ICT and Regulatory Services
	• Use the Council's statutory functions to improve public safety and cleanliness in the district	• Ensure compliance for the Building Control service with new professional standards and changing legislation	Operational and Commercial Services
		• Review of the waste collection round to ensure it is able to meet the demands of a growing district	Operational and Commercial Services

Our Council

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
To remain financially sustainable	• Create additional commercial revenue streams	• Explore the business case for the creation of a West Lindsey personal Local Land Charges search company	Change Management, ICT and Regulatory Services

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
	• Local taxpayers obtain good value for money and the services they expect	• Identify and procure new software that can identify Council Tax or Business Rate properties not already on the banding or rating lists	Change Management, ICT and Regulatory Services
		• Procurement and implementation od the Single Person Discount continuous review	Change Management, ICT and Regulatory Services
		• Completion of the Single Person Discount bi-annual review	Change Management, ICT and Regulatory Services
		• Completion of the Empty Homes Review	Change Management, ICT and Regulatory Services
		• Recovery boost for the collection of overpaid Housing Benefit	Change Management, ICT and Regulatory Services
		• Conduct an options appraisal and prepare a business case for the future of the North Warren Road depot	Corporate Services
	• Improve the support available for, and financial acumen of budget holders	• Implementation of the OneCouncil finance system	Corporate Services
		• Develop and deliver a finance training programme for members and officers	Corporate Services
To put the customer at the centre of everything we do	• Deliver high quality, customer centric services that offer excellent customer experiences, value for money and demonstrate a culture of continuous improvement	• Implement the Council's transformation Programme 'Together 24' and plan for the evolution of the Programme post-2024.	All
	• Improved means of access to services for customers	• Implementation of a Hybrid-Mail solution	Operational and Commercial Services
		• Implement a new telephony solution across the Council that meets the needs of our customers	Operational and Commercial Services

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
	• Increased customer satisfaction with Council services	• Create and implement a new Customer Experience Strategy	Operational and Commercial Services
To maintain our position as a well-managed and well-governed Council	• Ensure appropriate governance arrangements and skill-sets among members, to enable effective decision-making and fulfilment of the member advocacy role	• Implement the member induction and member device refresh	Corporate Services
		• Consider a fourth-tier governance review	Corporate Services
	• A progressive Council that gets things done	• Explore options to provide local data and intelligence on range of topics to support evidence-led decision-making, to evidence projects and funding bids and to gain greater understanding of needs of local communities	All

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 green thread will be carried through into the refreshed Corporate Plan, ensuring the Council's environment and sustainability objectives are reflected throughout all of the themes and strategic objectives. The following table sets out some of the key deliverables that will support this agenda over the next three years.

Key Deliverables	Responsible Portfolio
• An appraisal of the implications from the Environment Act 2021, including proposals for weekly food waste collections and free garden waste collections for all.	Operational and Commercial Services
• Appraise the potential to further proposals to introduce energy efficient vehicles as part of our vehicle replacement strategy.	Operational and Commercial Services
• Property Strategy review and de-carbonisation measures within our own properties.	Corporate Services
• Develop a system for carbon accounting.	Corporate Services
• Lead economic input into Climate Change agenda including monitoring of targeted grant support	Policy and Strategy

Key Deliverables	Responsible Portfolio
• Undertake a review, procurement and implementation of printing, scanning and copying solutions to reduce usage.	Change Management and Regulatory Services
• Increase take-up of e-billing and digital communications in the Council Tax service.	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 74% (46.6% 2010/11)
Income from Customer and Client receipts and Investment Property Portfolio has increased income levels from £3.363m to £8.182m (143%) 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 2023/24 was announced in December 2022 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;

- £5bn more funding for local Councils
- Providing a 9% increase in national level core spending power
- Council Tax referendum limit of 3% or £5 whichever is the greater for district councils to help councils invest in services they provide to residents whilst protecting hard-working taxpayers from unfair hikes in rates.
- A new one-off Funding Guarantee to ensure every Council sees at least a 3% increase in Core Spending Power for 2023/24 before any local decisions on Council Tax rates are made.
- £4.8bn for Levelling Up
- A new one-off allocation of New Homes Bonus Funding for 2023/24.
- Keeping the Rural Services Delivery Grant
- Maintaining the Services Grant although adjusted for the reduction in employer national insurance contributions
- Removal of the Lower Tier Services Grant.

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 £0.173m 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
We are currently seeing inflation rise to its highest level in recent times, with the cost of food, 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

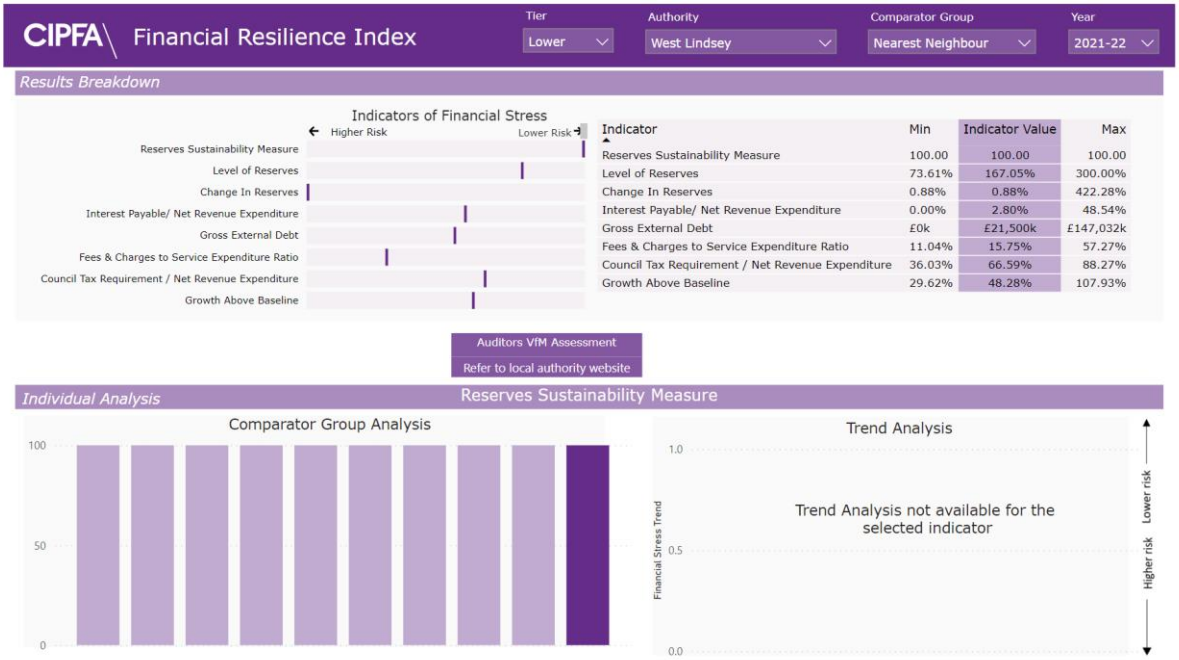
The Governments anticipated Levelling Up White Paper (strategy for delivery from 2022/23) has now been published. The Council has been successful in attracting £10.275m of funding to support jobs, businesses and economic growth as part of our Thriving Gainsborough Programme.

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 2025/26. 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 from accumulated growth from Business Rates retention from 2025/26. The one year settlement has however given us another year of resources we otherwise may not have had. The table below shows the Core Spending Power for West Lindsey DC based on the Local Government Settlement 2023/24.

West Lindsey	2019/20	2020/21	2021/22	2022/23	2023/24
	£m	£m	£m	£m	£m
Settlement Funding Assessment	2.974	3.023	3.023	3.023	3.252
Compensation for under-indexing the business rates multiplier	0.097	0.121	0.157	0.309	0.534
Council Tax Requirement excluding parish precepts	6.304	6.529	6.711	7.069	7.391
New Homes Bonus	0.924	0.736	0.719	0.924	0.561
Rural Services Delivery Grant	0.474	0.474	0.498	0.498	0.498
Lower Tier Services Grant	0.000	0.000	0.129	0.138	0.000
Services Grant	0.000	0.000	0.000	0.208	0.117
Grants rolled in	0.116	0.116	0.118	0.116	0.000
Funding Guarantee Grant	0.000	0.000	0.000	0.000	0.512
Core Spending Power	**10.890**	**11.000**	**11.355**	**12.286**	**12.866**

2.4 How we compare – Financial Resiliance



2.4 General Fund Balances

The Council sets a minimum revenue balance of £2.5m

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 estimate that there will be a balance of £18.352m as at 31.3.2023 reducing to £14.576m by 2027/28 taking into account revenue and capital spending plans.

Medium Term Financial Plan: 2023/24 to 2027/28

Including: Financial Strategy, Medium Term Financial Analysis 2023/24 to 2027/28, Budget 2023/24, Capital Programme 2023/24 to 2027/28



MEDIUM TERM FINANCIAL PLAN

Section 1 - The Medium Term Financial Strategy

Section 2 - The Medium Term Financial Analysis

Section 3 - The 2023/24 Revenue Budget

Section 4 - Capital Investment Programme and Financing

Section 5 – Treasury Management Strategy

Section 6 – Human Resources Statement

APPENDICES

Appendix 1 Medium Term Financial Analysis (Revenue Budget Summary)

Appendix 2 Risk Register

Appendix 3 Capital Investment Strategy

Appendix 4 Capital Investment Programme 2023/24 – 2027/28

Appendix 5 Analysis of Capital Financing

Appendix 6 Pay Policy 2023/24

Appendix 7 Human Resources Statement 2023/24

MEDIUM TERM FINANCIAL PLAN 2023/24-2027/28

1. Introduction

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

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

2. Governance

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

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

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

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

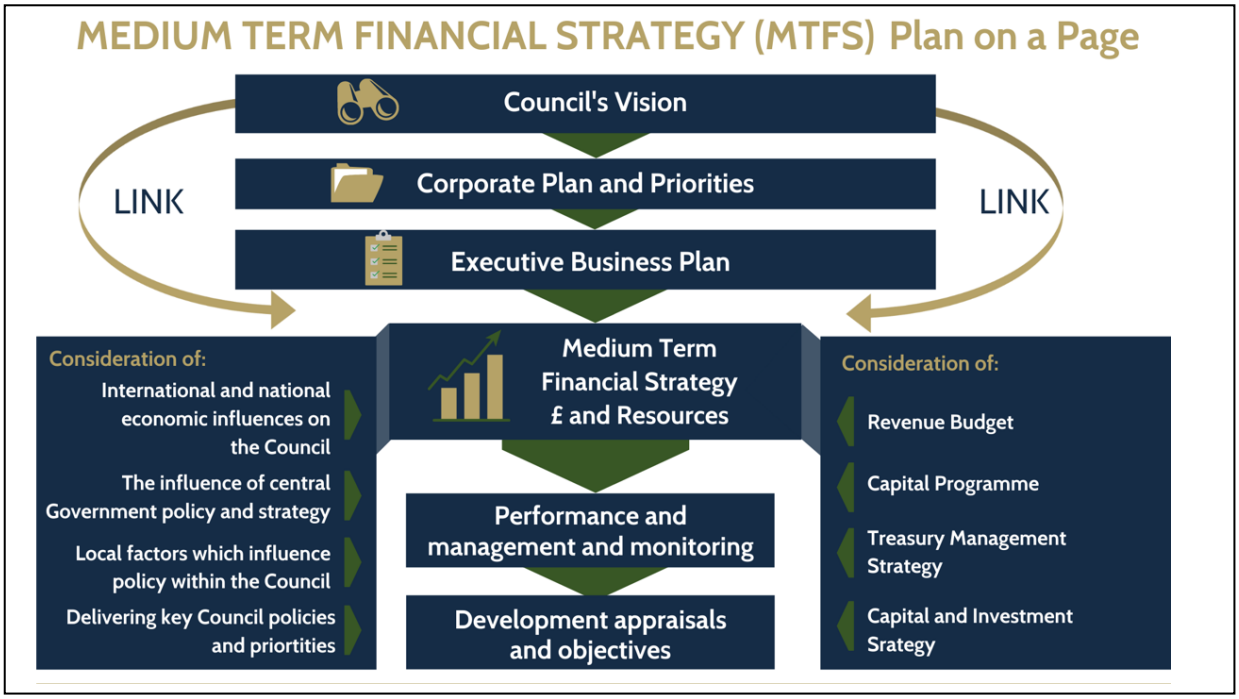
The framework will provide assurance in the prudent use of public resource, effective management of those resources, adherence to legislative requirements for which we are responsible and provide evidence of good governance.

1.1 Introduction

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

The Financial Strategy will focus on the delivery of growth to increase our tax 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 delivery, 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
- Effectively managing 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

1.2 Value for Money

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

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

- **Effectiveness –** deploying resources to meet objectives

Our strategy is to embed Value for Money throughout the organisation for all activities, business processes and business planning.
The Council has responded to the financial challenges in a systematic approach to achieving value for money and by embedding the right culture throughout the organisation by:

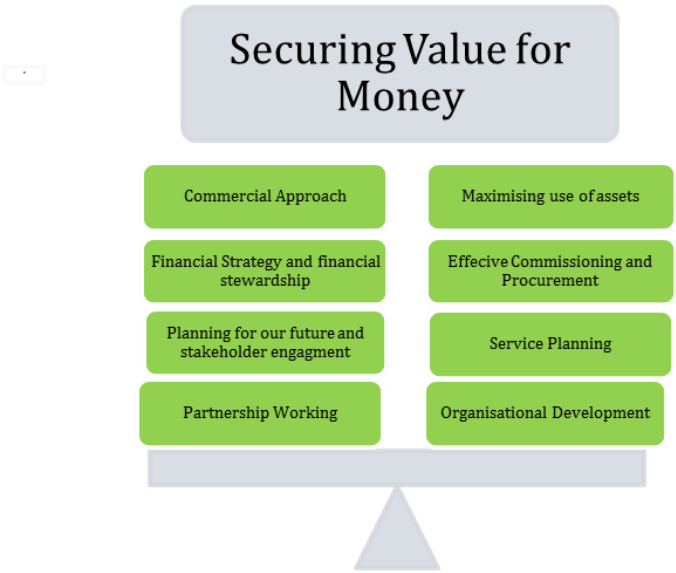
- Investing in communities (to help themselves and others)
- A more commercial council – to generate additional income and identifying opportunities that align with residents needs
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes

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

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

1.4 Partnership Working

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

1.5 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. It also provides a strategic context for future investments. To achieve the best possible outcomes condition surveys are undertaken on our properties to ascertain the extent of works to be undertaken, which subsequently informs the MTFP.

1.6 Organisational Development

In order to deliver an ambitious Corporate Plan against finite resources, the Council needs people who have the skills, knowledge, attitude and flexibility which 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.

1.7 Business Planning

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

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

1.8 Commissioning and Procurement

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

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

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

The Council invests significant sums in a wide range of projects. At this stage the Capital Programme can only be estimated as the costs, levels of grant funding and other funding sources are yet to be confirmed. Schemes and projects are subject to 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

1.10 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.

1.11 Borrowing for Capital Investment

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

Borrowing form 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, i.e., repayable at the end of the borrowing term.

1.12 Financial Sustainability

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

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

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

The key assumptions are:

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

1.13 The Pay Policy Statement (Appendix 6)

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

The purpose of the Pay Policy Statement is to ensure transparency and accountability with 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 2023/24 the Budget has been based on the approved budgets for each Committee and in line with the 2023/24 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 some Business Rates Growth from 2025/26. In addition we have assumed that there will continue to be some element of funding to reflect rurality.

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 has established a suitable level of general fund and earmarked reserves to help to mitigate any future year shortfalls to balance the budget over the medium term. It is possible however that efficiency savings will need to be found in the medium to longer term once the government has reviewed the local government funding system together with the way Council's retain an element of business rates.

2.2 The Budget Planning Cycle

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

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals, which can be delivered to ensure a sustainable budget

- A robust Fees and Charges review, which resulted in an increase in income budgets of £0.007m. Full details of proposed fees and charges were presented to Policy and Resources Committee in November 2022
- 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 2023/24-2027/28
- 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 to support delivery of strategies and plans.

2.2 Budget Assumptions

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

- Employees – Pay award 2% 2023/24 and 2% thereafter
- Pensions – Employers contribution primary rate (employers' contribution) assumed at a 1% increase for each tri-annual period from 2026/27 onwards. Employers' contribution secondary rate (deficit reduction payment) assumed at a 9% increase for each tri-annual period from 2026/27 onwards.
- Council Tax increases of 2.99% for 2023/24 and 2024/25 and 1.99% onwards with annual tax base growth of 1.5%
- NNDR as per the financial settlement.
- Contractual inflation applied where required together with a 10% inflationary increase on price sensitive budget lines.
- New Homes Bonus no new allocations from 2024/25 onwards.
- Utilities – Electricity 100%, Gas 200% and Water 6%
- Capital Programme is based on best estimates of total investment, total borrowing; use of reserves; impact on revenue

2.4 Council Tax

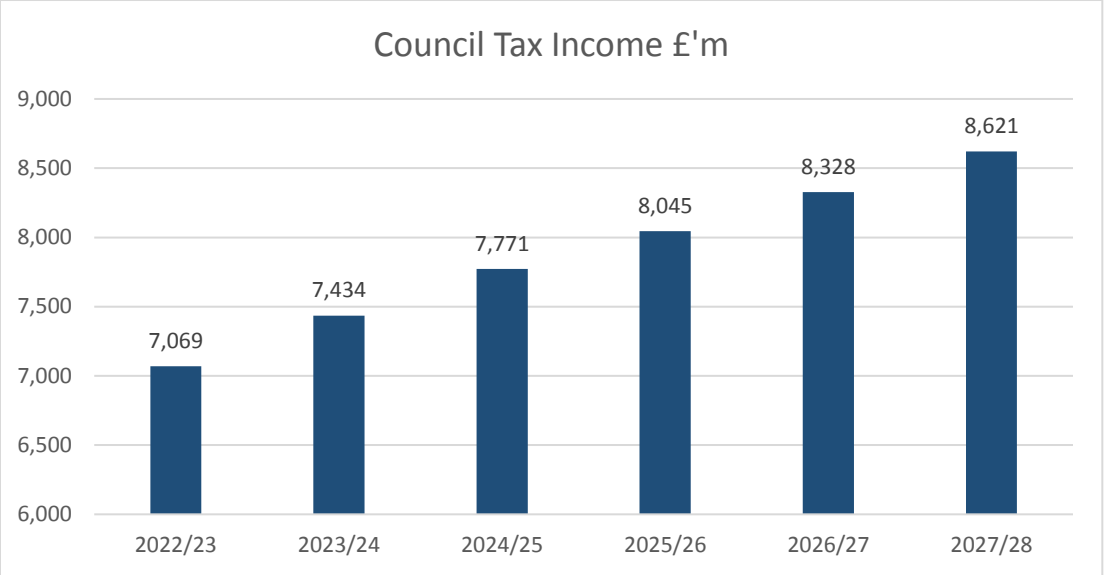
The Tax Base for 2023/24 has been approved at 31,696.76 (31,038.46 2022/23) reflecting growth of 2.12% (3.02% 2022/23). The MTFP includes annual growth rate of 1.5% for future years.

In terms of actual Council Tax, the Council's current strategy is to increase Council Tax to the Governments maximum capping levels (Assumed 2.99% for 2023/24 and 2024/25 and 1.99% thereafter), this strategy helps to support future sustainability.

The Council Tax increase for 2023/24 is proposed at a 2.99% increase (£5, 2.24% in 2022/23) giving a Band D equivalent Council Tax of £234.54 (£227.74).

Within the Medium Term Financial Analysis below we have assumed a 1.99% increase for 2025/26 onwards and a collection rate of 98.3% which is also the National Average.

In addition the Council Tax Surplus for 2023/24 has been calculated to be £0.290m (£0.226m 2022/23) and will be included in the budget.



2.5 Business Rates

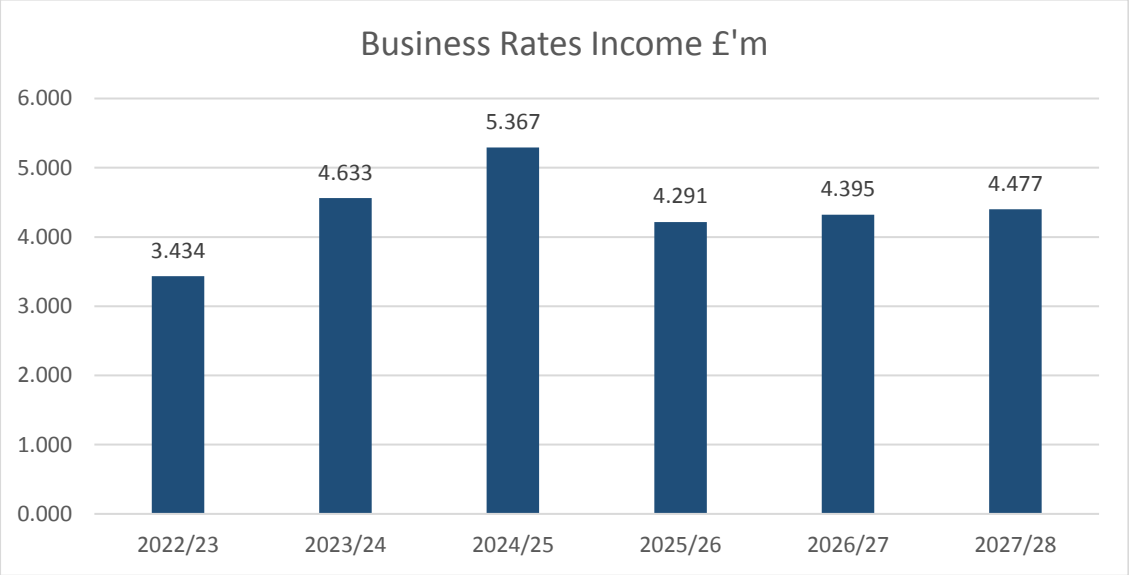
A further one year settlement for 2023/24 is estimated to provide business rates income of £4.633m (£3.434m 2022/23). However, this figure will be supplemented by transfers from the Business Rates Volatility Reserve of £0.669m (£1.170m 2022/23) which will offset previous years deficits included within the business rates income figure as a consequence of arrangements for Covid-19 reliefs. A contribution to the reserve is also being made in order to fund any exceptional appeals which may occur due to the latest revaluation which impacts from 2023/24.

We will continue to benefit of continuing to be a part of the Lincolnshire Business Rates Pool, provides an additional benefit of £0.484m (£0.453m 2022/23) 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 and in addition a potential full or partial reset, we are likely to experience reductions in business rates income.

Whilst full details of any new schemes 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 2025/26, 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 detailed below:



2.6 New Homes Bonus

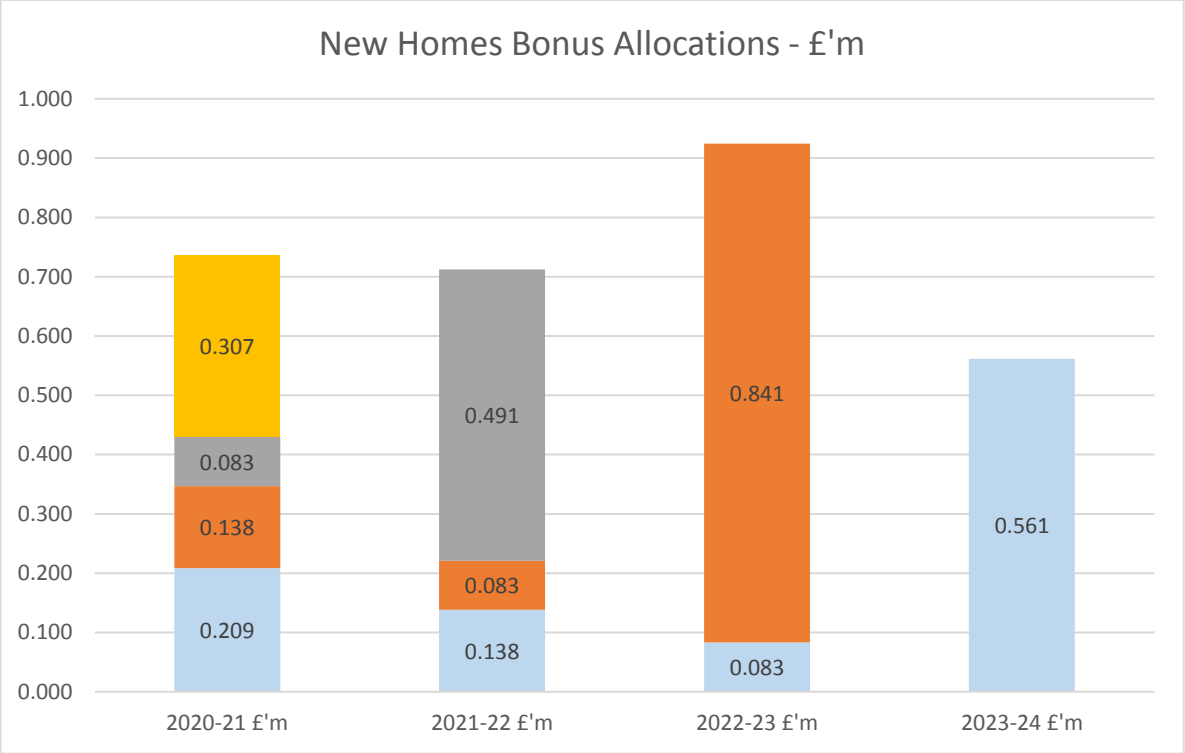
The New Homes Bonus was introduced in 2011/12 by Central Government and payable to local councils to incentivise housing growth in their area. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and bringing long term empty properties back into use. There is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

As part of the one year funding Settlement the scheme has again been extended for a further year and will result in an additional £0.561m being received in 2023/24.

In total the Council will have received £15.387m 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 2023/24 but if a share of the central balance is distributed it 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, the Council is 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, Barnett Waddingham.

The employer's contribution rate for the period 2023/24 has been determined at 23.5% per annum.

In relation to the pension deficit, currently £40.099m as at 31 March 2022 (£47.453m 2021), the Council's strategy is to contribute an appropriate amount with the aim of removing the deficit over a 20 year period. The payment for 2023/24 is £0.642m (£1.12m 2022/23).

2.8 Reserves

The Council are requested to approve the movement on Reserves.

The level of the General Fund Working Balance will be set, as a minimum at £2.5m. This minimum balance will represent funds available to mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates and the ongoing impact of Covid-19. In addition, such risks may also include changes in Government policy, further funding reductions post 2024/25 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;

	CURRENT YEAR	MTFP				
RESERVE	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**
General Fund Working Balance	4,099,922	3,512,522	3,459,822	3,339,222	3,218,522	3,218,522
Earmarked Reserves	18,351,735	15,080,235	14,477,635	14,365,435	14,761,335	14,575,935
Capital Receipts	428,414	180,999	271,452	391,352	510,555	529,275
Capital Grants Unapplied	0	0	0	0	0	0
TOTAL	**22,880,070**	**18,773,755**	**18,208,908**	**18,096,008**	**18,490,411**	**18,323,731**

The table below reflects the movement on the General Fund Balance 2023/24

GENERAL FUND WORKING BALANCE MOVEMENTS	2023/24
Estimated Balance Brought Forward	4,099,922
Less Increases to Earmarked Reserves	25,400
Less Approved Use of Reserves	(132,800)
Transfer to new 'Invest to Save' Reserve	(500,000)
Add Contributions to Reserves	20,000
Grand Total	**3,512,522**

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

	CURRENT YEAR	MTFP				
EARMARKED RESERVES	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Service Investment/Renewals	3,692,365	2,960,965	2,687,165	2,691,965	3,170,865	2,985,465
Contingency/Risk	4,411,751	4,045,951	3,928,951	3,811,951	3,728,951	3,728,951
Investment for Priorities	10,247,619	8,073,319	7,861,519	7,861,519	7,861,519	7,861,519
Grand Total	**18,351,735**	**15,080,235**	**14,477,635**	**14,365,435**	**14,761,335**	**14,575,935**

2.9 Medium Term Financial Analysis (Appendix 1)

The 5 year Medium Term Financial Plan 2022/23 has been updated during the budged process and reflects the total Funding Gap from 2023/24 to 2027/28, the Council has a number of projects and initiatives which will help meet the future funding gaps detailed in the table below;

	MTFP 2023/24 - 20267/28 5 YRS				
	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
MTFP - FUNDING GAP B/FWD	**1,596,300**	**1,658,600**	**1,781,000**	**1,974,900**	**2,143,300**
Pressures	771,900	934,300	883,200	831,400	841,200
Income Loss	130,600	162,500	129,800	96,100	96,100
Savings	(928,500)	(652,800)	(630,900)	(661,500)	(703,600)
Income Gain	(166,000)	(166,800)	(47,600)	(88,200)	(227,700)
Inflation	556,400	578,600	599,200	623,100	685,200
Contribution to Reserves	678,200	69,000	69,000	69,000	69,000
Increase MRP	0	0	0	34,000	117,000
Contribution to Revenue Contingency Budgets	341,400	0	0	0	0
Movement in Funding:					
Council Tax Surplus	(190,000)	100,000	100,000	100,000	100,000
Council Tax Yield	(170,000)	(306,200)	(373,300)	(444,400)	(519,500)
Other Government Grants	(597,900)	32,500	34,000	35,500	35,500
Business Rates	(2,022,400)	(2,025,200)	(901,000)	(943,500)	(1,025,900)
MTFP - FUNDING GAP	**0**	**384,500**	**1,643,400**	**1,626,400**	**1,610,600**

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

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

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

Budget changes have been built on amounts approved by the Corporate Policy and Resources Committee throughout the year, and changes approved under delegation. Changes to the base budget have been reported to both Prosperous Communities Committee and Corporate Policy and Resources Committee in February 2023.

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 and is forecast to exceed this target over the MTFP.

This represents;

- 123% of MTFP total 3 year deficit (£2.028m)
- 15% of budget requirement
- 17 days of average gross expenditure cover (£0.144m per day)

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

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.

2.12 Sensitivity Analysis

RISK	**MITIGATION**
Future Funding Levels	10% or £2.5m minimum General Fund Balance set. Which can be used to support a balanced budget should it be required giving the Council time to manage the implications of future settlement funding
Inflation under estimated	General Fund Working Balance
Borrowing Interest Rates under estimated	We budget at 100% borrowing need. In reality as we utilize our own cash reserves for some element of this borrowing (internal borrowing) saving on interest costs. It is therefore highly unlikely that there would be a budget impact.
Changes to Grant Funding	Initiatives and Projects would cease/reduce in line with Grant levels Earmarked £1m for Fairer Funding and Business Rates Review impacts
Demand for services reduces level of income receivable	Commercial Contingency Budget of £0.173m in base budget and General Fund Working balance of £2.5m
Unforseen 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 £0.173m

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

Impact of +/-	Equates to +/-
1% Pay award	£0.100m
1% Council Tax	£0.074m
1% Business Rates	£0.046m
1% Non-Pay Budget	£0.105m
1% Interest on balances	£0.100m
1% on Borrowing	£0.265m
1% on Fees and Charges	£0.066m

3.1 Introduction

The Council presents a Balanced Revenue Budget for 2023/24, 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 2023/24

The Settlement Funding Assessment determines the Council's 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 2022, after which no significant changes are expected.

The announcement for West Lindsey included;

A one year Settlement covering 2023/24 which included the following: -

- An additional year of New Homes Bonus - £0.561m
- A new one -off Funding Guarantee grant worth £512k
- Continuation of the Rural Services Delivery Grant of £0.499m
- Continuation of the Services Grant but reduced to £117k
- Removal of the Lower Tier Services Grant of £138k

In additional changes to the referendum limits on Council tax increases to 2.99% or £5 whichever is the higher.

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

West Lindsey	Actual 2022/23 £m	Provisional 2023/24 £m
Settlement Funding Assessment	3.023	3.252
Compensation for under-indexing the business rates multiplier	0.309	0.534
Council Tax Requirement excluding parish precepts	7.069	7.434
New Homes Bonus	0.924	0.561
Rural Services Delivery Grant	0.498	0.498
Lower Tier Services Grant	0.138	0.000
Services Grant	0.208	0.117
Grants rolled in	0.116	0.000
Funding Guarantee Grant	0.000	0.512
Core Spending Power	**12,286**	**12.908**

3.3 Revenue Budget 2023/24

Cluster	Base Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Our Council	6,068,100	7,785,400	7,306,100	7,296,400	7,480,700	7,864,000
Our People	1,731,700	1,809,200	1,587,800	1,689,500	1,730,600	1,763,300
Our Place	4,223,700	4,477,600	4,532,000	4,550,200	4,672,400	4,769,100
Grand Total	**12,023,500**	**14,072,200**	**13,425,900**	**13,536,100**	**13,883,700**	**14,396,400**
Interest Receivable	(149,200)	(577,300)	(468,300)	(349,800)	(325,000)	(325,000)
Investment Income - Property Portfolio	(1,470,800)	(1,576,700)	(1,576,100)	(1,575,500)	(1,614,700)	(1,705,000)
Drainage Board Levies	413,100	459,200	481,200	503,000	505,200	528,100
Parish Precepts	2,333,800	2,508,600	2,558,800	2,610,000	2,662,200	2,715,400
Interest Payable	451,800	794,400	1,052,700	1,052,700	1,052,700	1,124,600
MRP/VRP (repayment of borrowing)	898,000	906,100	913,300	913,300	913,300	860,200
Net Revenue Expenditure	**14,500,200**	**16,586,500**	**16,387,500**	**16,689,800**	**17,077,400**	**17,594,700**
Transfer to / (from) General Fund	(465,700)	(587,400)	(52,700)	(20,600)	(20,600)	0
Transfer to / (from) Earmarked Reserves	944,900	671,600	360,600	534,300	568,600	443,600
Amount to be met from Government Grant or Council Tax	**14,979,400**	**16,670,700**	**16,695,400**	**17,203,500**	**17,625,400**	**18,038,300**
Funding Income						
Business Rate Retention Scheme	3,433,900	4,633,200	5,366,600	4,291,100	4,394,600	4,477,000
Collection Fund Surplus - Council Tax	225,500	290,000	0	0	0	0
Parish Councils Tax Requirement	2,333,800	2,508,600	2,558,800	2,610,000	2,662,200	2,715,400
New Homes Bonus	924,400	561,500	0	0	0	0
Other Government Grants	993,100	1,243,300	614,300	614,300	614,300	614,300
Council Tax Requirement	**7,068,700**	**7,434,100**	**7,771,200**	**8,044,700**	**8,327,900**	**8,621,000**
TOTAL FUNDING	**14,979,400**	**16,670,700**	**16,310,900**	**15,560,100**	**15,999,000**	**16,427,700**
Balanced Budget / Funding Target	**0**	**0**	**384,500**	**1,643,400**	**1,626,400**	**1,610,600**

3.4 Base budget movements

The Budget of £16,670,700 (£14,979,400 2022/23) is proposed for approval and reflects an increase of £1,691,300 (including movements in reserves). The significant movements are detailed below;

Service Clusters

- Employee costs increase £0.888m includes impact of pay awards
- Inflation £0.609m on supplies and services, premises and transport
- Contractual cost increases £0.101m
- Crematorium £0.048m reduced income and increased operational costs
- Housing Benefit reduction in net subsidy and administration grant £0.079m
- Reduction in car parking permit income £0.050m
- Saving on Grounds Maintenance contract (£0.078m)
- Increase in planning fee application income (£0.061m)
- Increase in income following review of fees and charges (£0.017m)
- Movement in reserves £0.168m
- Other small movements (£0.080m)

Other Operating Expenditure

- Interest payable on borrowing budget increases due to increased interest rates and expected actual borrowing for treasury purposes and changes to the capital programme £0.343m.
- Interest receivable increase due to increases in interest rates meaning the Council can expect increased returns on its investments (£0.428m).
- Increase in investment property rental income (£0.086m).
- Increase in Drainage Board Levies £0.046m.
- Increase in the repayment of borrowing (MRP/VRP) £0.008M.

Funding

- Business rates retention scheme (£1.199m) – 1 year financial settlement
- Increase in Council Tax surplus share (£0.065m)
- Council Tax requirement (£0.365m) – increase of 2.99%
- £0.250m Financial Settlement – New Funding Guarantee Grant, less Lower Tier Services Grant removed**.**

Capital Investment Programme 2023/24 – 2027/28

4.1 Introduction

The draft Capital Programme 2023/24 to 2027/28 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 2023/24.

4.2 Asset Management Plan

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

Strategic & Operational Plans	2023/24 £	2024/25 £	2025/26 £	2026/27 £	2027/28 £
Strategic & Operational Plans	0	0	0	0	0
Physical Assets (Fit for Purpose)	29,000	50,000	110,000	0	0
Risk Management (Physical Estate)	0	0	0	0	0
Operational & Maintenance	533,000	40,000	128,000	122,000	106,000
Physical Assets	20,000	20,000	0	0	0
Capital Works Planning	0	0	0	0	0
Capital Works	42,000	0	0	0	0
Total	**624,000**	**110,000**	**238,000**	**122,000**	**106,000**

4.3 The Summary Capital Programme

Service Cluster	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total Capital Programme £
Our People	923,625	1,664,900	674,900	674,900	674,900	**4,613,225**
Our Place	15,404,211	5,278,900	554,400	50,000	479,400	**21,766,911**
Our Council	1,227,500	291,000	92,100	99,300	149,600	**1,859,500**
Investment	3,000,000	0	0	0	0	**3,000,000**
Grand Total	**20,555,336**	**7,234,800**	**1,321,400**	**824,200**	**1,303,900**	**31,239,636**

The overall Capital Investment Programme totals £31.240m however, £6.374m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £24.866m 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	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£	£	£	£	£	£
BAU	1,439,900	1,240,300	1,291,400	824,200	1,218,900	**6,014,700**
Pre-Stage 1	5,500,000	3,081,000	30,000	0	85,000	**8,696,000**
Stage 1	662,927	1,767,894	0	0	0	**2,430,821**
Stage 2	12,592,996	1,145,606	0	0	0	**13,738,602**
Stage 3	359,513	0	0	0	0	**359,513**
Grand Total	**20,555,336**	**7,234,800**	**1,321,400**	**824,200**	**1,303,900**	**31,239,636**

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 details 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 2023/24 – 2027/28 is analysed below;

CAPITAL FINANCING	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	TOTAL CAPITAL INVESTMENT £
Grants & Contributions etc	-13,119,190	-6,261,600	-674,900	-674,900	-674,900	**-21,405,490**
Revenue/Earmarked Reserves	-3,943,146	-963,200	-646,500	-149,300	-629,000	**-6,331,146**
Useable Capital Receipts	-3,350,000	-10,000	0	0	0	**-3,360,000**
Prudential Borrowing	-143,000	0	0	0	0	**-143,000**
Total Capital Programme Funding	**-20,555,336**	**-7,234,800**	**-1,321,400**	**-824,200**	**-1,303,900**	**-31,239,636**

4.5 New Bids

Members should be aware that the Capital Investment Programme has new bids for 2023/24;

- UK Shared Prosperity Fund
- Trinity Arts Centre Improvements
- ERP Systems Phase 2
- Saxilby Footbridge

5 Treasury Management 2023/24

5.1 The full Treasury Management Strategy, Minimum Revenue Provision Policy and Investment Strategy has been scrutinised by the Governance and Audit Committee and will be presented to Council for approval.

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

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

£m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Capital Financing Requirement					
Accounting Ad	1.065	1.065	1.065	1.065	1.065
Finance Leases					
Prudential Borrowing	39.240	38.026	37.256	36.336	35.416
Total CFR	**40.305**	**39.091**	**38.321**	**37.401**	**36.481**
Of which: Commercial Investment Property	20.585	20.211	19.837	19.463	19.089
Movement in CFR	**1.770**	**-1.214**	**-0.770**	**-0.920**	**-0.920**

Movement in CFR represented by					
Net borrowing need for the year (above)	2.774	0.100	0.143	0.000	0.000
Less MRP and other financing movements	-0.823	-0.906	-0.906	-0.913	-0.913
Capital Receipts from Loan Principal repaid	-0.181	-0.408	-0.007	-0.007	-0.007
Movement in CFR	**1.770**	**-1.214**	**-0.770**	**-0.920**	**-0.920**

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

6.1 The Pay Policy Statement

The Human Resource Statement details the budgeted full time equivalents of 307.55 (291.06 2022/23) By Cluster and Business Unit.

APPENDIX 1

High Level Summary Excluding Central Recharges and Capital

Cluster	Base Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £
Our Council	6,068,100	7,785,400	7,306,100	7,296,400	7,480,700	7,864,000
Our People	1,731,700	1,809,200	1,587,800	1,689,500	1,730,600	1,763,300
Our Place	4,223,700	4,477,600	4,532,000	4,550,200	4,672,400	4,769,100
Grand Total	**12,023,500**	**14,072,200**	**13,425,900**	**13,536,100**	**13,883,700**	**14,396,400**
Interest Receivable	(149,200)	(577,300)	(468,300)	(349,800)	(325,000)	(325,000)
Investment Income - Property Portfolio	(1,470,800)	(1,576,700)	(1,576,100)	(1,575,500)	(1,614,700)	(1,705,000)
Drainage Board Levies	413,100	459,200	481,200	503,000	505,200	528,100
Parish Precepts	2,333,800	2,508,600	2,558,800	2,610,000	2,662,200	2,715,400
Interest Payable	451,800	794,400	1,052,700	1,052,700	1,052,700	1,124,600
MRP/VRP (repayment of borrowing)	898,000	906,100	913,300	913,300	913,300	860,200
Net Revenue Expenditure	**14,500,200**	**16,586,500**	**16,387,500**	**16,689,800**	**17,077,400**	**17,594,700**
Transfer to / (from) General Fund	(465,700)	(587,400)	(52,700)	(20,600)	(20,600)	0
Transfer to / (from) Earmarked Reserves	944,900	671,600	360,600	534,300	568,600	443,600
Amount to be met from Government Grant or Council Tax	**14,979,400**	**16,670,700**	**16,695,400**	**17,203,500**	**17,625,400**	**18,038,300**
Funding Income						
Business Rate Retention Scheme	3,433,900	4,633,200	5,366,600	4,291,100	4,394,600	4,477,000
Collection Fund Surplus - Council Tax	225,500	290,000	0	0	0	0
Parish Councils Tax Requirement	2,333,800	2,508,600	2,558,800	2,610,000	2,662,200	2,715,400
New Homes Bonus	924,400	561,500	0	0	0	0
Other Government Grants	993,100	1,243,300	614,300	614,300	614,300	614,300
Council Tax Requirement	**7,068,700**	**7,434,100**	**7,771,200**	**8,044,700**	**8,327,900**	**8,621,000**
TOTAL FUNDING	**14,979,400**	**16,670,700**	**16,310,900**	**15,560,100**	**15,999,000**	**16,427,700**
Balanced Budget / Funding Target	**0**	**0**	**384,500**	**1,643,400**	**1,626,400**	**1,610,600**

Medium Term Financial Analysis by Type

	Base Budget 2022/23	Forecast Budget 2023/24	Forecast Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28
	£	£	£	£	£	£
Expenditure	**36,047,000**	**38,325,800**	**38,312,700**	**38,027,700**	**38,551,900**	**39,243,100**
Employees	12,903,000	14,241,800	14,273,900	14,000,700	14,388,100	14,749,200
Interest Payable	451,800	794,400	1,052,700	1,052,700	1,052,700	1,124,600
Other Operating Expenditure-Drainage Board Levies	413,100	459,200	481,200	503,000	505,200	528,100
Other Operating Expenditure-Parish Precepts	2,333,800	2,508,600	2,558,800	2,610,000	2,662,200	2,715,400
Premises	976,600	1,210,300	1,233,800	1,274,900	1,321,200	1,396,900
Supplies and Services	4,070,500	4,544,200	4,304,700	4,178,800	4,214,900	4,321,300
Transfer Payments	14,025,200	13,579,300	13,419,000	13,419,000	13,419,000	13,419,000
Transport	873,000	988,000	988,600	988,600	988,600	988,600
Income	**(22,444,800)**	**(22,645,400)**	**(22,838,500)**	**(22,251,200)**	**(22,387,800)**	**(22,508,600)**
Income, Fees and Charges	(6,452,600)	(6,393,700)	(6,934,300)	(6,455,600)	(6,566,500)	(6,590,500)
Government Grants and Contributions	(14,331,300)	(14,076,600)	(13,838,100)	(13,848,000)	(13,858,700)	(13,864,900)
Interest Receivable	(149,200)	(577,300)	(468,300)	(349,800)	(325,000)	(325,000)
Investment Income - Property Portfolio	(1,511,700)	(1,597,800)	(1,597,800)	(1,597,800)	(1,637,600)	(1,728,200)
Transfers To / (From) Reserves	**1,377,200**	**990,300**	**1,221,200**	**1,427,000**	**1,461,300**	**1,303,800**
Transfer to / (from) General Fund	(465,700)	(587,400)	(52,700)	(20,600)	(20,600)	0
Transfer to / (from) Earmarked Reserves	944,900	671,600	360,600	534,300	568,600	443,600
MRP/VRP (repayment of borrowing)	898,000	906,100	913,300	913,300	913,300	860,200
Amount to be met from Government Grant or Council Tax	**14,979,400**	**16,670,700**	**16,695,400**	**17,203,500**	**17,625,400**	**18,038,300**
FUNDED BY:						
Business Rate Retention Scheme	3,433,900	4,633,200	5,366,600	4,291,100	4,394,600	4,477,000
Collection Fund Surplus - Council Tax	225,500	290,000	0	0	0	0
Parish Council Tax Requirement	2,333,800	2,508,600	2,558,800	2,610,000	2,662,200	2,715,400
New Homes Bonus	924,400	561,500	0	0	0	0
Other Government Grants	993,100	1,243,300	614,300	614,300	614,300	614,300
Council Tax Requirement	**7,068,700**	**7,434,100**	**7,771,200**	**8,044,700**	**8,327,900**	**8,621,000**
Grand Total	**14,979,400**	**16,670,700**	**16,310,900**	**15,560,100**	**15,999,000**	**16,427,700**
Balanced Budget/Cumulative Savings Target	**0**	**0**	**384,500**	**1,643,400**	**1,626,400**	**1,610,600**

Medium Term Financial Analysis by Business Unit

Cluster and Business Unit	Base Budget 2022/23	Proposed Budget 2023/24	Forecast Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28
	£	£	£	£	£	£
Our People	**1,731,700**	**1,809,200**	**1,587,800**	**1,689,500**	**1,730,600**	**1,763,300**
Benefits	271,900	364,500	378,700	389,800	405,700	418,900
Community Action	280,400	334,500	355,800	342,100	330,500	338,600
Community Environment	0	18,500	18,800	19,100	19,500	19,500
Community Support	285,800	199,200	199,200	199,200	199,200	163,200
Culture and Theatres	140,400	210,100	219,500	229,800	240,400	250,300
Homelessness	458,800	396,400	363,200	371,000	381,300	390,700
Homes, Health and Wellbeing	44,000	38,000	38,300	39,000	39,900	40,700
Housing Standards	251,900	178,700	206,600	192,500	202,500	234,900
Leisure	(95,600)	29,600	(234,500)	(234,400)	(234,300)	(234,200)
Parks & Open Spaces	124,800	67,500	67,500	67,500	67,500	57,500
Safeguarding	500	0	0	0	0	0
Safer Communities - Parish Lighting	58,200	66,000	69,800	73,900	78,400	83,200
Wellbeing Lincs	(89,400)	(93,800)	(95,100)	0	0	0
Our Place	**4,223,700**	**4,477,600**	**4,532,000**	**4,550,200**	**4,672,400**	**4,769,100**
Building Control	91,900	118,300	125,900	132,300	142,700	150,900
Business Support	11,900	13,300	13,300	13,300	13,300	13,300
Cemeteries	66,800	65,100	69,400	65,800	66,200	66,700
Commercial Services	127,200	116,700	119,100	121,500	125,100	127,900
Community Environment	59,700	59,800	59,900	60,000	60,100	60,100
Community Safety	105,500	144,900	147,700	150,400	154,400	157,400
Development Management	205,500	91,800	50,200	32,500	13,900	(11,400)
Economic Development	221,200	274,700	282,900	290,400	303,600	312,600
Emergency Planning	33,400	23,000	23,400	23,800	24,200	24,600
Environmental Protection	183,500	166,100	185,300	185,200	191,900	196,600
Food Safety	229,200	243,000	249,500	254,300	261,800	267,800
Housing	68,900	64,200	65,400	66,600	68,500	69,900
Licensing	(500)	(2,300)	(1,100)	300	5,500	8,500
Lincolnshire Show	7,000	7,700	7,700	7,700	7,700	7,700
Markets	119,400	67,000	68,500	56,200	57,500	58,900
Neighbourhood Planning	49,700	4,300	4,400	4,400	4,600	4,900
Parking Services	(115,100)	(64,900)	(71,500)	(98,900)	(95,600)	(92,100)
Planning Enforcement	108,100	113,900	119,100	122,600	127,500	130,200
Planning Policy	122,200	211,000	214,600	217,000	220,500	223,300
Property - Houses	4,600	(1,200)	(1,100)	(900)	(900)	(800)
Property - Industrial Estates	(194,200)	(200,600)	(199,000)	(197,500)	(195,800)	(194,000)
Property - Operational	158,200	194,700	200,700	210,000	216,600	225,400
Safer Communities - CCTV	90,200	130,200	133,400	136,400	141,300	145,400
Street Cleansing	637,800	712,700	724,700	737,900	755,400	771,100
Street Naming and Numbering	9,300	10,400	10,200	10,000	10,000	10,800
Visitor Economy	52,900	55,300	55,900	56,900	58,400	59,500
Waste Management	1,769,400	1,858,500	1,873,500	1,892,000	1,934,000	1,973,900
Our Council	**6,068,100**	**7,785,400**	**7,306,100**	**7,296,400**	**7,480,700**	**7,864,000**
Audit	96,300	183,400	185,300	187,300	189,400	189,400
Change Management	359,100	391,500	385,200	353,900	368,800	379,700
Commercial Waste Service	(235,400)	(255,600)	(272,400)	(290,000)	(308,300)	(303,300)
Communications	235,000	210,000	182,400	186,400	191,900	196,200
Corporate Finance	383,900	735,900	396,200	399,000	398,000	391,200
Crematorium	(222,700)	(163,700)	(178,600)	(198,500)	(216,200)	(202,400)
Customer Services	630,600	633,000	649,000	663,100	683,400	698,800
Debtors	65,700	64,000	66,300	68,400	70,000	71,100
Democratic Representation	631,800	617,700	622,400	635,500	649,600	672,700
Elections	183,400	338,300	191,100	194,000	198,100	362,600
Financial Services	726,700	813,800	809,300	843,000	845,000	859,300
Fraud	5,700	3,000	6,000	3,000	6,300	3,000
Governance & Legal Compliance	282,700	985,700	1,018,800	1,054,300	1,084,000	1,106,900
Human Resources	572,300	553,600	563,200	572,600	586,000	597,200
ICT Infrastructure	389,800	443,300	453,100	465,100	505,800	514,100
Land Charges	58,700	46,700	34,700	35,200	37,000	40,300
Local Taxation	398,300	472,800	463,800	477,700	493,900	506,700
Policy, Strategy and Environment	198,500	215,100	219,400	104,800	109,800	113,500
Property - Administrative	82,300	165,500	174,000	194,300	214,700	236,200
Property - Miscellaneous Property	6,200	41,300	42,000	42,400	43,000	43,700
Property Services	420,500	408,300	426,400	463,800	475,400	485,100
Support Services	190,000	174,900	179,900	186,500	193,400	198,100
Systems Development	847,600	859,600	845,900	816,800	809,200	833,600
Waste Management - Chargeable Services	(238,900)	(152,700)	(157,300)	(162,200)	(147,500)	(129,700)
Investment Income - Property Portfolio	**(1,470,800)**	**(1,576,700)**	**(1,576,100)**	**(1,575,500)**	**(1,614,700)**	**(1,705,000)**
Investment Properties	(1,470,800)	(1,576,700)	(1,576,100)	(1,575,500)	(1,614,700)	(1,705,000)
Grand Total	**10,552,700**	**12,495,500**	**11,849,800**	**11,960,600**	**12,269,000**	**12,691,400**

APPENDIX 2

	Likelihood	Impact	Mitigation
Future available resources less than assumed	**Likely**	**High**	Annual review of reserves. General Fund Working Balance increased Volatility/Contingency earmarked reserves in place. Planning for future reductions above those assumed in the MTFP would be implemented. However the GFB can support any medium term shortfall.
Commercial Projects do not deliver anticipated benefits	**Possible**	**Medium**	Project management and monitoring. Risk Register for each project Appropriate and robust due diligence. Commercial contingency of £173k in base budget
Council is unable to provide a balanced budget in future years.	**Unlikely**	**Medium**	The Council has an adequate level of General Fund Reserves to support balancing the budget over the MTFP should it be required.
Volatility of Business Rates	**Possible**	**Medium**	Volatility of funding stream outside of Council control and effects of the latest revaluation on rateable values. Impact mitigated by establishment of contributions to an earmarked reserve.
Pay and price increases above budgeted assumptions	**Possible**	**Medium**	Assumption of 2% pay increase annually built into MTFP. Contractual inflation is included in budget. Average utilities % applied. Improved commissioning and procurement expected
Future spending plans	**Possible**	**Low**	All Services carry out effective horizon scanning with profile of service demands (past and future). This informs the MTFP budget modelling throughout the year. Pressures are dealt with as they arise. Contingencies and risk reserves in place.
Anticipated service savings/ efficiencies not achieved.	**Possible**	**Medium**	Efficiency programmes currently underway which may not achieve the level of savings required. If achievement of savings did not occur this would require compensating reductions in planned spending within services

Inability to balance budget in medium term	**Possible**	**High**	Future funding unknown post 2025/26 but the size of the funding cuts increase the likelihood of this risk. Non. A principle is in place to maintain General Reserve at a minimum of 10% of Net Operating Expenditure, this has been increased to circa £3.5m which represents around 21% due to future funding and economic uncertainty.
Income targets not achieved.	**Likely**	**Medium**	Income has been substantially affected and in the current economic climate recovery is likely to take some time. A commercial contingency budget of £173k mitigates impacts and government funding for impact of covid announced for April-June. Regular monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations. Commercial trading monitor volumes and pricing. Appropriate due diligence for commercial property investments undertaken.
Revenue implications of capital programmes not fully anticipated	**Possible**	**Low**	Capital bid approval identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning and in business case development.
Loss of principal investments	**Unlikely**	**Medium**	Limited by the controls in the Treasury Management Strategy which prioritise security of deposit over returns on a risk based approach. Impact limited due to the strategy of a diverse portfolio with high rated institutions.
New duties imposed by Government	**Likely**	**Low**	It has already been stated that new duties will be transferred to districts, however this will be considered in line with the retention of NNDR. Proactive preparation will be undertaken to engage early and influence the outcome. The availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event of new requirements being imposed

			'new burdens' funding would also be sought.
Review of NNDR Retention Scheme	**Likely**	**Medium**	Government proposals for 75% of NNDR retention locally will have an impact on the resourcing of WLDC it is not yet known what future income levels will be, although it is assumed that we will revert to a 2013/14 baseline (adjusted for inflation), 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 reductions in NNDR income from 2025/26 onwards. A contingency reserve created to mitigate any medium term funding gaps.
The cultural change and capability required to deliver against the Council's aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.	**Possible**	**Low**	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.
The assumptions contained within the MTFP are not realised.	**Likely**	**Low**	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
Recruitment and Retention of skilled staff	**Likely**	**High**	The increased use of agency/ consultants brought in to do the right jobs.

APPENDIX 3

CAPITAL INVESTMENT STRATEGY 2023/24 – 2027/28

1. Introduction

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

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

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

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

Key elements of the strategy.

- Ensures investments meet our Corporate Plan objectives
- Incorporates the requirements of the Asset Management Plan
- Enables the development of 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 Asset Management Plan.

- Schemes within the programme will be prioritised on an authority wide basis and the process of assessing investments, against specific criteria, will optimise the benefit and relative importance of potential schemes.

- Responsible Investing (RI) - investing in opportunities that seek to generate both financial value and sustainable growth,

- Socially responsible investing (SRI), also known as sustainable, socially conscious, "green" or ethical investing (ESG), as well as any investment strategy which seeks to consider both financial return and social good.

b) Capital Investment Policy

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

c) Finance Principles

- The overarching principal is the commitment to achieve affordable capital investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources.
- Ensure evaluation for value for money investments by whole life costing (where applicable) and by having robust Business Cases with full financial modelling, and appropriate due diligence in estimates in order to inform the full financial implications
- To develop partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.
- Monitoring and evaluation of approved budgets will form part of the quarterly budget monitoring reports.
- Monitoring and evaluation of approved Programmes and projects will form part of Performance Management.
- Encourage community engagement by informing on priorities and consultation on proposals.
- To invest in non-treasury activities to support ongoing sustainability in the delivery of services.
- Regularly review Business Cases as schemes are developed and update financial models to inform the 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 2023/24 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 is directed to deliver Corporate Objectives and delivery of the Executive Business Plan and Service Business Plans in addition to generating returns to support delivery of core services.

The process for includes:

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

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

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

The Capital Programme consists of 4 levels of activity.

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

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

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

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

5. Governance of the Capital Investment Programme

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

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

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

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

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

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

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

- New capital investment schemes
- Slippage in programme delivery
- Programmes removed or reduced
- Virements (budget movements) between schemes
- Revisions in spend profile
- Overspending
- Capital acquisitions and disposals
- Loan advances and outstanding loan balances

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

The Programme Board will receive monthly highlight reports

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

Budget Managers will receive monthly monitoring reports.

6. Capital Financing

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

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

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

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

7 Prudential Borrowing

The Council has discretion to undertake Prudential borrowing to fund capital projects with the full cost of that borrowing (interest and minimum revenue provision) being funded from Council revenue resources and/or capital receipts. This discretion is subject to complying with the Code's regulatory framework which essentially requires any such borrowing to be prudent, affordable and

sustainable. Prudential borrowing provides an option for funding additional capital development however it has to be funded each year from within the revenue budget and by generating additional ongoing income streams from the investment.

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

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

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

8 Revenue Contributions and Earmarked Reserves

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

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

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

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

9 Capital Receipts

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

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

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

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

11 Leasing

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

12 Other Sources of Funding

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

13. Investment in Commercial Properties (Non-Treasury Investments)

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

Appropriate experts are engaged as required.

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

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

Under the Minimum Revenue Provision (MRP) Policy, there will be an annual MRP charge for borrowing undertaken to finance Commercial Properties in line with the latest guidance from DLUHC.

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio, which will reduce 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 2023/24 - 2027/28**

Service Cluster / Scheme	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	TOTAL CAPITAL INVESTMENT £
Our People						
Disabled Facilities Grants	674,900	674,900	674,900	674,900	674,900	**3,374,500**
Extra Care Provision	0	750,000	0	0	0	**750,000**
Ongo - Stow Road Marton	203,625	0	0	0	0	**203,625**
E2: Community & neighbourhood infrastructure projects	20,000	20,000	0	0	0	**40,000**
E3: Creation of and improvements to local green spaces	100	45,000	0	0	0	**45,100**
E11: Capacity building & infrastructure support local groups	25,000	175,000	0	0	0	**200,000**
TOTAL OUR PEOPLE	**923,625**	**1,664,900**	**674,900**	**674,900**	**674,900**	**4,613,225**
Our Place						
Vehicle Replacement Programme	360,000	524,400	554,400	50,000	479,400	**1,968,200**
Trinity Arts Centre Improvements	2,500,000	2,500,000	0	0	0	**5,000,000**
Hemswell Cliff Investment for Growth	100,000	0	0	0	0	**100,000**
Market Rasen 3 year vision	200,000	0	0	0	0	**200,000**
Gainsborough Heritage Regeneration THI	435,200	751,500	0	0	0	**1,186,700**
Gainsborough Shop Front Improvement	52,413	0	0	0	0	**52,413**
Thriving Gainsborough - Cinema	5,078,987	0	0	0	0	**5,078,987**
Hemswell Masterplan Public Realm	40,000	0	0	0	0	**40,000**
Unlocking Housing (LoS)	69,600	0	0	0	0	**69,600**
Thriving Gainsborough - Pocket Park	313,200	0	0	0	0	**313,200**
Thriving Gainsborough - Market Place/Streetscape	748,000	0	0	0	0	**748,000**
Thriving Gainsborough - Townhall THI	2,090,600	0	0	0	0	**2,090,600**
Thriving Gainsborough - Whitton Gardens	1,383,030	0	0	0	0	**1,383,030**
Thriving Gainsborough - Bus Station	130,300	0	0	0	0	**130,300**
Thriving Gainsborough - Living Over The Shops	1,151,660	0	0	0	0	**1,151,660**
Thriving Gainsborough - Wayfinding Strategy	6,100	0	0	0	0	**6,100**
Thriving Gainsborough - Resources	377,294	194,106	0	0	0	**571,400**
Food Waste Collection	0	531,000	0	0	0	**531,000**
Rural England Prosperity Fund	318,327	477,494	0	0	0	**795,821**
E5: Built & landscaped environment to 'design out crime'	12,500	12,400	0	0	0	**24,900**
E23: Strengthening local entrepreneurial ecosystems	18,500	144,000	0	0	0	**162,500**
E24: Training hubs, business support offers, incubators & accelerators	18,500	144,000	0	0	0	**162,500**
TOTAL OUR PLACE	**15,404,211**	**5,278,900**	**554,400**	**50,000**	**479,400**	**21,766,911**

Our Council						
Smart Device Refresh - Members	0	0	0	36,000	0	**36,000**
Capital Enhancements to Council Properties	395,000	30,000	50,000	50,000	50,000	**575,000**
Carbon Efficiencies - Street Lights	157,500	0	0	0	0	**157,500**
Richmond House Conservatory	30,000	0	0	0	0	**30,000**
Website Replacement	0	0	0	0	75,000	**75,000**
ERP Systems Phase 2	200,000	200,000	0	0	0	**400,000**
CRM System	50,000	0	0	0	0	**50,000**
Replacement Planning System	135,000	0	0	0	0	**135,000**
Desktop Refresh	10,000	11,000	12,100	13,300	14,600	**61,000**
Civic Car Replacement	0	30,000	0	0	0	**30,000**
Chamber Equipment Refresh (Cameras)	0	10,000	0	0	0	**10,000**
Northgate Replacement/Upgrade	0	0	30,000	0	0	**30,000**
Mobile Phones	0	10,000	0	0	10,000	**20,000**
Saxilby Footbridge	250,000	0	0	0	0	**250,000**
TOTAL OUR COUNCIL	**1,227,500**	**291,000**	**92,100**	**99,300**	**149,600**	**1,859,500**
Investment						
Commercial Investment - Property Portfolio	3,000,000	0	0	0	0	**3,000,000**
TOTAL INVESTMENT	**3,000,000**	**0**	**0**	**0**	**0**	**3,000,000**
TOTAL CAPITAL PROGRAMME	**20,555,336**	**7,234,800**	**1,321,400**	**824,200**	**1,303,900**	**31,239,636**

Appendix 5

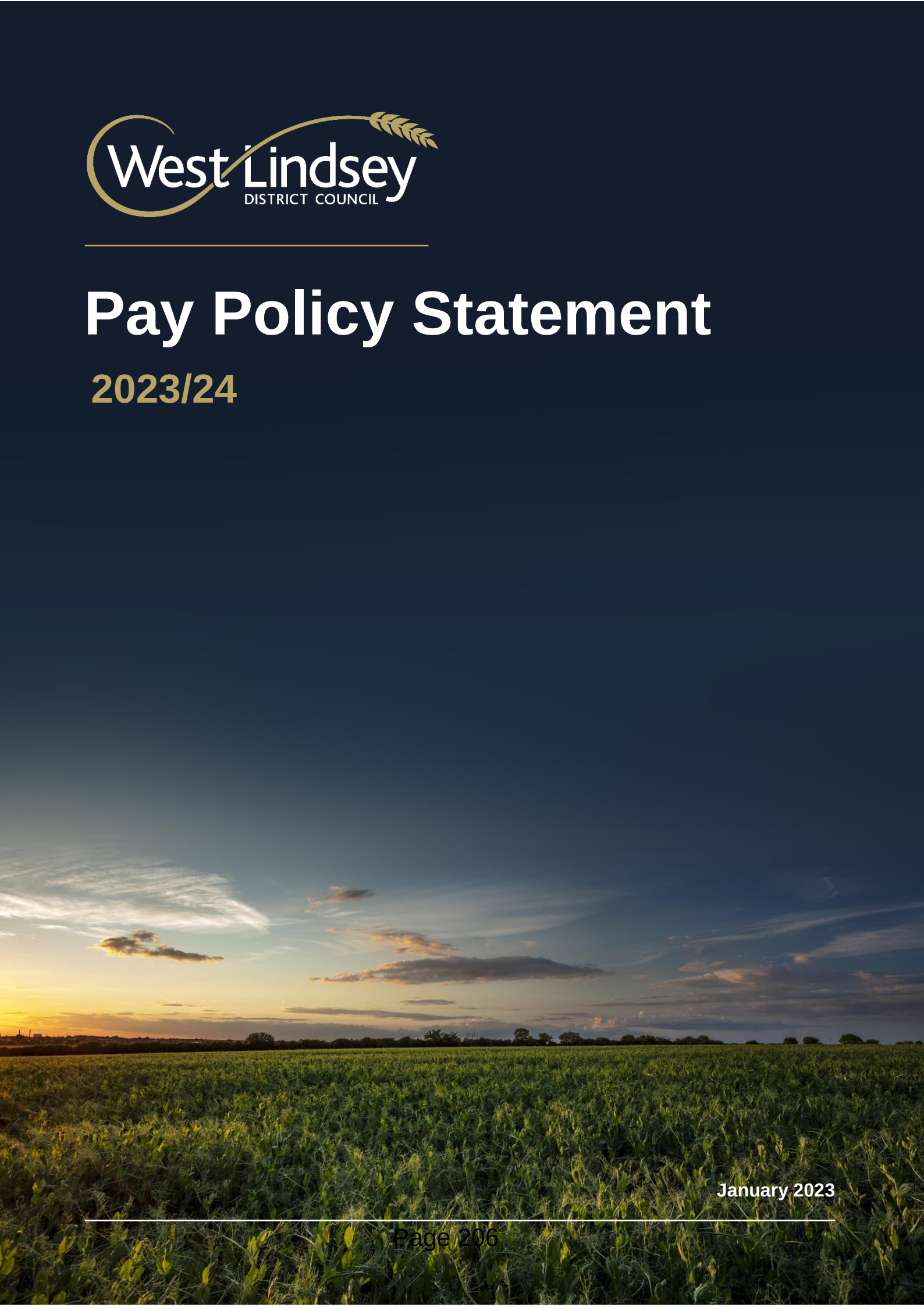
Analysis of Capital Programme Financing

Source	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	TOTAL
	£	£	£	£	£	£
Use of Capital Receipts	**-3,350,000**	**-10,000**	**0**	**0**	**0**	**-3,360,000**
Use of Capital Grants:						
Disabled Facilities Grant	-674,900	-674,900	-674,900	-674,900	-674,900	**-3,374,500**
National Heritage Lottery Fund	-2,843,800	-3,093,700	0	0	0	**-5,937,500**
LCC	0	-531,000	0	0	0	**-531,000**
Levelling up Fund	-8,906,925	-194,106	0	0	0	**-9,101,031**
Rural England Prosperity Fund	-318,327	-477,494	0	0	0	**-795,821**
UK Shared Prosperity Fund	-94,600	-540,400	0	0	0	**-635,000**
GLLEP	-69,600	0	0	0	0	**-69,600**
S106 - Developer Contributions	-203,625	-750,000	0	0	0	**-953,625**
Capital Grants Unapplied	-7,413	0	0	0	0	**-7,413**
Total Use of Grants	**-13,119,190**	**-6,261,600**	**-674,900**	**-674,900**	**-674,900**	**-21,405,490**
Use of Earmarked Reserves :						
IT Upgrades/Refresh	-10,000	-21,000	-42,100	-49,300	-99,600	**-222,000**
Maintenance of Facilities	-539,500	-30,000	-50,000	-50,000	-50,000	**-719,500**
Investment for Growth Fund	-2,508,646	-157,800	0	0	0	**-2,666,446**
Project Investment	-385,000	-210,000	0	0	0	**-595,000**
Communities at Risk	-140,000	0	0	0	0	**-140,000**
Vehicle Replacement	-360,000	-524,400	-554,400	-50,000	-479,400	**-1,968,200**
Civic Fund	0	-20,000	0	0	0	**-20,000**
Total Use of Earmarked Reserves	**-3,943,146**	**-963,200**	**-646,500**	**-149,300**	**-629,000**	**-6,331,146**
Total	**-20,412,336**	**-7,234,800**	**-1,321,400**	**-824,200**	**-1,303,900**	**-31,096,636**
Prudential Borrowing	**-143,000**	0	0	0	0	**-143,000**
Capital Financing Total	**-20,555,536**	**-7,234,800**	**-1,321,400**	**-824,200**	**-1,303,900**	**-31,239,636**

West Lindsey DISTRICT COUNCIL

Pay Policy Statement

2023/24



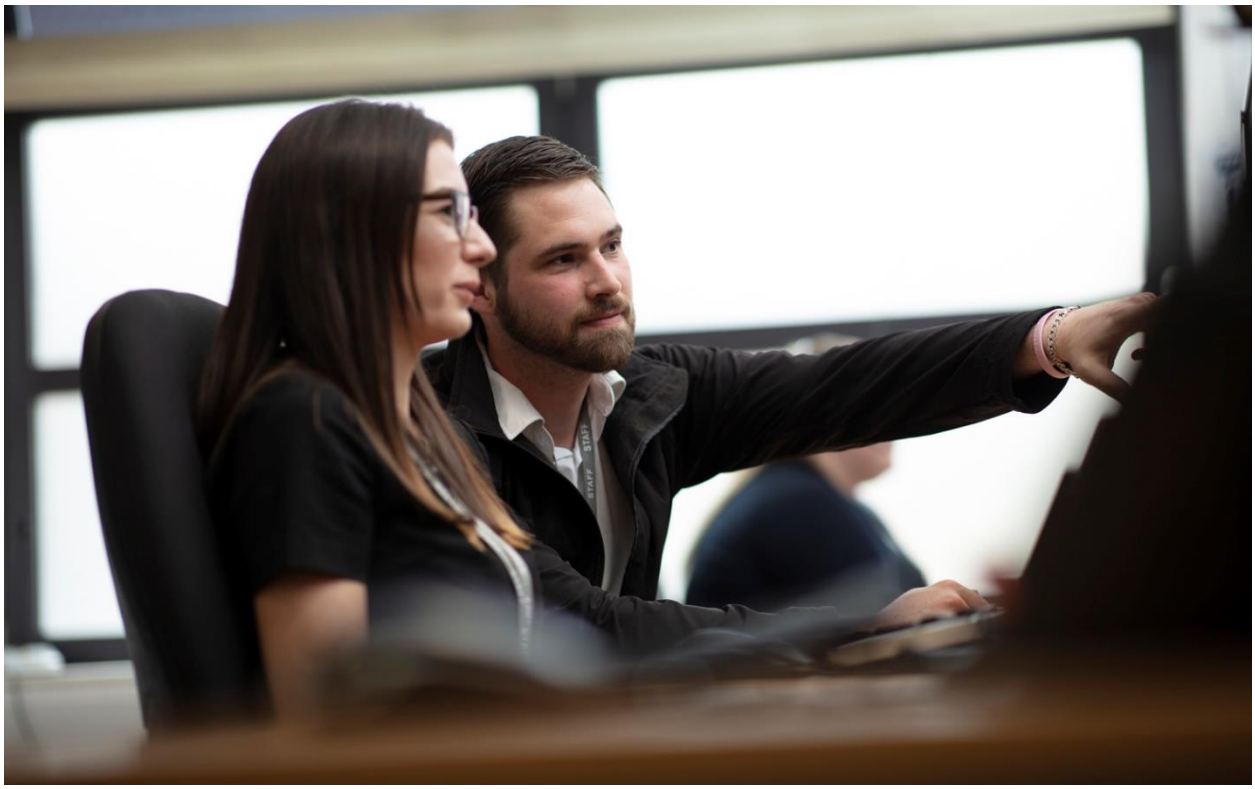
January 2023

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 2023.

Chief Executive

The salary for the above post is currently £132,289. 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 £89,425

Monitoring Officer

The salary for this post is between £64,653.88 - £75,108.69

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 £20,812 to £21,189 per annum.

The terms and conditions of employment for Band 3 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as Green Book). These are supplemented by local collective agreements reached with the trade union recognised by the council and by the rules of the council.

All posts except that of the Chief Executive, Director and Assistant Directors are evaluated using the NJC job evaluation scheme, which is recognised by employers and trade unions nationally. This scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.

Most salaries, other than those of the Senior Management Team, are 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 2022
- Apprentice: £4.81
- Year: April 2023
- Apprentice: £5.28

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 £132,289
- The ratio between the highest and lowest salary pay point is 1:6.4
- The median salary of all the Council staff is £27,344



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 Human Resources & 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 2023/24

Cluster	Business Units	Budgeted Full Time Equivalent
Corporate	Investment Properties	0.30
Corporate	**Total**	**0.3**
Our Council	Apprentices	5.81
	Assistant Director - Homes & Communities	1.00
	Assistant Director - People & Democratic Services	1.00
	Change Management	11.00
	Chief Executive	1.00
	Civic Responsibilities	1.00
	Committee Administration	4.00
	Communications	4.65
	CORP Support Services	4.30
	Council Tax	11.25
	Crematorium	4.00
	Customer Relations	15.00
	Debtors	1.10
	Director - Change Management, ICT & Regulatory Serv	1.00
	Director - Corporate Services	1.00
	Director - Operational & Commercial Services	1.00
	Director - Planning, Regeneration & Communities	1.00
	Electoral Registration	2.86
	Financial Services - Accountancy	10.81
	Governance	1.70
	Green Waste Service	1.00
	Health & Safety At Work	1.00
	Human Resources	4.22
	ICT	3.00
	Local Land Charges	3.10
	NNDR	0.12
	Payroll Services	0.20
	Policy & Strategy	4.00
	Property Services	7.93
	Supplementary Services (Chargeable)	2.15
	Systems Development	13.24
	Trade Waste	1.10
Our Council	**Total**	**125.54**
	Better Care Fund	3.20
	Communities	7.59
	Homelessness Prevention	4.22
	Homelessness Relief	4.22
	Housing Benefit Administration	10.85
	Housing Standards	5.20
	Trinity Arts Centre	4.38
	Wellbeing Lincs Delivery	8.00
Our People	**Total**	**47.66**

Cluster	Business Units	Budgeted Full Time Equivalent
Our People	**Total**	**47.66**
Our Place	Building Regulations - Fee Earning	3.30
	Building Regulations - Non-Fee Earning	2.70
	Car Parks	1.15
	CCTV Service	5.54
	Cemeteries	0.25
	Civil Parking Enforcement	0.45
	Commercial Services	2.00
	Community Infrastructure Levy	1.00
	Community Licences	2.40
	Community Safety	2.60
	Conservation & Trees	2.00
	Development Management	15.42
	Economic Regeneration	5.20
	Food Safety	4.54
	Gainsborough Heritage Regeneration - THI	1.02
	Homes, Health and Wellbeing	1.80
	Levelling Up Fund	5.66
	Markets	2.50
	Neighbourhood Planning	1.00
	Pest And Dog Control	0.05
	Planning Enforcement	2.10
	Planning Policy Activity	2.00
	Pollution Reduction	3.40
	Street Cleansing	15.70
	Street Name and Numbering	0.81
	Visitor Economy	1.00
	Waste Collection	48.05
	WLDC Voices	0.41
Our Place	**Total**	**134.05**
	Grand Total	**307.55**

Corporate Policy and Resources Committee	
Thursday, 9 February 2023	

Subject: UK Shared Prosperity Fund Business Cases

Report by:	Director of Planning, Regeneration & Communities
Contact Officer:	Sally Grindrod-Smith Director Planning, Regeneration & Communities sally.grindrod-smith@west-lindsey.gov.uk
Purpose / Summary:	To set out the Council's business case for the delivery of the UK Shared Prosperity Fund for approval.

RECOMMENDATION(S):

1. Corporate Policy and Resources Committee approve the Communities and Place, Supporting Local Businesses and People and Skills UKSPF Business Cases.

2. Corporate Policy and Resources Committee delegate authority to the Director - Planning, Regeneration & Communities to manage the UKSPF programme via the UKSPF Programme Board.

3. Corporate Policy and Resources Committee approve the quarterly and annual reporting arrangements identified in section 6 of the report, those being that: quarterly updates on expenditure be given to the Corporate Policy and Resources Committee, and an annual update on the progress of the programme be given to the Prosperous Communities Committee.

4. Corporate Policy and Resources Committee delegate authority to the Director - Planning, Regeneration & Communities (in consultation with the Chair of this Committee) to make updates, as required, to the UKSPF outputs and outcomes with Government through the identified reporting arrangement.

IMPLICATIONS

Legal:

Although there are no direct legal implications within this report (or UKSPF Investment Plan/Business Cases), following Government approval of WLDC's UKSPF Investment Plan, a Memorandum of Understanding (MOU) was signed-off (Section 151 Officer) and returned to Government on 13/12/22. The MOU:

1. sets out the terms that will apply to the relationship between the Secretary of State for Levelling Up, Housing and Communities (the Secretary of State) and West Lindsey District Council (the Lead Local Authority) regarding the administration and delivery of the UK Shared Prosperity Fund (UKSPF).
2. covers the period April 2022 to March 2025. Changes will be made only where signatories deem it necessary. If necessary, the MOU will be amended for the period April 2023 to March 2025 to accommodate the inclusion of the Rural England Prosperity Fund.
3. sets out the universal fund wide conditions and expectations for appropriate spend of the UKSPF core allocations in England.
4. is not intended to create legal or binding obligations. It describes the understanding between both parties for the use of funding specified in section 3 of this agreement.

Moving forwards, there will be a requirement to commission and/or procure goods and services and this will be subject to our agreed procurement and contract procedures, requiring sign-off by the Monitoring Officer.

Subsidy Control review to be confirmed on receipt of advice.

Financial: FIN/144/23/MT

WLDC's total UKSPF funding allocation includes: (1) UK Shared Prosperity Fund: £2,720,437; (2) Rural England Prosperity Fund: £795,821; and; (3) Match Funding: £1,200,200 – a total fund of **£4,716,458**

The Business Cases identify that UKSPF programme expenditure is broken down as follows:

Communities & Place

Stream	2022	2023	2024	Grand Total
Match - Revenue	283,900	169,150	89,150	542,200
REPF - Capital	0	238,745	238,745	477,490
UKSPF - Capital	41,464	246,870	112,500	400,834
UKSPF - Revenue	35,500	323,319	512,767	871,586
	360,864	**978,084**	**953,162**	**2,292,110**

Local Business

Stream	2022	2023	2024	Grand Total
Match - Revenue	20,000	300,000	330,000	650,000
REPF - Capital	0	79,582	238,749	318,331
UKSPF - Capital	0	81,250	243,750	325,000
UKSPF - Revenue	50,000	263,750	281,250	595,000
	70,000	**724,582**	**1,093,749**	**1,888,331**

People & Skills

Stream	2022	2023	2024	Grand Total
Match - Revenue	0	8,000	0	8,000
UKSPF - Revenue	0	81,000	319,000	400,000
	0	**89,000**	**319,000**	**408,000**

General

UKSPF admin grant	108,017
UKSPF Capacity grant	20,000
	128,017

Grand Total

Stream	2022	2023	2024	Grand Total
UKSPF	254,981	996,189	1,469,267	2,720,437
REPF	0	318,327	477,494	795,821
MATCH	303,900	477,150	419,150	1,200,200
				4,716,458

Match funding breakdown:

	2022	2023	2024	Grand Total	Funded by
1.1	258,000	36,000	36,000	330,000	144k Councillor initiative Fund (FIN/119/23), £186k Communities Grant Reserve (FIN/147/19)
1.3	0	80,000	0	80,000	80kfrom general fund balances (FIN/42/23/SL)
1.4	25,900	0	0	25,900	25.9k external grant - already applied and received
1.6	0	53,150	53,150	106,300	46.3k from general fund balances (FIN/52/23/CC/JA), 60k Core VCS grant funding (TCV)
2.1	0	75,000	75,000	150,000	150K Feasability Fund Reserve (FIN/114/23/CC)
2.3	0	150,000	150,000	300,000	100k invest to grow reserve (FIN/52/23/CC/JA), 200k LEP/University/Private Sector Match (not yet secured)
2.4	20,000	75,000	105,000	200,000	100k Cultural & Strategy Reserve (FIN/161/22/TJB), 100k Town Centre Manager from GFB (FIN/161/22/TJB)
3.1	0	8,000	0	8,000	Existing budget within Employment & Skills
Grand Total	**303,900**	**477,150**	**419,150**	**1,200,200**	

Staffing:

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

The Capacity and Capability Assessment, submitted to Government as part of WLDC's approved UKSPF Investment Plan, has been refined during the development of the investment priority Business Cases at a programme/project level. This can be found in Appendix 8 (Resource Plan) of the Business Cases. The Resource Plan sets out how many Full Time Employees are required to deliver the UKSPF programme.

The majority of projects will leverage our existing, experienced resources without significant impact on existing work portfolios. Where gaps have been identified, new posts (to be partially match funded between UKSPF and the Council) have been identified.

Four roles will be required as a result of the UKSPF Investment Plan and subsequent Business Cases as follows:

1. UKSPF Programme Manager – funded through the 4% administration allowance;
2. Town Centre Manager (recruited) - funded through UKSPF with match funding from WLDC;
3. Cultural Events and Marketing Officer (current role) – funded through UKSPF with match funding from WLDC; and;
4. Green Spaces Officer – funded through UKSPF with match funding from WLDC.

Each of the posts has a job description, person specification and will be subject to Job Evaluation. Recruitment is currently underway for (1) and (4) and all posts will be recruited into prior to programme delivery.

Equality and Diversity including Human Rights:

WLDC has a statutory public sector equality duty under the Equality Act 2010 (this is enshrined in the Council's Equality Strategy 2020-2024). Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows: A public authority must, in the exercise of its functions, have due regard to the need to: (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it. WLDC's UKSPF Investment Plan includes an assessment of equality considerations and how to tackle potential inequalities linked to accessing UKSPF opportunities.

The UKSPF Investment Plan and subsequent Business Cases have been designed to support all residents to live the best lives they can and to help our businesses and economies to thrive. The Investment Plan recognises that inequalities in West Lindsey are largely correlated with limited access to opportunities, infrastructure or jobs. This is particularly acute for residents living in areas of severe deprivation or remote rural areas (often both).

The EqIA for the UKSPF programme is a live document that will be updated as the UKSPF Investment Plan progresses towards (and during) operational delivery to ensure latest best practice is captured and applied.

In line with the 'Equality Impact Assessment: Government Grants Minimum Standards' *(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/574197/grant_standards_equality_impact_assessment.pdf)*, WLDC will complete a detailed Equality Impact Assessment (EqIA) for the in scope projects included in the UKSPF programme (for both internally and externally delivered projects).

Data Protection Implications:

The Business Cases identify that WLDC has a duty under the Data Protection Act 2018 to ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Act.

Any personal data obtained through UKSPF activities will be managed in line with WLDC's privacy notices as follows:

1. Community and Place: Enterprising Communities Privacy Notice (www.west-lindsey.gov.uk/privacy/enterprising-communities-privacy-notice);
2. People and Skills: Enterprising Communities Privacy Notice (www.west-lindsey.gov.uk/privacy/enterprising-communities-privacy-notice); and;
3. Supporting Local Businesses: Growth and Regeneration Privacy Notice (www.west-lindsey.gov.uk/privacy/growth-regeneration-privacy-notice).

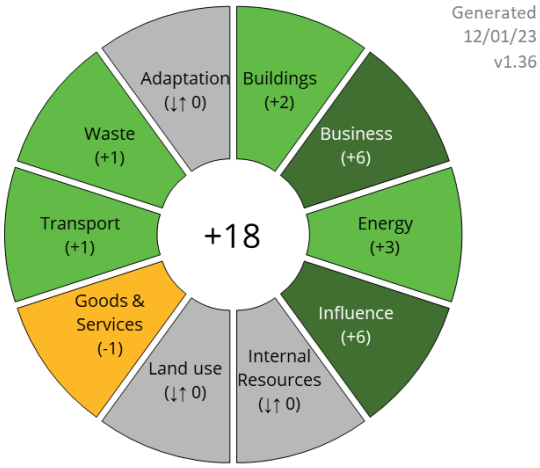
Data is likely to be collected in relation to assisting customers to access grant funding, deliver projects and to process any enquiries.

Data may be shared with external partners and/or consultants (employed or contracted by WLDC to assist in the delivery of UKSPF projects) and internal departments such as Finance to process grant payments.

WLDC's Data Protection Officer will ensure that any process employed which collects personal data respects the persons rights and follows prescribed law.

Climate Related Risks and Opportunities:

As part of UKSPF Investment Plan development via the Business Cases, the Climate Environment and Sustainability Impact Assessment Tool has been used to consider the environmental impact of the UKSPF programme.



West Lindsey District Council will be net zero by 2050 (26 years and 11 months away).

At this stage, the CESIA has been undertaken summarily, at a programme level – acknowledging that although delivery will result in an increased use of 'services', this is significantly 'off-set' by the 'green' design of the UKSPF programme (where practicable, CESIAs will be undertaken for each UKSPF intervention and managed through the programme board).

UKSPF will support climate related opportunities which have the potential to see a positive impact on our environment/climate (e.g. the 'greening' of business processes, supporting active travel, conservation volunteering, environmental management and evolving green skills etc.). Delivery of the UKSPF programme will also provide WLDC with further opportunities to champion 'net zero' advocacy, shaping and influencing our communities and businesses around best practice.

Section 17 Crime and Disorder Considerations:

The identified investments contained within the UKSPF Business Cases have the potential to provide infrastructure that can support the delivery of what can be considered as 'diversionary activities' across arts, culture, heritage, sport, skills, business and community activities.

Engaging in positive career and/or community activity is known reduce anti-social behaviour and increase a sense of community and pride in self/place.

We are not required to measure any specific Section 17 Crime and Disorder outputs or outcomes as part of UKSPF delivery. However, we will measure both perception of facilities and amenities as well as engagement in programme activities.

Health Implications:

Although WLDC are not required to measure any specific health benefits linked to UKSPF funding, the Communities and Place Business Case identifies a number of interventions linked to positive health/well-being outcomes (supporting WLDC's Corporate Plan strategic aim to reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles). These interventions will support a reduction in feelings of social isolation, create opportunities to engage digitally for our communities and improve access to arts, heritage, culture and sporting/exercise activities.

The Supporting Local Businesses Business Case provides a funding opportunity around improving the environmental credentials of the workplace, providing healthier buildings for employees.

Title and Location of any Background Papers used in the preparation of this report:
Government guidance for the UK Shared Prosperity Fund can be found at the following link: UK Shared Prosperity Fund: prospectus - GOV.UK (www.gov.uk) Rural England Prosperity Fund Prospectus Rural England Prosperity Fund: prospectus - GOV.UK (www.gov.uk) All of the information used in the Business Cases is referenced at the end of each Business Case.

Risk Assessment:
The Business Cases confirm that the UKSPF programme is supported by a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly financial updates will be given to the Corporate Policy and Resources Committee and an annual update to the Prosperous Communities Committee on the progress of the programme. A full risk register for the UKSPF and REPF programme has been developed and can be found in appendix 3 of the Business Cases. The Council's robust, internal governance procedures will be fully applied to ensure that risks and opportunities are properly considered by the Programme Board.

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

If the main body of your report is longer than 4 sides of A4 then you are required to complete an executive summary. Please summarise the entire content of the report, its purpose and the decisions you require on one side of A4.

1 Introduction

1.1 Following the development and approval of WLDC's UKSPF Investment Plan (IP), which set out a vision and priorities for UKSPF investment in 2022, the Council made a commitment to produce Green Book (2022)[i] compliant Business Cases, to confirm the case for and the approach towards investment into the programmes identified in the IP across the: (1) Community and Place; (2) Local Business Support; and; (3) People and Skills priority themes (as part of the UK Shared Prosperity Fund (UKSPF) and the additional funding provided through the Rural England Prosperity Fund (REPF) - administered and monitored as part of the main UKSPF).



1.2 The Council has secured £3.496m of UKSPF and REPF of which:

- £1.750m is being used for the Communities and Place investment priority.
- £1.238m is being used for the Supporting Local Business investment priority.
- £0.400m is being used for the People and Skills investment priority.
- £0.108m is 4% admin grant to support the project

1.3 Each of the three Business Cases are included in full with the appropriate suite of appendices.

2. Strategic Case:

2.1 The Strategic Case outlines WLDC's case for change via UKSPF funding and is aligned with the approved Investment Plan.

2.23 WLDC has used a robust methodology to select UKSPF projects that align to the Theory of Change (Business Cases appendix 1) and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

2.3 The strategic case for investment into the three UKSPF measures remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

2.4 Since the initial submission of the UKSPF Investment Plan, Government have issued additional information setting out requirements and guidance to councils. As part of Business Case development, the projects have been reviewed against this guidance and interventions developed ready for delivery to ensure compliance.

2.5 The projects were selected through a robust process, initially considering the challenges in the area and fit to both local policy, priorities and matched to the UKSPF funding criteria. With the later notification and allocation of REPF funding, a second Theory of Change and option appraisal process was undertaken. This looked to maximise the additional benefit this further funding could have on the area, particularly focusing on building on established approaches, but also considering priorities that were not possible to fund via the UKSPF.

2.6 The Business Cases propose the following projects with the key deliverables across the three investment themes:

Project name	Description	Total value	Key deliverables
Project 1.1 Flagship Community Grant Programme	Creation of a grant programme to support range of community-based activities, projects and programmes.	£1,332,490	Increased number of communities supported through access to: ▾ Equipment hire or purchase ▾ Feasibility work ▾ Capital works or expenditure ▾ Training or capacity building ▾ Improvements to community facilities ▾ Environmental improvements ▾ Revenue costs of delivering a project ▾ Third Party Match Funding ▾ Physical isolation and limited accessibility of services ▾ Social isolation and loneliness ▾ Support for a growing and ageing population ▾ Improved sustainability of community hubs ▾ Broadband and connectivity / digital isolation ▾ Access to cultural activities ▾ Activities for young people (removing barriers)
Project 1.2 Supporting our Town, Village and Neighbourhood Centres	Two part project: Part 1: Grant funding to support local leaders to develop community capacity for sustainable management of community spaces and infrastructure. Part 2: Welcome Back Fund rollout to large villages to strengthen social fabric and foster a sense of pride.	£190,000	Part 1 Grant Funding for: ▾ Project development ▾ Engagement ▾ Feasibility ▾ Consultancy Part 2 Grant Funding for improvements to retail, neighbourhood and community areas: ▾ Street Planting ▾ Park and green space Improvements ▾ Creation of seating areas
Project 1.3 Safer Streets West Lindsey	Three part project: Part 1: Shop Watch Part 2: Expansion of CCTV provision and monitoring Part 3: Re-lighting Street Lighting in areas of need	£251,182	▾ Part 1: Grow offer and widen geographical coverage for retailers. ▾ Part 2: Expansion of CCTV and increased monitoring in areas of identified need. ▾ Part 3: Options explored for full night streetlighting in areas of identified need.
Project 1.4 Multi Year Signature Events Programme	Two part project: Part 1: Trinity Arts, outreach and engagement Part 2: 'We are West Lindsey' Illuminate legacy programme	£260,650	▾ Part 1: Delivery of outreach arts, cultural and heritage activities. ▾ Part 2: Develop a multi year signature events programme building on 'Eventful District' concept to maximise reach and impact and engage underrepresented communities..
Project 1.5 West Lindsey Walking, Cycling and Wayfinding	Feasibility fund to develop delivery plans for walking and cycling interventions.	£60,000	Feasibility studies to support: ▾ Creation of new footpaths and cycle paths in areas of health need ▾ Upgrade existing footpaths and cycle paths in areas of health need
Project 1.6 Green Space Management and Community Project Development	Three part project: Part 1: Green Space Management and Developing Capacity Part 2: Green Space Volunteering Part 3: Woodland Management Plans	£197,600	▾ Part 1: Appointment of a Green Space Officer ▾ Part 2: Grant funding to support volunteering activity to be delivered by The Conservation Volunteers. ▾ Part 3: Woodland management plans for Mercer Wood, Pit Hills Plantation and Theaker Avenue Nature Area.

Project name	Description	Total value	Key deliverables
Project 2.1 Flagship West Lindsey Business Support Programme	Four projects to strengthen local entrepreneurial ecosystems and support businesses at all stages of their development including training and offers of business support.	**£1,188,331** ▾ £140,000 ▾ £80,000 ▾ £500,000 ▾ £468,331	Increased number of businesses supported through access to: ▾ Trained business advisers and specialist support. ▾ Tailored advice and guidance to support retail centres and the visitor economy. ▾ Grant schemes to support sustainability and climate change improvements for rural growth. ▾ Grant schemes for farm diversification and Agri-Tech business development.
Project 2.2 Maximising the Visitor Economy Offer	Improve and enhance the Visitor Product with a focus on outdoor recreation	**£50,000** ▾ 10,000 ▾ £5,000 ▾ £5,000 ▾ £10,000 ▾ £15,000 ▾ £5,000	▾ Enhance Love Lincs Wolds Outdoor Festival to increase overnight stays and visitor spend. ▾ Create new walking routes. ▾ Refresh West Lindsey aviation guide. ▾ Create 3 digital heritage trails. ▾ Wayfinder strategies for Market Rasen and Caistor. ▾ Develop partnership working.
Project 2.3 Growing Innovation	Development of the UK Food Valley and emerging Agri Growth Zone	**£400,000** *(development budget which includes £100,000 match and £200,000 of prospective match-funding)*	▾ Development of a business plan for Agri Growth Zone. ▾ Development of demonstrator sites across the Food Valley (medium term aim). ▾ Deliver Agricultural Growth Services (long term aim).
Project 2.4 Supporting our markets and retail centres	Support and expand the delivery of the West Lindsey Market Action Plan	**£250,000** ▾ £100,000 ▾ £50,000 ▾ £80,000 ▾ £20,000	▾ Appointment of a Town Centres Manager to support and advise retailers. ▾ Funding Provision for the Cultural Events Officer ▾ Promotion and events programme. ▾ Capacity building, for example digitalisation.

Project name	Description	Total value	Key deliverables
Project 3.1 Supporting our training and skills provision	Two part project to support the training and skills provision in the district. Part 1: Contribution towards existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market. Part 2: Feasibility work to understand future skills needs	£158,000	▾ Funding to existing organisations such as Careers Net (Community Learning in Partnership), MOVE: Move On, Volunteering and Employability (VCS) ▾ Feasibility Study to plan future spend/bids. ▾ Additional learners taking up education or training opportunities linked to employment
Project 3.2 Skills for the future	Development of projects to identify and address specific skills shortages (technical and vocational) within key employers/sectors with a focus on key growth sectors including Agri tech, care, manufacturing, defence, alternative energy and the visitor economy.	£250,000	▾ Builds on WLDC Employment and Skills Actions Plan. ▾ Strengthens voluntary and community capacity to provide training in community a setting. ▾ Engagement with yearly years, primary schools to raise awareness of economy and opportunity. ▾ Grow capacity for Green Skills.

3. Economic Case:

3.1 The Economic Case sets out why the UKSPF programme provides value for money. It demonstrates how the range of options was narrowed down to the preferred approach and the expected benefits and costs associated with this preferred approach.

3.2 The overall financial benefits of these project are estimated by linking specific benefit measures from the opportunities/challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating:

Community and Place: **£7.415m** of measurable benefits against **£2.911m** cost (both in 2022/3 real terms) - an overall benefit to cost ratio of **3.12** demonstrating a high value for money ratio.

Supporting Local Businesses: **£7.808m** of measurable benefits against **£2.350m** cost (both in 2022/3 real terms) - an overall benefit to cost ratio of **3.32** demonstrating a high value for money ratio,

People and Skills: **£4.152m** of measurable benefits against **£0.502m** cost (both in 2022/3 real terms) - an overall benefit to cost ratio of **8.28**, demonstrating a high value for money ratio.

3.3 Additionally, wider benefits have been identified that are harder to measure, such as improving digital connectivity, reducing social and physical isolation for some of the most isolated, improving a sense of identity and pride in place, the expansion of local markets, broader environmental benefits, the impact of higher skill employment on productivity and the reduction in unemployment related benefits.

4. Commercial Case:

4.1 The Commercial Case outlines the procurement and contracting implications of the preferred project options and ensures that a well-structured deal between WLDC and the grant recipients or service providers can be delivered. As part of this process the Council will assess how best social value can be secured during the contract phase.

4.2 Projects will be delivered in the following way:

- The Communities and Place priority will be helping communities and residents through a mixture of grant funding and Council led initiatives. Several projects involve working with partner organisations such as third sector organisations, Parish Councils and The Conservation Volunteers (TVC).

- The Local Business Support priority will be helping local businesses through a mixture of grant funding and Council led initiatives. Several the projects involve working with partner organisations such as the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and other Local Authorities to deliver projects.

- The People and Skills priority will help residents and local businesses through a mixture of contract awards for the provision of training, procurement of services and grants.

4.3 Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

4.4 Subsidy Control has been considered by WLDC's external advisers DWF Law. They have confirmed that the projects are (to be confirmed on receipt of advice).

4.5 Public Sector Equality Duty and Data Protection have been considered earlier in this report.

5. Finance Case:

5.1 The Finance Case demonstrates that the proposals are financially viable during the development phase and in the long-term. Additionally, key sensitivities and financial risks have been considered as well as the suitability of contingencies or alternative plans for cost containment.

5.2 The finance case also sets out how the projects are costed, profiled, and funded. Although some elements of external UKSPF funding are still subject to bidding and commitment, the projects they fund can be flexed to remain within any funding constraint, albeit at the potential cost of scaling back of outputs/outcomes. All the projects have considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and plans to treat or mitigate these have been developed. Overall, the Business Cases demonstrate/confirm a sound financial footing for WLDC's UKSPF programme.

6. Management Case:

6.1 The Management Case demonstrates that robust arrangements are in place for the successful delivery of the UKSPF programme and its constituent projects. The Business Cases have considered the delivery, monitoring and evaluation of the UKSPF programme including feedback into the Council's strategic planning cycle (the REPF will be administered and monitored as part of the UKSPF process).

6.2 Since the submission of the Investment Plan in July 2022 Government have updated the monitoring and evaluation requirements. The monitoring and evaluation is designed to be light touch and a process where Councils can support the Government to understand which interventions deliver the best value and most successful 'Levelling Up' outcomes. The Programme Board will keep the outputs and outcomes under review and will work with Government to update our targets annually as required.

Reporting Periods	Report Due Date	Information Type
1 August to 31 December 2022	1 February 2023	Quarterly (summary report only)
1 January to 31 March 2023	1 May 2023	Sixth monthly
1 April to 30 June 2023	1 August 2023	Quarterly (summary report only)
1 July to 30 September 2023	1 November 2023	Sixth monthly
1 October to 31 December 2023	1 February 2024	Quarterly (summary report only)
1 January to 31 March 2024	1 May 2024	Sixth monthly
1 April to 30 June 2024	1 August 2024	Quarterly (summary report only)
1 July to 30 September 2024	1 November 2024	Sixth monthly
1 October to 31 December 2024	1 February 2025	Quarterly (summary report only)
1 January to 31 March 2025	1 May 2025	Sixth monthly and final reporting of the SR funding cycle

6.3 The Business Cases confirm that the Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting of the UKSPF investment plan to Government. Quarterly updates on expenditure will be given to the Corporate Policy and Resources Committee and with an annual update to the Prosperous Communities Committee on the progress of the programme.

7. Recommendations:

7.1 Corporate Policy and Resources Committee approve the Communities and Place, Supporting Local Businesses and People and Skills UKSPF Business Cases.

7.2 Corporate Policy and Resources Committee delegate authority to the Director - Planning, Regeneration & Communities to manage the UKSPF programme via the UKSPF Programme Board.

7.3 Corporate Policy and Resources Committee approve the quarterly and annual reporting arrangements identified in section 6 of the report, those being that: quarterly updates on expenditure be given to the Corporate Policy and Resources Committee, and an annual update on the progress of the programme be given to the Prosperous Communities Committee.

7.4 Corporate Policy and Resources Committee delegate authority to the Director - Planning, Regeneration & Communities (in consultation with the Chair of this Committee) to make updates, as required, to the UKSPF outputs and outcomes with Government through the identified reporting arrangement.

References

[i] https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent/the-green-book-2020

Communities and Place Priority UK Shared Prosperity Fund Programme Business Case Committee Version

Version 1.3 (Final)

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Final 1.2	18/01/2023	Minor amendments	G White
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DECISION PROCESS

Financial Services Review

FIN-REF	
Recommendation	
Comments	
Officer	
Date	

Project Sponsor Sign- Off

Decision	
Comments	
Date	

Management Team Sign Off

Decision	
Comments	
Date	
Attendees	

Committee Sign Off

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Date	
Attendees	

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EXECUTIVE SUMMARY

This document sets out the Council's business case for investment into the Communities and Place priority as part of the UK Shared Prosperity Fund (UKSPF) and the additional complementary funding provided through the Rural England Prosperity Fund (REPF). The REPF will be administered and monitored as part of the main UKSPF.

West Lindsey District Council (the Council) has secured £3.495m of UKSPF and REPF of which £1.750m is being used for the Communities and Place investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change (appendix 1) and deliver the objectives within the Council's current and emerging Corporate Plan and other key strategic documents.

The strategic case for investment into the Communities and Place priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

Since the submission of the UKSPF Investment Plan, government have issued additional information setting out requirements and guidance to councils. The projects have been reviewed against this guidance and interventions developed ready for delivery to ensure compliance.

The projects were selected through a robust process, initially considering the challenges in the area and fit to both local policy, priorities and matched to the UKSPF funding criteria. With the later notification and allocation of REPF funding, a second Theory of Change and option appraisal process was undertaken. This looked to maximise the additional benefit this further funding could have on the area, particularly focusing on building on established approaches, but also considering priorities that were not possible to fund via the UKSPF. This led to the selection of the 6 projects (many of which themselves have various strands):

1.1 Flagship Community Grants Programme.
1.2 Supporting our Town, Village and Neighbourhood Centres.
1.3 Safer Streets West Lindsey.
1.4 Multi-year Signature Events Programme.
1.5 West Lindsey Walking, Cycling and Wayfinding.
1.6 Green Space Management and Community Project Development.

The overall financial benefits of these projects were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£7.415m** of measurable benefits against **£2.911m** of costs (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide[1] to adjust for what benefits may have happened anyway or the project otherwise being stopped from happening. This led to an overall benefit to cost ratio of **3.12** demonstrating a high value for money ratio, which would stay in the high threshold even if costs increased by fifty percent or quantified benefits fell by a third.

Additionally, wider benefits have been identified that are harder to measure, such as improving digital connectivity, reducing social and physical isolation for some of the most isolated and improving a sense of identity and pride in place.

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

Subsidy Control has been considered by the Council's external advisers DWF Law. They have confirmed that the projects are xxxxxxxxxx

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This finance case sets out how each project within the Communities and Place theme are costed, profiled, and funded. Funding has been approved, fully covering the projected expenditure. Whilst no specific contingency is built into the expenditure profile, sufficient flexibility has been developed at the project and programme level to constrain expenditure, albeit at the risk of marginally reduced outputs / outcomes. Furthermore, projects have all considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and a plan to treat or mitigate these have been developed. Overall, this demonstrates a sound financial footing for the projects within the Communities and Place theme.

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly updates on expenditure will be given to the Corporate Policy and Resources Committee and with an annual update to the Prosperous Communities Committee on the progress of the programme.

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1 STRATEGIC CASE

1.01 INTRODUCTION

This chapter sets out the Council's strategic case for investment into the Communities and Place priority as part of the UK Shared Prosperity Fund (UKSPF) and the additional complementary funding provided through the Rural England Prosperity Fund (REPF). It makes the case for change and demonstrates the programme's strategic fit.

1.02 STRATEGIC CONTEXT

This section outlines the Government's agenda for Levelling Up and its links to UKSPF and REPF.

Levelling Up

The UK Government is committed to levelling up across the whole of the United Kingdom. It sets out to:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in those places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empower local leaders and communities, especially in those places lacking local agency.

Round 1 Levelling Up funding

It is recognised that West Lindsey is an area in need of additional support. As a first step toward this agenda the Council secured £10.275m Round 1 Levelling Up funding to support West Lindsey's major market town of Gainsborough.

'Thriving Gainsborough 2024' represents a single project comprising of aligned and coherent interventions. Each intervention is designed to address one or more elements of failure and provides inherent added value:

- Construction of a 4-screen cinema, two retail and one restaurant units in the town centre - (development of dilapidated site & new film facilities).
- Redesigning the use and streetscape of the Market Place with the aim of re-establishing the area as the town's thriving heart - (upgraded spaces and assets, where this links to local inclusive growth).
- The extension of the Townscape Heritage Initiative, involving the refurbishment of heritage buildings and wider shop fronts - (upgraded historical buildings).
- Creating a green public realm. The creation of a new pocket park along the riverside and undertaking improvements to the existing park - (delivery of new public spaces).
- The implementation of a wayfinding strategy - (enhanced townscape that is more accessible to residents, businesses and visitors).
- The refurbishment of the bus station - (enhanced townscape).
- Extending the live above the shop programme - (delivery of quality residential space).

UKSPF

The UKSPF is a central pillar of the UK Government's Levelling Up agenda and is a significant component of its support for places across the UK. The funding complements the funding the Council has received in Round 1.

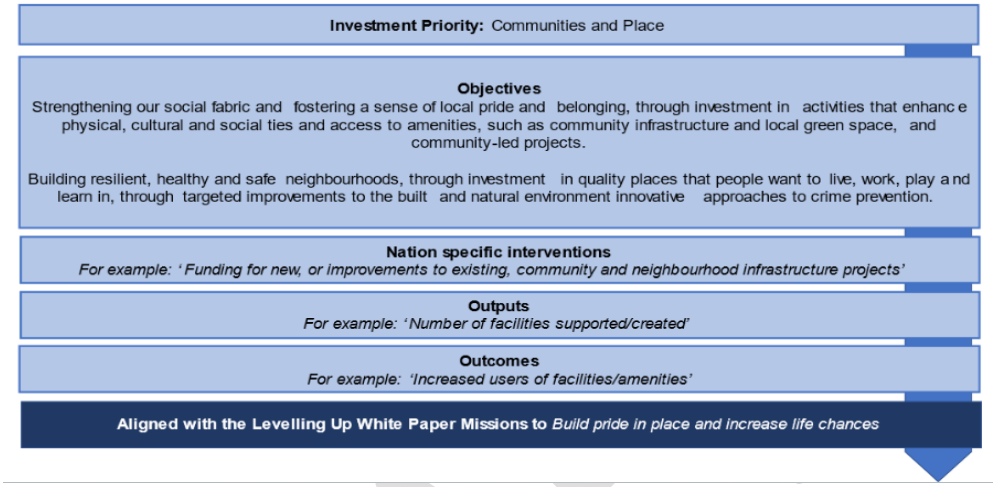
The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. This aligns with Levelling Up White Paper[2] missions, particularly Mission 9: 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.'

Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: communities and place, supporting local business, and people and skills. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission. Figure 1 shows the supporting Communities and Place investment priority, its

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objectives, outputs, and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

Figure 1: Supporting Communities and Place – objectives, outputs and outcomes



The UKSPF succeeds the old EU structural funds such as European Regional Development Fund (ERDF)/ European Social Fund (ESF). This means that all the provision previously funded through structural funds to support communities, businesses and skills will stop when the EU funding ends in March 2023.

The Council is allocated £2.700m of UKSPF of which £1.272m is being used for the Communities and Place investment priority. The funding will be used to benefit communities across the district with spend to be completed by March 2025.

REPF

In September 2022, the Government announced additional funding would be allocated to rural places across the UK in recognition of the specific challenges faced by rural areas. The REPF is top up funding to the UKSPF and an addendum to the UKSPF was approved by the Council and submitted to Government detailing the REPF proposals in November 2022.

The REPF is to support specific challenges in rural areas:

- Lower productivity rates.
- Poor connectivity.
- Poorer access to key services.

These are identified within the West Lindsey UK Shared Prosperity Fund Investment Plan (UKSPF) as important challenges for investment in 'Levelling Up' the District. The funding can be spent on the Communities and Place and Supporting Local Businesses priorities; People and Skills is specifically excluded from this funding.

The Council is allocated £795k of REPF of which £477k is being used for the Communities and Place programme. The funding will be used to provide capital grant funding to community groups to support amongst other things digital infrastructure and removing barriers to access service in rural areas.

West Lindsey District Council Corporate Plan 2019-2023

The Corporate Plan is the overarching strategic document setting the vision and objectives for WLDC. The Council's vision for the economy is to ensure that 'economic regeneration in West Lindsey is sustainable and benefits all our communities' and to improve public safety and the environment 'to create a safer, cleaner district in which to live, work and socialise'.

The Corporate Plan 2019-2023 is currently being refreshed and has been developed in parallel to the UK Shared Prosperity Fund Investment Plan. The emerging 2023-2027 Corporate Plan 'Our Place' theme focuses on economic regeneration, quality housing and ensuring clean, green and safe communities. This theme has been developed to align with the West Lindsey UKSPF Investment Plan, the Central Lincolnshire Local Plan, the Economic Recovery Plan, the Visitor Economy Strategy, the Local Industrial Strategy, the Environment Act 2021 and our Environment, Sustainability and Climate Change Strategy. Key targets are:

- Increased economic performance and higher Gross Value Added.
- A growing visitor economy.
- Job creation.
- Quality housing and improved housing standards.
- Better rural connectivity.
- Increased recycling rates.

1.03 CASE FOR CHANGE

The Council with its consultants Mutual Ventures has developed a Theory of Change (ToC) for both UKSPF and REPF, a summary can be found in appendix 1.

The ToC makes the case for change by illustrating how the Council's objectives can be met by identifying the challenges facing the District and finding interventions that would support the delivery of its objectives.

1.04 PROGRAMME INVESTMENT AND STRATEGIC ALIGNMENT

This section provides an overview of the projects within the programme and their strategic alignment to local and regional priorities. A summary of the projects and their key deliverables can be found in figure 2. A breakdown of the programme costs can be found in Table 3.1 of the Commercial Case.

Figure 2: Project Summary and Key Deliverables

Project name	Description	Total value	Key deliverables
Project 1.1 Flagship Community Grant Programme	Creation of a grant programme to support range of community-based activities, projects and programmes.	£1,332,490	Increased number of communities supported through access to: ▾ Equipment hire or purchase ▾ Feasibility work ▾ Capital works or expenditure ▾ Training or capacity building ▾ Improvements to community facilities ▾ Environmental improvements ▾ Revenue costs of delivering a project ▾ Third Party Match Funding ▾ Physical isolation and limited accessibility of services ▾ Social isolation and loneliness ▾ Support for a growing and ageing population ▾ Improved sustainability of community hubs ▾ Broadband and connectivity / digital isolation ▾ Access to cultural activities ▾ Activities for young people (removing barriers)
Project 1.2 Supporting our Town, Village and Neighbourhood Centres	Two part project: Part 1: Grant funding to support local leaders to develop community capacity for sustainable management of community spaces and infrastructure. Part 2: Welcome Back Fund rollout to large villages to strengthen social fabric and foster a sense of pride.	£190,000	Part 1 Grant Funding for: ▾ Project development ▾ Engagement ▾ Feasibility ▾ Consultancy Part 2 Grant Funding for improvements to retail, neighbourhood and community areas: ▾ Street Planting ▾ Park and green space Improvements ▾ Creation of seating areas

Project 1.3 Safer Streets West Lindsey	Three part project: Part 1: Shop Watch Part 2: Expansion of CCTV provision and monitoring Part 3: Re-lighting Street Lighting in areas of need	£251,182	▾ Part 1: Grow offer and widen geographical coverage for retailers. ▾ Part 2: Expansion of CCTV and increased monitoring in areas of identified need. ▾ Part 3: Options explored for full night streetlighting in areas of identified need.
Project 1.4 Multi Year Signature Events Programme	Two part project: Part 1: Trinity Arts, outreach and engagement Part 2: 'We are West Lindsey' Illuminate legacy programme	£260,650	▾ Part 1: Delivery of outreach arts, cultural and heritage activities. ▾ Part 2: Develop a multi year signature events programme building on 'Eventful District' concept to maximise reach and impact and engage underrepresented communities..
Project 1.5 West Lindsey Walking, Cycling and Wayfinding	Feasibility fund to develop delivery plans for walking and cycling interventions.	£60,000	Feasibility studies to support: ▾ Creation of new footpaths and cycle paths in areas of health need ▾ Upgrade existing footpaths and cycle paths in areas of health need
Project 1.6 Green Space Management and Community Project Development	Three part project: Part 1: Green Space Management and Developing Capacity Part 2: Green Space Volunteering Part 3: Woodland Management Plans	£197,600	▾ Part 1: Appointment of a Green Space Officer ▾ Part 2: Grant funding to support volunteering activity to be delivered by The Conservation Volunteers. ▾ Part 3: Woodland management plans for Mercer Wood, Pit Hills Plantation and Theaker Avenue Nature Area.

More detail on the projects and their strategic alignment can be found below.

Project 1.1 Flagship Community Grant Programme

The project sees the creation of a community grant programme to support a range of activities, projects and programmes that will deliver investment in capacity building and infrastructure support for local civil society and community groups.

Projects supported with funding will align to one or more of the following themes to help deliver the outcomes of the overall UKSPF and also the Council's own Corporate Plan priorities:

1. Arts and Culture.
2. Community Development.
3. Crime and Disorder.
4. Digital Connectivity.
5. Economic Development.
6. Education and Skills.
7. Environment.
8. Health and Wellbeing.
9. Heritage.
10. Regeneration.
11. Sport and Physical Activity.
12. Transport and Connectivity.

This project will provide a pathway approach enabling proposals and ideas to be reviewed and then signposted to apply for a grant under the most appropriate fund:

- Councillor Initiative Fund (small community grants).
- Community Action Fund (medium to large revenue grants).
- Community Facilities Fund (medium to large capital grants).
- Community Development Fund (small to medium feasibility and development grants).
- Digital Connectivity Fund (small grants to support digital connectivity in rural community spaces).
- Community Defibrillator Scheme (provision of new community defibrillators).

This project has also benefited from receiving additional funding through REPF. The allocation of capital funding from REPF will focus on identified challenges in our rural communities, including:

- Physical isolation and limited accessibility of services.
- Social isolation and loneliness.
- Growing and ageing population.
- Sustainability of community hubs.

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- Broadband and connectivity / digital isolation.
- Access to cultural activities.
- Young people - barriers to accessing activities.

This approach supports the Council's strategic role as a community enabler, helping to directly fund or match fund projects that have a direct impact on local communities and residents. The Community Grant Programme continues and builds upon the Council's previous community grant schemes which have successfully delivered positive outcomes and secured additional investment into the district for many years. Projects funded through this work will help contribute towards the Council's Corporate Plan priorities and other key local and national strategies.

The key outputs and outcomes from the UKSPF and REPF Investment Plans are:

Figure 3: Key Outcomes and Outputs Project 1.1

Output Description	Output	Outcome Description	Outcome
Number of organisations receiving financial support other than grants (numerical value)	5	Improved engagement numbers (% increase)	30
Number of organisations receiving grants (numerical value)	250	Number of new or improved community facilities as a result of support (numerical value)	30
Number of organisations receiving non-financial support (numerical value)	30	New REPF: Increased perception of facilities and amenities %	40
Number of facilities supported/created (numerical value)	40		
Amount of green or blue space created or improved (m2)	50		
Number of Tourism, Culture or heritage assets created or improved (numerical value)	15		
Number of people attending training sessions (numerical value)	60		
New REPF: Number of organisations receiving grants (numerical value)	4		
New REPF: Number of facilities supported/created (numerical value)	20		
New REPF: Number of local events or activities supported	8		

Project 1.2 Supporting our Town, Village and Neighbourhood Centres

This project consists of two parts.

Part 1: Support for local place leaders to develop community capacity, to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure.

This project builds on the Neighbourhood Plans and is seeking to maximise Community Infrastructure Levy (CIL) opportunities and other funding streams. This will ensure local community organisations understand the needs of their town, village and neighbourhood centres and can work together to deliver sustainable improvements.

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This will primarily be delivered through grant funding to organisations (with an adopted Neighbourhood Plan) to cover costs of project development, engagement, feasibility, and consultancy. This grant funding will be made available and promoted as a funding pathway within the UKSP Flagship Community Grants Programme. Direct commissioning of services/support by the Council will take place subject to demand and capacity.

Part 2: Welcome Back Fund roll out to next tier (large villages in adopted local plan) to boost the look and feel of their retail and neighbourhood/ community areas by investing in public realm improvements such as street planting, parks, green spaces, and seating areas to strengthen the social fabric and foster a sense of pride in place and belonging.
The project will support publicity campaigns and events that will boost footfall and encourage people to visit their community and neighbourhood centres and thereby supporting local community organisations. The following have been identified as potential locations:

- Bardney.
- Keelby.
- Nettleham.
- Saxiby.
- Cherry Willingham.
- Scotter.
- Welton.
- Dunholme.
- and other communities identified as 'at risk' or in priority need.

This approach supports West Lindsey's over 40 adopted or in-development Neighbourhood Plans. Strong interest in Neighbourhood Plans is a tool and process for communities to set local priorities and future development plans. Many Neighbourhood Plans have identified opportunities for improvements to community and public realm spaces, supported with the planning processes wider community engagement and consultation. The provision of funding and consultancy support will enable communities to further develop these opportunities.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 4: Key Outcomes and Outputs Project 1.2

Output Description	Output	Outcome Description	Outcome
Number of organisations receiving non-financial support (numerical value)	20	Improved perception of facilities/amenities (% increase)	85
Number of organisations receiving grants (numerical value)	12	Increased users of facilities/amenities (% increase)	30
Number of neighbourhood improvements undertaken (numerical value)	12	Improved perception of facility/infrastructure project (% increase)	85
Number of facilities supported/created (numerical value)	12		
Number of local events or activities supported (numerical value)	20		

Project 1.3 Safer Streets West Lindsey

This is a three-part project:

Part 1: Shop Watch
Enhance existing and support new Shop Watch schemes in West Lindsey. This area of work will include equipment and technology to develop the Gainsborough Shop Watch and setup costs for new Shop Watch schemes in other towns.

Part 2: Expansion of CCTV provision and monitoring
Expansion of CCTV in areas of identified need and increase monitoring capacity within the service. Examples of expansion work could include:

- Industrial estates (e.g. located in Gainsborough, Market Rasen, Caistor and Saxilby).
- Areas impacted by crime, anti-social behaviour and fly tipping.
- Rural communities impacted by rural crime.

Part 3: Re-lighting Street Lighting in areas of need
Exploring options for County Council maintained streetlighting that operates part-night, to be returned to full night operation in areas of identified need. Example locations could include:

- Streets, roads or footpaths impacted by crime and anti-social behaviour.
- Locations identified as unsafe by partner agencies.

This approach supports the Council's Corporate Plan strategic aim to create a safer, cleaner district in which to live, work and socialise. The delivery of enhanced CCTV provision and other activities under this area of work will contribute towards wider partnership working and help tackle identified issues around safety and security. Ensuring places are safe will have a direct impact on the sense of safety for residents and businesses. Improved prevention and detection of crime will help residents feel safer in the district and contribute towards an increased quality of life.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 3 Key Outcomes and Outputs Project 1.3

Output Description	Output	Outcome Description	Outcome
Number of neighbourhood improvements undertaken (numerical value)	10	Improved perception of safety (% increase)	45
		Reduction in neighbourhood crime (% decrease)	13
		Increased footfall (% increase)	40
		Increased use of cycleways or paths (% increase)	20

Project 1.4 Multi Year Signature Events Programme

This is a two-part project:

Part 1: Trinity Arts: Outreach and engagement. Delivery of planned district wide outreach of arts, cultural and heritage activities' including investment in key equipment to support this function long term.

Part 2: 'We Are West Lindsey' Illuminate Legacy programme
Develop a multiyear signature events programme building on 'Eventful District' concept to maximise reach and impact and engage underrepresented communities.

This approach supports the Council's Cultural Strategy and its market towns and retail centres activities programme. The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 6: Key Outcomes and Outputs Project 1.4

Output Description	Output	Outcome Description	Outcome
Number of organisations receiving non-financial support (numerical value)	15	Improved engagement numbers (% increase)	30
Number of local events or activities supported (numerical value)	20	Number of community-led arts, cultural, heritage and creative programmes as a result of support (numerical value)	20
Number of volunteering opportunities supported (numerical value)	18	Jobs created (numerical value)	2
		Increased footfall (% increase)	15
		Increased visitor numbers (% increase)	10
		Improved perception of facilities/amenities (% increase)	85
		Improved perception of events (% increase)	85

Project 1.5 West Lindsey Walking, Cycling and Wayfinding

WLDC led feasibility fund to develop delivery plans (from concept to deliverable schemes) for walking and cycling interventions to:

- Support creation of new foot paths and cycle paths, particularly in areas of health need.
- Upgrade existing foot paths and cycle paths, particularly in areas of health need.

This approach supports the Council's Corporate Plan strategic aim to reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles. This area of work will set the foundation for future projects to improve and create new footpaths and cycle paths that will directly enable increased physical activity, social mobility and connectivity. In many cases the creation or improvement of footpaths also has a direct impact on the wider environment which will align to the Council's Sustainability, Climate Change and Environment Strategy.

This area of work will help support the future delivery of projects and priorities within transport related strategies. As an example, this includes the Gainsborough Transport Strategy 2022-2036 and emerging walking and cycling network plans. Other key strategic and policy documents that this area of work will align to include Neighbourhood Plans in individual communities and the Central Lincolnshire Local Plan.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 7: Key Outcomes and Outputs Project 1.5

Output Description	Output	Outcome Description	Outcome
Amount of public realm created or improved (m2)	1,000	Increased use of cycleways or paths (% increase)	30
Amount of green or blue space created or improved (m2)	1,000		
Amount of new or improved cycleways or paths (m2)	1,430		

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Project 1.6 Green Space Management and Community Project Development

This is a three-part project:

Part 1: Green Space Management and Developing Capacity
The creation of a Green Space Officer post to provide a dedicated resource to lead on enhancing community green spaces across West Lindsey. The role will focus on enhancing WLDC owned green spaces to ensure they are well managed, open and accessible and help protect biodiversity. In addition, the role will provide support to community groups and parish/town councils that own green spaces, helping to provide knowledge and expertise on management, development and protection.

The Green Space Officer will play a crucial role in supporting community projects to develop and apply for funding from the UKSPF 1.1 Flagship Community Grants Programme.

Part 2: Green Space Volunteering
Enhanced grant funding to support volunteering activity and opportunities delivered by The Conservation Volunteers (TCV). The funding will complement existing funding arrangements between WLDC and TCV resulting in an increase of activities, projects and volunteering opportunities. This work will be enhanced on existing sites and extended to new green space locations within West Lindsey.

Part 3: Woodland Management Plans
The creation of woodland management plans for council owned green spaces will ensure a clear approach is taken to management, community engagement, biodiversity, and environmental protection. Plans will be created for Mercer Wood, Pit Hills Plantation and Theaker Avenue Nature Area.

This approach supports the Council's Sustainability, Climate Change and Environment Strategy. Ensuring green spaces are well managed and further enhanced will also contribute towards other key strategic aims such as health and wellbeing. This dedicated resource will also drive existing and emerging strategies and action plans such as the Gainsborough Green Infrastructure Strategy.
The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 8: Key Outcomes and Outputs Project 1.6

Output Description	Output	Outcome Description	Outcome
Amount of public realm created or improved (m2)	100	Jobs created (numerical value)	1
Number of neighbourhood improvements undertaken (numerical value)	2	Improved perception of facilities/amenities (% increase)	85
Amount of green or blue space created or improved (m2)	200	Increased visitor numbers (% increase)	5
Amount of green or blue space created or improved (m2)	40	Improved perceived/experienced accessibility (% increase)	85
		Increased users of facilities/amenities (% increase)	15
		Increased use of cycleways or paths (% increase)	11

1.05 CHANGES TO PROJECTS

Over the last few months, the UKSPF projects have been refined and where necessary changes made to the scope, funding profile and delivery methodology. This includes the incorporation of REPF into the Flagship Community Grant Programme to create a capital grant programme to support WLDC rural communities specifically in the areas of broadband and connectivity and dealing with accessibility of services. A summary of all changes to the projects can be found in appendix 2.

The UKSPF Investment Plan was submitted to Government in July 2022. The UKSPF required the Council to identify outputs and outcomes for each of the interventions it proposed. These outputs and outcomes form part of the Memorandum of Understanding the Council signed with DLUHC to secure the funding.

In July 2022 additional guidance was issued to Councils on specific areas of the fund. The outputs and outcomes provided by lead local authorities as part of the Investment Plan are indicative and DLUHC expect plans to be refined as delivery progresses. This reflected in the flexibility given to the process of refining outputs as part of the change control process for the fund, this can be found in the UKSPF Shared Prosperity Fund: reporting and performance management (3)[3]. DLUHC recognises that outcomes are more challenging to define and therefore lead authorities can continue to develop and amend these throughout delivery.

1.06 KEY STRATEGIC RISKS

The key strategic risks and how they will be managed are provided in table 1.1 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (appendix 3).

Table 1.1 – Key Strategic Risks and their management

Key Strategic Risk and Potential Impact	Approach / Risk Treatment
The Supporting Local Business programme does not align with emerging Corporate Plan. Lack of coordination between strategies undermines basis for investment plan.	The Council's Corporate Plan 2019-2023 is currently being updated and redrafted. There is an opportunity to ensure that the challenges and goals identified through the Theory of Change process are reflected and strengthened in the new Corporate Plan.
Failure to agree changes in the output and outcomes with DLUHC. The Council will not meet the terms of the Investment Plan submitted to Government leading to a potential reduction in funding and reputational damage for the Council.	Engage with DLUHC, once in the delivery stage, and illustrate the need to change the intervention outputs and outcomes due to further guidance being issued following submission of the investment plan. Negotiate and agree revised targets showing how the Council will still deliver the objectives of UKSPF.

1.07 CONCLUSION

The Council has secured £3.495m of UKSPF and REPF of which £1.750m is being used for the Communities and Place investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

Since the submission of the UK Shared Investment Fund Investment Plan, Government have issued additional information setting out requirements and guidance to councils. The projects will be review in the delivery stage and where necessary changes in expected outputs and outcomes will be agreed with DLUHC.

The strategic case for investment into the Communities and Place priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

2 ECONOMIC CASE

2.01 INTRODUCTION

The Economic Case sets out why this programme provides value for money. It demonstrates how the range of options was narrowed down to the preferred approach and the expected benefits and costs associated with this preferred approach. This section sets out the tools and techniques used to estimate these benefits and costs, and the assumptions underlying the calculated values. Additionally, some of the risks and non-financially attributable benefits are listed to provide a wider reflection of the objectives of the project and the impact it will have on the wider region.

2.02 APPROACH TO ECONOMIC CASE

Option appraisal

An initial series of workshops and discussion was used to develop a series of options for the UKSPF and to categorise these into the 3 themes (Communities and Place, Supporting Business and People and Skills), agreed previously as part of the UKSPF Investment Plan submission process. This was supplemented when an indicative REPF allocation was announced for the area; leading to a second exercise to determine the priorities for this further funding.

Table 2.1 sets out the overall projects considered resulting from the option appraisal, and sets out whether they are funded by UKSPF, REPF or a combination of both.

Table 2.1: Summary projects selected and funding source

Project	UKSPF	REPF
1.1 Flagship Community Grant Programme	✓	✓
1.2 Supporting our Town, Village and Neighbourhood Centres	✓	×
1.3 Safer Streets West Lindsey	✓	×
1.4 Multi-year Signature Events Programme	✓	×
1.5 West Lindsey Walking, Cycling and Wayfinding	✓	×
1.6 Green Space Management and Community Project Development	✓	×

2.03 ECONOMIC BENEFITS

Economic benefits have been based upon local expected outputs (as detailed in the Theory of Change), converted to financial outputs through established models. The following approach has been used consistently in developing the benefits estimation:

- Limited to one broad measure per key area to avoid duplication (or removal of any overlapping figures).
- Implicit optimism bias included within figures, with greater allowance where national data is used (see below for further details).
- Where local baseline data was unavailable, no economic benefit has been calculated and any such expected benefits have been included in the non-monetised impact instead.

Table 2.2 below sets out the approach used for each category of benefit.

Table 2.2: Linking Outcomes to Financial Measures

Outcomes (from Theory of Change)	Financial Measure	Justification
New and improved community facilities that boost community engagement Increased provision, quality, impact, attendance and perception of local events	Health and Wellbeing benefit from engagement in cultural activities	Research findings[4] quoted within the Government's Culture and Heritage Capital Evidence Bank
	Economic benefit of volunteers	Hours multiplied by Heritage Lottery Fund valuation of volunteers[5]
	Health and Wellbeing benefit of people attending training sessions	Findings from June 2017 Government Office for Science commissioned research "What are the wider benefits of learning across the life course?"[6]
Develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure and boost the look/feel of retail areas	Gross Value Added (GVA) of jobs created / sustained	Recognised national practice / modelling approach.[7] Gross benefit measured as number of jobs created and/or sustained multiplied by the ratio of national employees employed within a specific industry to Gross Value Added nationally within that industry.
	GVA associated with capital expenditure	Recognised national practice / modelling approach. Gross benefit measured as scheme specific construction expenditure multiplied by the national ratio of construction Gross Value Added to construction turnover.
Reduced high street and neighbourhood crime, resulting in improved safety and perception of safety	Crime reduction / social cohesion	Local estimate derived by combining the latest (December 2021) crime figures from Lincolnshire[8] with the cost of crime from "The economic and social costs of crime - Second edition" - July 2018[9]
Increased use of cycleways and paths	Health benefits from additional walking / cycling Carbon savings from walking / cycling	HEAT Walking Cycling tool – Internationally accepted model developed on behalf of the World Health Organisation.[10]
Increased provision, quality, impact, use and perception of green spaces in communities	Carbon savings associated with trees planted	Combines research on the average amount of carbon captured per tree through their life combined with the current (November 2022) trading price for trading permission to create a tonne of CO_2 emissions in the UK via the UK ETS Futures Market.[11]
Wider sustainability and local supply chain benefits	Social value through procurement	Value added calculated as the minimum weight of social value with procurement for all goods and services procured by the Council via this programme

The key assumptions made for each of the financial measures used above and justification for those measures is included in table 2.3 below.

Table 2.3: Assumptions made in calculating economic benefits

Assumption	Value	Justification / Methodology
General		
Discount Factor	3.5%	Standard Green Book[12] rate
Base Year	2022/3	First year UKSPF funding is available for the overall programme
Gross Value Added – Capital Expenditure		
Total capital expenditure	(2022/3) £0.041m (2023/4) £0.452m (2024/5) £0.325m	Estimate of the capital elements of the works less expected inflation[13]
National construction turnover	£144,035m	Annual Business Survey 2019[14] – Section F – SIC 41 Column E
National construction Gross Value Added	£51,407m	Annual Business Survey 2019 – Section F – SIC 41 Column F
National employment is sector	498,000	Annual Business Survey 2019 – Section F – SIC 41 Column I
Gross Value Added – Council Jobs Created		
Gross Value Added per job in region	£49,386	ONS Data[15] - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)
Estimated jobs created	(2023/4) 6 (2024/5) 6	4 FTEs in CCTV, 1 Support Officer and 1 Green Space Officer (benefits only considered during funding period)
Gross Value Added – Jobs Sustained		
Gross Value Added per job in region	£49,386	ONS Data - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)
Estimated jobs sustained	(2023/4+) 5	Local estimate of impact of grant funding in sustaining organisations
Volunteers		
Hourly value of a volunteer: - Unskilled rate - Skilled rate	 £10 £20	Heritage Lottery Fund guidance[16]
Number of hours of volunteering (pa) - Unskilled - Skilled	 750 250	Local estimate blended across additional unpaid staff time, volunteers at events and community centres receiving grants via this programme (Assumed 10 years of benefits from 2023/4 onwards)
Procurements – Social Value		

Minimum Social Value Award in WLDC procurement activities	5%	From WLDC procurement guidance
Expenditure subject to SV considerations	(2022/3) £0.351m (2023/4) £0.818m (2024/5) £0.798m	Value of procured, direct award, framework spend and funding distributed with a grant funding agreement – this assumes any grants awarded will carry an equivalent requirement for the recipient to demonstrate social value
Additional walking / cycling health benefits		
Number of people walking more due to improvements	50 pa	Local estimate
Number of people cycling more due to improvements	30 pa	Local estimate
Average additional time spent walking per day	15 mins	Local estimate
Average additional time spent cycling per day	30 mins	Local estimate
Value of preventing a premature death	£60,000	Green book valuation of a 'Statistical Life Year'[17]
Health and Wellbeing benefit of people attending training sessions		
Value of benefits per learner	£928	Research summarised in Government Office for Science "What are the wider benefits of learning across the life course?" inflated to 2022/23 prices[18]
Additional unique learners pa	30	Local estimate based upon proposed courses (assumed benefit over 10 years)
Carbon Savings		
Value of carbon saved per tonne	75.17	Price on the UK ETS Futures market as at 01/12/2022[19]
Carbon saving per tree planted / preserved per year	25kg pa	International research / estimate[20]
Additional trees planted	(2024/5) 200	Local estimate aligned to project outputs / outcomes
Carbon savings from additional walking / cycling	2.3 tonnes pa	Estimate from HEAT tool based upon additional walking / cycling estimates provided above
Health & Wellbeing benefits from cultural engagement		
Health and wellbeing benefit per person engaging with cultural activities	£1,427.42	Research on behalf of DCMS by D.Fujiwara et al[21] referenced in the Government's Cultural and Heritage Evidence Bank – uprated for inflation
Number of additional people engaging in cultural activities	(2023/4) 7,000 (2024/5) 7,000	Local estimate based upon the events likely to be funded via this programme in upcoming year
Crime Reduction benefits		

Estimated reduction on overall crime rate	(2023/4) 0.25% (2024/5) 0.5%	Local estimate

All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide[1] and ensures that naturally occurring increases are not calculated as part of the benefits for this project.

The following factored elements were considered for each benefit:

- Leakage – benefits going to people outside the target area (e.g., health benefits from people coming from overseas participating in leisure activities generated by a scheme).
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g., when a job created is taken by someone already in full time employment and their previous role is not re-filled).
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g., they don't repair a building themselves, because they can get a grant to support it).
- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g., construction work having a beneficial impact on the local supply chain).
- Deadweight – what would happen even if the project didn't go ahead (e.g., general rises in commercial or house prices).

Each benefit was assessed by the project to estimate the likely impact of each factor, using the reference cases set out in the Additionality Guide and HCA Additionality Guide[22] as starting points, supplemented with local knowledge and sector specific research. Appendix 4 sets out for each benefit the values used for each factor and the reasoning behind this.

The gross benefits multiplied by the Additionality Guide factors gives an overall net impact, per benefit. These are then discounted to get a single Net Present Value of the benefits, using a discount rate of 3.5% and a base year of 2022/23, as per the assumptions within table 2.3 above. Discounting is used to reflect the fact that a benefit today should be valued higher than the same benefit in the future. Table 2.4 below sets out the gross benefits calculated, the adjustment for 'Additionality Factors' explained in detail in Appendix 4, and adjustment for the discount factor, to get to a Net Present Value in 2022/3 terms for the benefits.

Table 2.4: Overall Quantified Costs

Benefit	Gross Impact (£m)	Additional Guide Impact (£m)	Less: Discount (£m)	NPV of Benefit (£m)
Gross Value Added – Capital Expenditure	0.292	0.091	(0.017)	0.366
Gross Value Added – Council Jobs Created	0.593	(0.193)	(0.020)	0.380
Gross Value Added – Jobs Sustained	2.469	(1.329)	(0.192)	0.948
Volunteers	0.125	(0.061)	(0.011)	0.053
Procurements – Social Value	0.098	(0.056)	(0.002)	0.040
Additional walking / cycling health benefits	0.019	(0.007)	(0.002)	0.009
Health and Wellbeing benefit of people attending training sessions	0.278	(0.136)	(0.024)	0.119

Carbon Savings	0.012	0.000	(0.004)	0.008
Health & Wellbeing benefits from cultural engagement	19.984	(15.488)	(0.226)	4.271
Crime Reduction benefits	3.206	(1.726)	(0.260)	1.221
TOTAL BENEFITS	27.077	(18.904)	(0.758)	**(A) 7.415**

2.04 ECONOMIC COSTS

Economic costs have been developed aligned to Green Book guidance. Table 2.5 presents the key factors applying to the conversion of financial case costs to economic case.

Table 2.5: Key Economic Cost Assumptions

Area	Assumption	Justification
Baseline Year	2022/23	First year of expenditure
Discount rate	3.5%	Standard Green Book rate
Inflation: 2023/4 2024/5	 7.4% 0.6%	Office for Budgetary Responsibility November 2022 Outlook – estimate for CPI[23]
Optimism Bias	41%	Overall allowance to project the relatively early stage of scheme development. Although this is applied to the cost element it is intended as likely to be manifested across cost and benefits. This value is taken as the Upper Limit for outsourcing projects[24] – chosen due to the high proportion of revenue expenditure making comparison with construction contracts less appropriate

Table 2.6 below summarises the calculation of the economic cost used in the value for money assessment below.

Table 2.6: Overall quantified costs

Calculation Steps	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
Costs – Finance Case	0.361	0.978	0.953	2.292
Less: contingency within costs	0.000	0.000	0.000	0.000
Less: Inflation contained within costs	0.000	(0.067)	(0.071)	(0.138)
Sub-total: Costs less contingency & inflation	0.361	0.911	0.882	2.154
Add: Optimism bias	0.148	0.373	0.362	0.883
Sub-total: Total costs undiscounted	0.509	1.284	1.244	3.037
Discount factor	1.000	0.966	0.934	
TOTAL DISCOUNTED COST	0.509	1.241	1.161	**(B) 2.911**

2.05 VALUE FOR MONEY ASSESSMENT

Table 2.7 presents the overall Benefit / Cost Ratio (BCR). This has been calculated by dividing the total monetised benefits by the total monetised costs (both discounted to 2022/3 prices).

Table 2.7: Benefit Cost Ratio calculation

Measure	Value (2022/3 prices)
Total discounted benefits **(A)**	7.415
Total discounted costs (**B**)	2.911
Benefit Cost Ratio (A/B)	**3.12**

The project has an overall **BCR** of **3.12**; putting it in the High category of value for money.

Sensitivity analysis has been undertaken to determine how much costs could increase or benefits could fall, while remaining in the high category (at BCR of 2). The summary is presented in Table 2.8.

Table 2.8: Sensitivity analysis on BCR

Sensitivity	Change to estimate (£m)	Percentage Change
Maximum cost change (with no change to benefits)	1.328	55.8%
Maximum benefit change (with no change in costs)	(2.655)	(35.8%)

The overall BCR has been calculated in a manner consistent with Green Book and DLUHC appraisal guidance, using costs and benefits with inherent optimism bias built into estimates. On top of this there are several non-monetised benefits of the scheme, such as wider benefits of digital inclusion and helping combat the physical and social isolation of some of the most isolated. If these could be quantified, they would further enhance the BCR.

Even without some of the wider harder to quantify benefits, sensitivity stress testing shows overall costs could rise by a half again or benefits fall by over a third and the scheme would still deliver a high category of Value for Money via the calculated BCR.

2.06 NON-QUANTIFIED BENEFITS

There are several benefits that have not been measured, as baselines do not exist and/or research does not allow prudent estimates of the monetary value of those benefits to be captured.

A lot of the interventions will be focused specifically on social and physical isolation, especially amongst the younger and older populations, where this isolation is most acute. Accessing cultural activities may have a greater than expected benefit for these groups compared with national research and studies. Additionally, there is a focus on improving digital connectivity. Whilst a recent report[25] suggests that each £1 invested in supporting those without basic digital skills leads to a £9.48 benefit, there is less baseline data or research findings into the benefits of investing into the provision of additional connectivity.

Furthermore, it is expected that this package of investment will improve the place-based self-identity and pride within communities. This is more intangible in nature and harder to measure in a monetised way.

2.07 KEY ECONOMIC RISKS

The key economic risks and how they will be managed are provided in table 2.9 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (Appendix 3).

Table 2.9: Key Economic Risks and their management

Key Economic Risk and Potential Impact	Approach / Risk Treatment
Insufficient demand for grants as offered – leading to the expected level of benefits being delayed or reduced.	Specific engagement with local suppliers and advertisement of grants will maximise uptake. Ongoing monitoring of applications and approvals; there will be the opportunity to change the area of coverage, grant criteria or reallocate funding if there is insufficient interest in the market.
Several of the projects are developing plans and feasibility studies to attract future investment (such as the West Lindsey Walking, Cycling and Wayfinding scheme and elements of the Green Space Management and Community Project Development). There is the risk that these investments do not lead to feasible solutions being developed and therefore do not deliver on the benefits projected.	Benefits have been estimated prudently and a large optimism bias element applied consistent with the early stages of project development. Feasibility is needed in these areas and in some cases investment may prove unfeasible. However, as much work as possible will be carried out in advance to seek to develop the most promising opportunities, to maximise the possibility of choosing the most viable options.
Inflation reduces the overall benefits that can be achieved with the funding, as costs are higher than originally planned for the levels of interventions required.	A reasonable expectation for level of inflation has been built in, with a suitable deflater for costs and benefits based upon latest OBR's inflation estimates. A sizeable optimism bias figure has been used in the overall benefit cost calculation too.

All the key economic risks have mitigation approaches applied and will be monitored throughout the implementation and delivery periods.

2.08 CONCLUSION

The projects were selected through a robust process, initially considering the challenges in the area and fit to both local policy, priorities and matched to the UKSPF funding criteria. With the later notification and allocation of REPF funding, a second Theory of Change and option appraisal process was undertaken, looking to maximise the additional benefit this further funding could have on the area, particularly focusing on building on established approaches, but also considering priorities that were not possible to fund via the UKSPF. This led to the selection of 6 projects (many of which themselves have various strands):

1.1 Flagship Community Grant Programme.
1.2 Supporting our Town, Village and Neighbourhood Centres.
1.3 Safer Streets West Lindsey.
1.4 Multi-year Signature Events Programme.
1.5 West Lindsey Walking, Cycling and Wayfinding.
1.6 Green Space Management and Community Project Development.

The overall financial benefits of these projects were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£7.415m** of measurable benefits against **£2.911m** cost (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide to adjust for what benefits may have happened anyway or the project otherwise stopped from happening. This led to an overall benefit to cost ratio of **3.12** demonstrating a high value for money ratio, which would stay in the high threshold even if costs increased by fifty percent or quantified benefits fell by a third.

Additionally, wider benefits have been identified that are harder to measure, such as improving digital connectivity, reducing social and physical isolation for some of the most isolated and improving sense of identity and pride in place.

This section demonstrates the direct link from problem identification, through option appraisal through to quantified benefits and leading to a very strong value for money solution.

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3 COMMERCIAL CASE

3.01 INTRODUCTION

The purpose the commercial case is to outline the procurement and contracting implications of the preferred option and ensure that a well-structured deal between the Council and the grant recipients or

service providers can be delivered. As part of this process the Council will assess how best social value can be secured during the contract phase.

3.02 COMMERCIAL DELIVERABILITY

The Communities and Place priority will be helping communities and residents through a mixture of grant funding and Council led initiatives. Several projects involve working with partner organisations such as third sector organisations, Parish Councils and The Conservation Volunteers (TVC).

Organisational structure

Project 1.1 Flagship Community Grant Programme will be delivered by the Council's Communities Team which has existing resources already delivering this type of work. The grant funding work delivered by the Council is well established and has been subject to regular audit for quality control purposes. Grant funding work within the council is also linked to other teams for cross-service coordination. The full range of procurement routes will be open to officers when delivering the funding programme and supporting projects and initiatives. The Council will directly purchase items such as defibrillators.

Project 1.2 Supporting our Town, Village and Neighbourhood Centres will be delivered via a grant programme by the Council's Growth and Regeneration Team.

Project 1.3 Safer Streets West Lindsey. This three-part project will see a range of procurement methods. Part 1, the Shop Watch expansion will have equipment bought directly by the Council. Part 2, the expansion of the CCTV network will be via a direct award to the existing CCTV provider with staffing provided by the Council. Part 3 will see streetlighting review work undertaken directly by the Council's Communities Team working with partner agencies and may include some procured support work.

Project 1.4 Multi Year Signature Events Programme xxxxxx

Project 1.5 West Lindsey Walking, Cycling and Wayfinding will look to commission specialists to produce delivery plans for multiple sites.

Project 1.6 Green Space Management and Community Project Development will look to appoint a new Green Space Officer. TCV existing contract will be extended for 2 years to deliver this work. The Council will commission the Woodland Management Plans externally.

Key Contractual Arrangements

The Flagship Community Grant Programme will require community groups to apply for funding on a first come first served basis. The community groups will be required to enter into a funding agreement with the Council to secure financial support. Existing grant management and decision-making processes used for Council community grants will be used. This includes the use of a Community Grants Panel.

Project 1.3 Safer Streets West Lindsey and Project 1.6 Green Space Management and Community Project Development will see existing grant agreements or contracts extended. The Council is satisfied that this arrangement meets procurement guidelines.

3.03 PROCUREMENT STRATEGY

The programme will undertake procurement of goods and services following Government guidance[26] and its own contract and procurement procedure rules. Procurement routes reflect the Council's understanding of local markets, existing frameworks and desire to drive local growth and employment through the use of local supply chains.

Summarised below are the main procurement routes for the projects within the programme. The value £ column reflects the cost of the service being procured rather than whole project cost.

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Table 3.1: Procurement route

Project name	Value £	Procurement Route
1.1 Flagship Community Grant Programme	702,499 612,000 8,000 4,000 26,000	Capital Grant Funding Agreements Revenue Grant Funding Agreements Framework for grant management system Direct award grant evaluation work Direct Purchase
1.2 Supporting our Town, Village and Neighbourhood Centres	60,000 130,000	Revenue via Grant Funding Agreement Capital via Grant Funding Agreement
1.3 Safer Streets West Lindsey	74,370 10,000 160,000 5,000 2,000	Capital direct award to existing CCTV provider Framework for radio equipment Recruit staff Direct award review work Direct purchase
1.4 Multi Year Signature Events Programme	xx	xxxx
1.5 West Lindsey Walking, Cycling and Wayfinding	60,000	Formal Tenders (Request For Quotation) for site assessment and delivery plans.
1.6 Green Space Management and Community Project Development	100,242 90,000 7,358	Recruit Green Space Officer Revenue Grant Funding Agreement Framework for woodland management plans

3.04 WIDER CONSIDERATIONS

Subsidy Control
The Council will have regard to the new Subsidy Control Act 2022 which came into force on 4th January 2023. The business case has been reviewed by DWF Law and they have confirmed ….. XX. A full copy of their advice can be found in appendix 6.

Public Sector Equality Duty
The Council has a public sector equality duty under the Equality Act 2010, this is enshrined in its Equality Strategy 2020-2024. In line with the Equality Impact Assessment: government grants minimum standards[27]; West Lindsey District Council will complete a detailed Equality Impact Assessment (EqIA) for the projects included in this programme.

The EqIA for this programme is live document that will be updated as the investment plan progresses to ensure latest best practice is applied. Updated versions of the EqIA will be required prior to the Flagship Community Grant Programme being launched.

Data Protection
The Council has a duty under the Data Protection Act 2018 to ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Act. Any personal data obtained through the Community and Place activity will be managed in line with West Lindsey District Council's Enterprising Communities Privacy Notice.[28]

Data is likely to be collected in relation to assisting and supporting business for such areas as business grants funding, to manage tourism, deliver projects and to process any enquiries.

Data may be shared with external partners or consultants, employed, or contracted by the Council to assist in the delivery of its services and projects; and internal department such as finance to process grant payments.

The Council's Data Protection Officer will ensure that process respects the persons rights and follows the law.

3.05 KEY COMMERCIAL RISKS

The key commercial risks associated with specific projects within the programme are highlighted below in table 3.2. The full risk register can be found in appendix 3.

Table 3.2: Commercial Risks

Key Commercial Risk and Potential Impact	Approach / Risk Treatment
Grant receiving organisation fail to deliver on outputs and outcomes in the funding agreement. The Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC	Most outputs and outcomes will be delivered via the SLA/Contract for project 1.3/1.6 which will identify a contractual obligation to deliver programme outputs/outcomes. Although it is unlikely, business grant beneficiaries (1.1) will be formally contracted to deliver outputs/outcomes (given the size of grant award), they will be obliged to report on any outputs/outcomes accrued via a grant contract reporting obligation.
Grant receiving organisation fail to comply with grant conditions (such as monitoring). Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	Any organisation will be obliged to enforce compliance with grant reporting obligations (with 'mitigating factors' loop incorporated for legitimate non-compliance).
Insufficient financial resources available to fund interventions through to completion. Grant recipients fail to deliver the scheme they are contracted to do as part of the grant agreement. The Council is unable to demonstrate VfM, outputs and outcomes.	1) Develop a contractually binding grant agreement - with requirement for early notification if the recipient organisation considers itself unlikely to be able to deliver and the recipient's suggestions on how to rectify 2) WLDC to consider any amendments required in light of notifications in terms of impact on budget and overall outcomes through its monitoring and governance processes 3) Consider all available options to resolve - whether this is an increased contribution from the recipient, transferring budget that is yet to be allocated, seeking further alternative funding or relaxing outputs or outcomes to be delivered - if this leads to a material reduction in overall outcomes, write to Government to explain change and reasoning.
Lack of interest from communities to apply for grant funding. Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	Marketing and engagement work to ensure awareness and deliver pipeline of projects and applications.
Fraud Risk, risk that grant schemes could be abused by fraudulent claims leading to reputational damage to the council and reduced realisation of the expected outputs and outcomes.	The Council will introduce a proportionate level of due diligence prior to any payments being made and periodically during duration of the programme. This will be in line with the mandatory due diligence checks required by the government in the Guidance for General Grants. Minimum Requirement Seven: Risk, Controls and Assurance.

3.06 CONCLUSION

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

DWF Law have confirmed that the projects are xxxxxxxxxx

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4 FINANCIAL CASE

4.01 INTRODUCTION

The purpose of the Financial Case is to demonstrate that the proposal is financially viable during the development phase and in the long-term. Additionally, key sensitivities and financial risks will be considered as well as the suitability of contingencies or alternative plans for cost containment.

4.02 COSTS

Costs for this project are separated and analysed in two sections; looking firstly at the affordability of the initial development, and secondly that the scheme is financially sustainable once complete.

4.03 INITIAL COSTS

Table 4.1 sets out the main sources of expenditure within each project, the best estimate of these costs and how the split of costs between capital and revenue expenditure, and across financial years.

Table 4.1: Project costs

Project No.	Expenditure Category	2022/23 Forecast Expenditure (£000's)	2023/24 Forecast Expenditure (£000's)	2024/25 Forecast Expenditure (£000's)	TOTAL Expenditure (£000's)
	Capital				
1.1	Flagship Community Grant (Capital)	0	112	113	225
1.1	Digital connectivity for community facilities (REPF)	0	20	20	40
1.1	Flagship Community Grant (REPF)	0	219	219	438
1.2	Grant for improvements to neighbourhood areas	0	60	0	60
1.3	CCTV Expansions	0	74	0	74
1.3	Shop Watch Radio System	10	0	0	10
1.4	Events Equipment Purchases	31	0	0	31
	TOTAL Capital	**41**	**486**	**351**	**878**
	Revenue				
1.1	Flagship Community Grant (Rev)	0	140	139	279
1.1	WLDC Grant Awards	258	0	0	258
1.1	Programme Management, Engagement and Evaluation	0	9	9	18
1.1	Project Development Support	0	15	15	30
1.1	Community Defibrillator Scheme	15	15	15	45
1.2	Grants for community led events	0	30	0	30
1.2	Community Capacity Support	0	0	100	100
1.3	CCTV Staffing	0	80	80	160

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1.3	Streetlight Review Work	0	5	0	5
1.3	Shop Watch Equipment	0	2	0	2
1.4	Events Programming	46	50	83	179
1.4	Support Officer	0	25	25	50
1.5	Delivery plans for walking / cycling interventions	0	20	40	60
1.6	Green Space Officer	0	49	51	100
1.6	Green Space Management	0	45	45	90
1.6	Woodland Management Plans	0	7	0	7
	TOTAL Revenue	**319**	**492**	**602**	**1,414**
	TOTAL Projected Expenditure	**361**	**978**	**953**	**2,292**

4.04 FUNDING

Table 4.2 sets out the various sources of funding for this theme. All funding sources are approved, subject to any final negotiation on Government funding, planned profile spend and outputs and outcomes to be achieved.

Table 4.2: Funding by source

Project Number	Funding Source	Expected Funding (£000's)	Status / Certainty
	Capital	0	
All but 1.5	UK Shared Prosperity Fund	401	Indicative Approval
1.1	Rural England Prosperity Fund	477	Indicative Approval
	TOTAL Capital Funding	**878**	
All	UK Shared Prosperity Fund	872	Indicative Approval
1.1	WLDC Current Grant Funding Programme	258	Approved
1.1	Councillor Initiative Fund	72	Approved
1.3	CCTV 24/7 monitoring staffing pilot budget	80	Approved
1.4	WLDC budget contribution to events	26	Approved
1.6	Core VCS Grant Funding	60	Approved
1.6	WLDC Green Space Officer Post Funding	46	Approved
	TOTAL Revenue Funding	**1,414**	
	TOTAL Funding	**2,292**	

Additionally, the Flagship Grant Programme bidding process will allow organisations to propose a contribution to any proposals, increasing the additionality and overall scale of interventions proposed. Any such amounts will be in addition to the figures above, these are excluded as the value cannot be reliably estimated at this time.

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4.05 SENSITIVITY ANALYSIS / CONTINGENCY

Within this programme, projects have been designed with the ability to flex the outputs and levels of intervention as the basis of constraining expenditure. Table 4.3 summarises how each project will keep within its funding limit.

Table 4.3: Sensitivity Analysis

Project	Approach to containing cost
1.1 Flagship Community Grant Programme 1.2 Supporting our Town, Village and Neighbourhood Centres	Funding will be allocated via grant funding agreements (capping the maximum funding available from the Council). Bidders will be liable for any costs of provision exceeding expectations.
1.3 Safer Streets West Lindsey	There are two major elements of expenditure – firstly, a CCTV expansion, which will be purchased from an existing framework. The breadth of coverage can be flexed to ensure containing costs within budget as necessary. The other element is for employing additional staff to cover monitoring the CCTV 24/7. This is based upon specific job evaluated posts, so the staffing cost is fixed.
1.4 Multi-year Signature Events Programme	There are two elements to this – an equipment purchase, which is for a variety of elements of external PA equipment. Should the cost of these rise, then different makes and models can be considered or de-prioritising one or more specific items. The events will be negotiated with external artists and producers and the timetable and content is flexible. The scope of the programme can therefore be flexed with budget available.
1.5 West Lindsey Walking, Cycling and Wayfinding	Several site assessments are being undertaken. The locations and order can be prioritised to remain within the overall budget.
1.6 Green Space Management and Community Project Development	Most of this funding is for recruiting to a post, based upon a fixed salary.

Whilst it would be standard practice to include an element of contingency and sensitivity analysis on the figures provided, WLDC are able to effectively manage their contributions in each project to the value of funding available. Additionally, WLDC can flex funding between projects (including across themes) by up to 20% of Government funding, without the need for further Government agreement (and beyond that subject to negotiation).

Therefore, there is no reason in this instance to make a specific contingency allowance or measure sensitivity to price changes, as there are multiple ways to constrain cost and mitigate any changes within the overall allocation.

4.06 ONGOING COSTS

One of the key aims of the overall programme is to embed sustainable change, however, this needs to be balanced with the practicalities of time limited funding. Steps have been taken to spend in areas that will have lasting benefits, but where there are no ongoing financial commitments created. Table 4.4 sets out how these requirements will be achieved.

Table 4.4: Approaches to limiting ongoing financial commitment while sustaining ongoing benefits

Project	Limiting ongoing financial commitment from WLDC	Ongoing benefits
1.1 Flagship Community Grant Programme	Specific, time and value constrained funding agreements with grant recipients	Grants will be assessed with a series of criteria, including the ability to generate long-term benefits and be self-sustaining. If grant funded projects are successful are there is a desire to continue, then support will be given to organisations to find alternative long-term funding solutions.
1.2 Supporting our Town, Village and Neighbourhood Centres	Specific, time and value constrained funding agreements with grant recipients	Campaigns will be designed to increase footfall in multiple neighbourhoods and commercial centres. It is expected that this can create a vitreous circle, where word of mouth spreads, which helps sustain growth in footfall organically after the initial campaigns.
1.3 Safer Streets West Lindsey	One off capital investment in additional CCTV equipment	Once purchased the CCTV equipment will be maintained alongside the wider network, with a negligible impact on overall maintenance costs.
1.4 Multi-year Signature Events Programme	Funding is for bespoke one-off events	Successful events can be considered being added to future programmes. With evidence of attendance numbers, it will be easier to seek external funding / sponsorship for future events, as well as considering leveraging existing WLDC budgets.
1.5 West Lindsey Walking, Cycling and Wayfinding	Funding is for specific site assessments, with no ongoing need for further expenditure	It is expected that some / all feasibility / site assessments can form the basis of further funding bids and provide the evidence to support these. These feasibility studies are often excluded from the funding criteria for capital investment sources.
1.6 Green Space Management and Community Project Development	One-off development of plans Fixed term contract for new posts	The plans, once developed, will be valid for many years and help to shape ongoing work without further investment, alongside the additional short-term staffing requirement to develop these.

4.07 KEY FINANCIAL RISKS

The key financial risks and their mitigations are sets out in table 4.5. The full risk register is presented as appendix 3.

Table 4.5: Key Financial Risks

Key Financial Risk and Potential Impact	Approach / Risk Treatment
Cost inflation running at higher levels than anticipated when original bid was submitted means that less overall interventions can be afforded.	A strong assessment process for bids will ensure those maximising value to the area will be taken forward. As highlighted in Table 13, mechanisms in each project can limit budget overruns, albeit with a potential reduction in overall outcomes.
Delays to awards or lack of progress by organisations receiving grant funding leads to slippage of expenditure	Grant funding agreements will make it clear that slippage beyond 2024/5 will not be eligible for funding.
Success of pilot projects (e.g. increased CCTV) place ongoing demands for WLDC funding	Communication that projects are pilots and for those projects with fixed-term staff contracts, additional funding will be required to sustain those positions. The pilots should produce evidence, which can then inform conversations with other stakeholders (local LEP, Police, Crime and Drug partnerships) for seeking longer-term sustainable funding.

4.08 WIDER FINANCIAL IMPLICATIONS

If there is a demonstratable reduction in crime through the expansion of the CCTV network and monitoring, then conversations could be had with the Police about the savings they are making on responding to that crime and alternative priorities for the area.

Development of feasibility of walking and cycling routes and green space management may support use of any current of future S106 fees on local priorities.

As highlighted in the funding section above, the application process for grants may generate additional match funding from some bidders, which would create additionality in the overall programme.

4.09 CONCLUSION

This finance case sets out how each project within the Communities and Place theme are costed, profiled and funded. Funding has been approved fully covering the projected expenditure. Whilst no specific contingency is built into the expenditure profile, sufficient flexibility has been developed at the project and programme level to constrain expenditure, albeit at the risk of marginally reduced outputs / outcomes. Furthermore, projects have all considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and plans to treat or mitigate these have been developed.

Overall, this demonstrates a sound financial footing for the projects within the Communities and Place theme.

5 MANAGEMENT CASE

5.01 INTRODUCTION

The purpose of this management case is to demonstrate that robust arrangements are in place for the successful delivery of the programme and its constituent projects. The chapter covers the delivery, monitoring and evaluation of the UKSPF programme including feedback into the Council's strategic planning cycle. The REPF will be administered and monitored as part of the UKSPF process.

5.02 PROGRAMME ORGANISATION AND GOVERNANCE

There are three levels of internal UKSPF programme governance, appendix 6 provides a diagram showing the hierarchy of governance in detail. The main roles are summarised below:

WLDC Portfolio Board: The Portfolio Board has strategic responsibility and accountability for all major programmes. It meets every eight weeks and will receive an update on progress against contracted milestones at every meeting. The Portfolio Board is chaired by The Director Change Management, ICT and Regulatory Services.

West Lindsey SPF Programme Board: The Board has been established to provide operational oversight of the UKSPF investment, monitoring the overall plan, risks, and ensuring synergies between component projects. It will meet quarterly and will be chaired by the programme sponsor, the Director of Planning and Regeneration and Communities, and report to the Portfolio Board.

SPF Core Team / Project Management: Each of the three investment priorities will have a Project Core Team, led by a dedicated Project Manager. Project Managers will have responsibility for the day-to-day delivery and management of the project. They will report progress and issues to the SPF Programme Board. This governance structure will be underpinned by WLDC assurance procedures. A resource plan to support the delivery of the programme can be found in appendix 7.

The Terms of Reference for the West Lindsey SPF Programme Board can be found in appendix 8. The main roles and responsible officers are:

Director of Planning and Regeneration, and Communities (Chair): Programme Sponsor accountable for the overall success of the programme
Programme Manager UK Shared Prosperity Fund: Programme Lead responsible for the day-to-day management of the programme and programme team
Communities Manager: Project Lead responsible for the day-to-day management and delivery of the Community and Place business case

5.03 PROGRAMME MANAGEMENT

This section details, in broad terms details, the actions that will be required to ensure successful delivery of the programme in accordance with best practice. A more detailed programme can be found in appendix 9.

The table 5.1 below sets out an indicative timetable for the delivery of the Community and Place projects within an overall programme.

Table 5.1: Summary of key programme milestones

Action	Date
Business Case Approved by Prosperous Communities Committee	9th Feb 2023
Business Case Approval by Corporate Policy and Resources Committee	9th Feb 2023
Project 1.1 Flagship Community Grant Programme	Dec 2022 – March 2025

Project 1.2. Part 1 Support for local place leaders to develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure	April 2023 – March 2025
Project 1.2 Part 2 Welcome Back Fund roll out to next tier (large villages in adopted local plan)	Nov 2022 -
Project 1.3 Part 1 Shop watch	March 2023 – Dec 2023
Project 1.3 Part 2 CCTV Expansion	Feb 2023 – Aug 2023
Project 1.3 Part 3 Street Lighting	Jul 2023 – Oct 2023
Project 1.4 Multi Year Signature Events Programme	Jan 2023 – Mar 2023
Project 1.5 West Lindsey Walking, Cycling and Wayfinding	Jun 2023 – March 2024
Project 1.6 Part 1 Green Space Management and Developing Capacity	Apr 2023
Project 1.6 Part 3 Woodland Management Plans	Jul 2023 – Oct 2023
Deadline for Grant Applications	28th Feb 2025
Programme Closes	31st March 2025

5.04 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The UKSPF and REPF have been developed in conjunction with key partners and stakeholders. Appendix 10 provides a list of key stakeholders of the whole UKSPF programme and their role or interest in this programme. The Communities and Place programme has specific stakeholders representing a wide range of communities. To support the delivery of this programme a Community & Voluntary Sector Partnership will be established to provide an important forum for sharing information, supporting priority setting and enabling the effective delivery of UKSPF Communities & Place activity across the district. This new partnership would operate in a similar fashion to the existing Employment & Skills Partnership which will provide important input into the UKSPF People & Skills area of work.

The Council will continue to engage with its extensive network of stakeholders and key partners to help shape proposals as the projects develop. To facilitate this the Council has developed a Communications and Stakeholder Strategy (appendix 11). The strategy will include the development of the Council's UKSPF website and directing any enquiries to Communities email inbox. The UK SPF Programme Board will be responsible for the stakeholder management for the programme.

5.05 CHANGE CONTROL

As the projects develop the programme will be monitored and updated by the UKSPF Programme Manager. A robust Change Control mechanism will be instigated in line with the Council's existing procedures. Any change requests will be fully costed and the implications on the programme fully understood. The request will be reviewed at an appropriate level based on the programme governance arrangements agreed with the Programme Sponsor.

5.06 ASSURANCE

This programme will follow the Government's UKSPF guidance: assurance and risk guidance (5).[29]

In accordance with the Cabinet Officer Government Functional Standards[30], the assurance for each DLUHC programme provides three separate and defined levels of assurance, referred to as the three lines of defence.

First Line of Defence

The first line of defence is provided by the lead local authority and is the responsibility of the Chief Finance Officer as they act at an operational management level within the lead local authority in receipt of the funding (via a Section 31 Grant). The Chief Finance Officer is therefore responsible for the delivery of HMG investment, with propriety, regularity, and value for money.

Reporting carried out by lead local authorities to DLUHC will be used to secure evidence of the first line of defence. The Chief Finance Officer will be required to provide written confirmation that they have undertaken all the necessary checks, to ensure that the lead local authority and the programme specific project(s) have in place the processes to ensure proper administration of its financial affairs with regard to the funding programme, and these are in active use. The current timetable for providing information can be found in appendix 12.

Second Line of Defence
The second line of defence is independent of the first line activity and oversee the management of the risk to ensure that the first line has been appropriately constructed and is delivering as intended.

Reflecting the devolved nature of the fund, the second line of defence is the wider Local Government Accountability Framework which scrutinises local authority activity. This sits within Government's commitment to continue to improve wider Local Government transparency and reporting, DLUHC's specific UKSPF performance reporting and departmental intelligence of Local Government.

DLUHC co-ordinates work across Government departments that brings different analysis together on a common basis to understand the overall fiscal position of local authorities, and particular risks and opportunities. This will support and manage any risk emerging in the delivery of the UKSPF.

Local Government audit also plays a vital role in providing local authorities with accurate and reliable financial information to plan and manage their services and finances effectively. Local audit also ensures local authority financial arrangements, including whether value for money is being achieved, are transparent to the taxpayer, and facilitates assurance for the public sector.

Third Line of Defence
The third line of defence should be undertaken by independent audit or an independent body to secure an 'objective opinion on the effectiveness of governance, risk management and internal controls.'[31] This is inclusive of the second and first lines of defence.

In respect of this assurance framework, The Government Internal Audit Agency (GIAA) will provide independent risk-based assurance over the design and operation of controls within the arrangements for the UKSPF – as operated within DLUHC – and if required, other Government departments.

To support this the council have engaged Assurance Lincolnshire to review the governance and reporting arrangements for the Levelling Up Programme. Learning from the LUF audit will be fed into the UKSPF and an early review by Assurance Lincolnshire will be conducted into the governance and assurance framework for the UKSPF will be programmed in for 2023.

The scope and timing of this independent assurance will be discussed and agreed with the DLUHC Audit and Risk Assurance Committee, the Accounting Officer and the respective Senior Responsible Officers (SROs).

5.07 BENEFITS, MONITORING AND EVALUATION

The Council will as a minimum monitor spend, outputs and outcomes against agreed indicators to be submitted to Government to assist programme-level evaluation. Each project will undergo a process evaluation to demonstrate the effectiveness of delivery this process. The UKSPF process will be monitored in tandem with the Levelling Up Round 1 regime.

The Government is developing a full UKSPF Monitoring and Evaluation Strategy (M&E) to understand the impact of the UKSPF. Impact evaluation will be supported by an external evaluation expert.

5.08 KEY MANAGEMENT RISKS

The key management risks and their mitigations are sets out in table 5.2. A full risk register for the UKSPF and REPF programme has been developed and can be found in appendix 3. The Council's

robust, internal governance procedures will be fully applied to ensure that risks and opportunities are properly considered by the Programme Board.

Table 5.2: Key Management Risks

Key Management Risk and Potential Impact	Approach / Risk Treatment
Unable to collect data to baseline and monitor interventions. The Council does not currently collect information to allow the measurement of several outputs and outcomes. The Council will fail to report against the submitted investment plan.	The Council will need to invest into a range of solutions from surveys to purchase of data sets such as footfall. The Council will negotiate with DLUCH to remove or replace output or outcome.
Failure to recruit to key roles leading to lack of resource to deliver projects in a timely manner and meeting the requirements of the submitted Investment Plan.	Several projects require the recruitment of a staff member or the procurement of a third-party organisation. The Council will ensure the opportunity is widely promoted and develop an attractive proposal. Where this is unsuccessful alternative delivery options will be considered.

5.09 CONCLUSION

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly financial updates will be given to the Corporate Policy and Resources Committee and an annual update to the Prosperous Communities Committee on the progress of the programme.

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Prosperous Communities Committee on the progress of the programme.

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APPENDIX 1 - THEORY OF CHANGE

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur.

Reference: What is Theory of Change? - Theory of Change Community

Communities and Place

AREA OF NEED	INTERVENTIONS	INTERVENTION AIMS	KEY OUTCOMES
Low levels of social capital: An index on community, trust and belonging (2019) ranked West Lindsey 292th out of 324. **Social isolation and loneliness:** over 12% of adults in West Lindsey said they felt lonely 'often' or 'always', (national average 7.2%). **Rising crime** in areas across WL, with violence related crimes and anti-social behavior being a particular issue. **Limited accessibility of services:** accessibility of key services by public transport or walking is lower than on average in Lincolnshire. Green Infrastructure Study for Central Lincolnshire (2011) identified significant **deficiencies of accessible natural greenspace.**	**1.1** Flagship Community Grants Programme	**1.1** A community grant programme that will support exis community initiatives and activities and align with other community funding programmes	**1.1** New and improved community facilities that boost community engagement.
	1.2 Supporting our Town, Village and Neighbourhood Centers	**1.2** Develop community capacity to plan for the sustaina management of community spaces, deliver investment & improvements in community infrastructure an boost the look/feel of retail areas.	**1.2** Increased number of people using community facilities by improving both the facilities themselves and their perception within the community.
	1.3 Safer Streets West Lindsey	**1.3** Widen support for retailers and estates impacted by crime, increase CCTV provision and use and street lightin	**1.3** Reduced high street and neighbourhood crime, resulting in improved safety and perception of safety
	1.4 Multi Year Signature Events Programme	**1.4.** Delivery of planned district wide outreach of arts, cultural and heritage activities and a build a multi year events WL events programme.	**1.4** Increased provision, quality, impact, attendance and perception of local events
	1.5 West Lindsey Walking Cycling and Wayfinding improvements	**1.5** Support the creation of new foot and cycle paths and grade existing ones.	**1.5** Increased use of cycleways and paths.
	1.6 Green space management and community project development	**1.6** Employee a Green Space Officer who will develop an approach to green space development and management	**1.6** Increased provision, quality, impact, use and perception of green spaces in communities.

Theory of Change – Rural Businesses

Challenges	Interventions	Opportunities	Outputs	Outcomes
Physical isolation and limited accessibility of services Social isolation and loneliness Growing and ageing population Sustainability of community hubs Broadband and connectivity/ digital isolation Access to cultural activities Young people – barriers to accessing activities	• **Intervention 2.1: capital grant funding for investment and support for digital infrastructure for local communities' facilities.** • **Intervention 2.8: capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places.** *Links to UKSPF Investment Plan: Project 1.1. Flagship Community Grant Programme. E11: Investment in capacity building and infrastructure support for local civil society and community groups.*	**Community Services:** • Opportunity to address all challenges through a coordinated approach to improve capacity and capability of community organisations. • Support community organisations to increase reach into hard to reach areas without existing provision. • Develop new community facilities in areas currently without them. • Develop capacity and sustainability of existing Council subsidised services and transfer to community ownership for greater sustainability. • Combined transformation capital funding and business support (business plans etc.) for community organisations to build capacity and sustainability. • Investment in green agenda/ energy saving infrastructure projects e.g. solar, heat pumps, new boilers and heating systems, energy saving lights etc. • Investment in new revenue streams for community organisations. Develop new trading or income generating activities to improve sustainability and financial viability. • Reduce the 'post-code lottery' of community provision. **Digital Connectivity:** • Capital investment in digital infrastructure for community organisations and hubs targeted at improving digital inclusion and access to online services.	• **Increased number of organisations receiving grants.** • **Increased number of facilities supported, created, or installed.** • **Increased number of local events or activities supported.** *Community Services:* • *New and improved community facilities that boost community engagement.* • *Increased provision, quality, impact, attendance and perception of local events.* • *Improved community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure and boost the look/feel of areas.* *Digital Connectivity:* • *Increased number of people using online services.* • *Increased use of community hubs and facilities.*	• **Increased perception of facilities and amenities.** • **Improved engagement numbers.** • *Improved accessibility of services including introducing services in new areas.* • *Improved social capital.* • *Improved capacity/ financial sustainability of organisations providing community hub functions.* • *Increased engagement in community events and activities.* • *Increased number of volunteering, education, employment, and training opportunities.* • *Increased opportunities for young people.* • *Reduced levels of crime.* • *Reduced levels of isolation.* • *Improved sustainability of services and strengthening of local supply chains.*

APPENDIX 2 – SUMMARY OF PROJECT CHANGES

This document summaries changes to projects from the submitted UKSPF investment plan. Projects may have been changed for several reasons namely:

- Changes in scope as the project is refined
- Availability of funding i.e. REPF and match funding
- Changes in spend profile to enable delivery of projects
- Changes to output and outcome figures with the inclusion of REPF
- Changes to output and outcome figures following the publication of government guidance

Each project is considered against the criteria above and a summary of any changes shown.

1.1 Flagship Community Grant Programme

Scope

The scope of the project has expanded to included £477,490 of REPF captial funding to provide grants to rural communities experiencing challenges in:

- Physical isolocation and limited accessibility of services
- Social isolation and loneliness
- Growing and ageing population
- Sustainability of community hubs
- Broadband and connectivity / digital isolation
- Access to cultural activities
- Young people - barriers to accessing activities

Finance

The total funding available for this project has increased (c. £550k) for several reasons:

- REPF funding allocated to support grants to support digital infrastructure (£40k)
- REPF funding allocated to Community Facilities Fund grant awards (£438k)
- Agreement of WLDC to include funding from the Councillors' Initiative Fund as additional match funding (£72k)

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	258,000	0	0	258,000
REPF - Capital	0	0	0	0
UKSPF - Capital	25,000	25,000	175,000	225,000
UKSPF - Revenue	25,000	25,000	250,000	300,000
Grand Total	**308,000**	**50,000**	**425,000**	**783,000**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	258,000	36,000	36,000	330,000
REPF - Capital	0	238,745	238,745	477,490
UKSPF - Capital	0	112,500	112,500	225,000
UKSPF - Revenue	15,000	142,500	142,500	300,000
Grand Total	**273,000**	**529,745**	**529,745**	**1,332,490**

Change

	2022	2023	2024	Grand Total
Match - Revenue	0	36,000	36,000	72,000
REPF - Capital	0	238,745	238,745	477,490
UKSPF - Capital	(25,000)	87,500	(62,500)	0
UKSPF - Revenue	(10,000)	117,500	(107,500)	0
Grand Total	**(35,000)**	**479,745**	**104,745**	**549,490**

Outputs and Outcomes

There are no changes to the outputs and outcomes related to the submitted UKSPF. There are additional REPF outputs and outcomes summarised below:

Output Description	Outputs
New REPF: Number of organisations receiving grants (numerical value)	40
New REPF: Number of facilities supported/created (numerical value)	20
New REPF: Number of local events or activities supported	8

Outcome description	Outcomes
New REPF: Increased perception of facilities and amenities %	30

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1.2 Supporting our Town, Village and Neighbourhood Centres

Scope

The scope of the project has refined as follows:

Part 1: Clarification on delivery mechanism to support local place leaders to develop community capacity will be through grant funding to organisations.

Part 2: Welcome Back Fund roll out to the next tier has been refined. Middle Rasen has been removed from potential locations as it is not classed as a neighbourhood or commercial centre.

Finance

This project's budget has remainded the same but has been reprofiled. For efficiency the three aspects of the overall project are now intended to be constrained within singles years – the capital grants for improvements to community centres are all intended to take place in 2023, whereas the capacity for community support will be deferred to 2024. This takes account of the later than originally planned award notification for UKSPF.

Original Allocation

	2022	2023	2024	Grand Total
UKSPF - Capital	20,000	20,000	20,000	60,000
UKSPF - Revenue	30,000	40,000	60,000	130,000
Grand Total	**50,000**	**60,000**	**80,000**	**190,000**

Revised Allocation

	2022	2023	2024	Grand Total
UKSPF - Capital	0	60,000	0	60,000
UKSPF - Revenue	0	30,000	100,000	130,000
Grand Total	**0**	**90,000**	**100,000**	**190,000**

Change

	2022	2023	2024	Grand Total
UKSPF - Capital	(20,000)	40,000	(20,000)	0
UKSPF - Revenue	(30,000)	(10,000)	40,000	0
Grand Total	**(50,000)**	**30,000**	**20,000**	**0**

Outputs and Outcomes

There are several changes to the outputs and outcomes related to the submitted UKSPF. Those outputs and outcomes that are reduced or removed are shown below:

Output Description	Outputs	Revised Outputs	Comments on Outputs
Number of organisations receiving grants (numerical value)	12	8	Part 2 - revised based on only 8 identified areas
Number of neighbourhood improvements undertaken (numerical value)	12	8	Part 2 - revised based on only 8 identified areas
Number of facilities supported/created (numerical value)	12	0	Removed as it duplicates other measures.
Number of local events or activities supported (numerical value)	20	16	Part 2 - revised based on 2 events per area

Outcome description	Outcomes	Revised Outcomes	Comments
Improved perception of facilities/amenities (% increase)	85	80	Part 2 - Revised to realistic target
Increased users of facilities/amenities (% increase)	30	0	Unable to create a measure for this outcome on village public realm areas and no baseline exists
Improved perception of facility/infrastructure project (% increase)	85	80	Part 1 - Revised to realistic target

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1.3 Safer Streets West Lindsey

Scope Change

Part 3 Expansion of CCTV provision and monitoring. The project has been refined and sees a reduction in potential locations for CCTV cameras.

Finance

The main financial changes from the original submission is a result of a refinement of the particular elements of this project. The key changes to the profiling are:

- Clarification that the CCTV equipment required can be treated as capital expenditure
- The WLDC mach funding to support the pilot for 24/7 for CCTV monitoring has been allocated in full for 2023/4 (rather than split between 2023/4 and 2024/5) - this can be deferred as necessary to support UKSPF expenditure as necessary
- Confirmation that the Shop Watch radio system can be procured in 2022/3 (rather than 2023/4 as originally planned)

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	46,557	33,255	79,812
UKSPF - Capital	0	12,500	12,500	25,000
UKSPF - Revenue	0	46,557	99,813	146,370
Grand Total	**0**	**105,614**	**145,568**	**251,182**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	80,000	0	80,000
UKSPF - Capital	10,000	74,370	0	84,370
UKSPF - Revenue	0	7,000	80,000	87,000
Grand Total	**10,000**	**161,370**	**80,000**	**251,370**

Change

	2022	2023	2024	Grand Total
Match - Revenue	0	33,443	(33,255)	188
UKSPF - Capital	10,000	61,870	(12,500)	59,370
UKSPF - Revenue	0	(39,557)	(19,813)	(59,370)
Grand Total	**10,000**	**55,756**	**(65,568)**	**188**

Outputs and Outcomes

There are two changes to the outcomes related to the submitted UKSPF. There are no changes to the outputs. Those outcomes that are removed are shown below:

Outcome description	Outcomes	Revised Outcomes	Comments
Increased footfall (% increase)	40	0	This outcome is not applicable against this project. It is not possible to identify the impact of this intervention on a standalone basis
Increased use of cycleways or paths (% increase)	20	0	This outcome is not applicable against this project. It is not possible to identify the impact of this intervention on a standalone basis

1.4 Multi Year Signature Events Programme

Scope Change

There is no change in the project scope.

Finance

This project has a reduction of £60,500 in the match funding available – this was originally intended to be WLDC community arts budgets, but rather than co-fund projects they have been used to sustain existing sucessful events such as the pantomime. This clear split will help to demonstrate the value added from the new funding available. Furthermore, the later than expected notification of award of UKSPF has lead to some 2022/3 expenditure being deferred to later years.

Original Allocation

Sum of Org. Targe				
	2022	2023	2024	Grand Total
Match - Revenue	30,000	30,000	30,000	90,000
UKSPF - Capital	31,464	0	0	31,464
UKSPF - Revenue	50,000	50,000	103,286	203,286
Grand Total	**111,464**	**80,000**	**133,286**	**324,750**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	25,900	0	0	25,900
UKSPF - Capital	31,464	0	0	31,464
UKSPF - Revenue	20,500	75,000	107,786	203,286
Grand Total	**77,864**	**75,000**	**107,786**	**260,650**

Change

	2022	2023	2024	Grand Total
Match - Revenue	(4,100)	(30,000)	(30,000)	(64,100)
UKSPF - Capital	0	0	0	0
UKSPF - Revenue	(29,500)	25,000	4,500	0
Grand Total	**(33,600)**	**(5,000)**	**(25,500)**	**(64,100)**

Outputs and Outcomes

There are several changes to the outcomes related to the submitted UKSPF. There are no changes to the outputs Those outcomes that are removed or reduced are shown below:

Outcome description	Outcomes	Revised Outcomes	Comments
Jobs created (numerical value)	2	1	Reason?
Increased footfall (% increase)	15	0	Reason?
Increased visitor numbers (% increase)	10	0	Reason?
Improved perception of facilities/amenities (% increase)	85	0	Reason?

Commented [GC1]: Please can you confirm the reason

1.5 West Lindsey Walking, Cycling and Wayfinding

Scope Change

There is no change in the project scope.

Finance

Although the overall expenditure remains as the original submission, the deferral of 2022/3 expenditure into later years was needed due to delays in finalisation of the UKSPF award.

Original Allocation

	2022	2023	2024	Grand Total
UKSPF - Revenue	20,000	20,000	20,000	60,000
Grand Total	**20,000**	**20,000**	**20,000**	**60,000**

Revised Allocation

	2022	2023	2024	Grand Total
UKSPF - Revenue	0	20,000	40,000	60,000
Grand Total	**0**	**20,000**	**40,000**	**60,000**

Change

	2022	2023	2024	Grand Total
UKSPF - Revenue	(20,000)	0	20,000	0
Grand Total	**(20,000)**	**0**	**20,000**	**0**

Outputs and Outcomes

There are no changes to the outputs and outcomes related to the submitted UKSPF.

1.6 Green Space Management and Community Project Development

Scope

The scope of the project has been refined and expanded as follows:

Part1: Further refined to included appointment of Green Spaces Officer.

Part 2: Further refined to use the Conservation Volunteers to deliver grant scheme.

Part 3 Woodland Managment plans added to scope of work.

Finance

This project's overall budget increased from £137,600 to £197,600 due to an increase in match funding of £60,000 from the Conservation Volunteers. Additionally expenditure originally intended to take place in 2022/3 has been reprofiled into later years due to the later than anticipated confirmation of UKSPF award.

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	13,150	23,100	10,050	46,300
UKSPF - Capital	0	0	45,000	45,000
UKSPF - Revenue	13,150	23,100	10,050	46,300
Grand Total	**26,300**	**46,200**	**65,100**	**137,600**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	53,150	53,150	106,300
UKSPF - Capital	0	0	0	0
UKSPF - Revenue	0	48,819	42,481	91,300
Grand Total	**0**	**101,969**	**95,631**	**197,600**

Change

	2022	2023	2024	Grand Total
Match - Revenue	(13,150)	30,050	43,100	60,000
UKSPF - Capital	0	0	(45,000)	(45,000)
UKSPF - Revenue	(13,150)	25,719	32,431	45,000
Grand Total	**(26,300)**	**55,769**	**30,531**	**60,000**

Outputs and Outcomes

There has been an increase in one output related to amount of green or blue space created or improved. There are two outcomes removed related to the submitted UKSPF these are shown below:

Output Description	Outputs	Revised Outputs
Amount of green or blue space created or improved (m2)	40	200

Outcome description	Outcomes	Revised Outcomes	Comments
Increased users of facilities/amenities (% increase)	15	0	Unable to baseline
Increased use of cycleways or paths (% increase)	11	0	Unable to baseline

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APPENDIX 3 –

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APPENDIX 4 – BENEFIT VALUES

Purpose
This appendix sets out the inputs used to derive the benefits presented in the Economic Case for the project.

Additionality Guide
All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide and ensures that naturally occurring increases are removed before considering the benefits for this project. The formula used is as follows:

$$AI = [GI \times (1-L) \times (1-Dp) \times (1-S) \times M] - [GI^* \times (1-L^*) \times (1-Dp^*) \times (1-S^*) \times M^*]$$

Where:

AI = Net additional impact
GI = Gross impact
L = Leakage
Dp = Displacement
S = Substitution
M = Multiplier

* denotes reference case and hence deadweight

- Net additional impact – the final value of the benefit after the calculation
- Gross impact – the total benefit, the starting point before adjustments for this formula
- Leakage – benefits going to people outside the target area (e.g. health benefits from people coming from overseas participating in leisure activities generated by a scheme)
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g. when a job created is taken by someone already in full time employment and their previous role is not re-filled)
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g. they don't repair a building themselves, because they can get a grant to support it)
- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g. construction work having a beneficial impact on the local supply chain)
- Deadweight – what would happen even if the project didn't go ahead (e.g. general rises in commercial or house prices) – this formula is often simplified to be a percentage of the overall benefits where a reference case is not directly calculated

The values for each of these components were considered on a benefit-by-benefit basis. The following table sets out the values used for each, per benefit.

Additionality Components per Quantified Benefit

Area / Measure	Value	Justification
Gross Value Added – Capital Expenditure		
Leakage	10%	Low leakage – the benefits will be focussed primarily within the region; procurement will emphasise desire for local supply chains
Displacement	25%	Some displacement – significant expenditure within UKSPF may mean other projects cannot proceed at same time due to a lack of local resources / capacity
Substitution	0%	No substitution, the nature of the high percentage of grant of overall costs demonstrates that projects supported would not otherwise proceed
Multiplier	2.7	HCA 2014 Additionality Guide research showed an average 2.7 multiplier for construction schemes (table 4.11) – this is appropriate as the input is only the capital elements of expenditure
Deadweight	28%	In line with City Challenge Regeneration schemes average (Table 3.3 of Additionality Guide)
Gross Value Added – Council Jobs Created		
Leakage	10%	Low leakage – people employed are likely to reside in the region
Displacement	25%	Some displacement – people recruited may leave from other posts within the region, however this is mitigated by those posts likely be re-advertised and filled
Substitution	0%	No substitution – the Council would not have the budget to recruit to these posts without the UKSPF being available
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	0%	No deadweight – no benefits from recruitment would happen without this investment, as the Council would not have the funding to pursue these opportunities
Gross Value Added – Jobs Sustained		
Leakage	10%	Low leakage – people employed / retained through the grant funding made available are likely to reside in the region
Displacement	10%	Low displacement – people recruited / retained may leave from other posts or applied and fill other vacancies within the region, however this is mitigated by those posts likely be re-advertised and filled

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Substitution	25%	Some substitution – some investment in areas receiving grant may have been funded directly by grant receiving organisations. This is mitigated by those organisations having that funding available for other uses.
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Volunteers		
Leakage	10%	Low leakage – the vast majority of the volunteers and benefits from volunteering will remain within the region
Displacement	25%	Some displacement – some volunteers may choose to volunteer for events or other supported activities rather than volunteer elsewhere
Substitution	0%	No substitution – without volunteer support at the events, they would not happen – the involvement does not diminish the number of paid staff required
Multiplier	1	The wider impact of volunteering is intended to be captured in the composite rate used by the Heritage Lottery Fund
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Procurements – Social Value		
Leakage	0%	No leakage – the Social Value requirements require the impact to be local
Displacement	10%	Low displacement – a small element of displacement may take place e.g. an apprenticeship taken up may displace other employment or training likely to lead to a benefit, but this is not felt to be likely or significant
Substitution	10%	Low substitution - some investment in Social Value may have been undertaken by organisations even if not contractually mandated
Multiplier	1	A lack of evidence prevents a larger multiplier from being used; however it is likely that use of local suppliers is likely to lead to greater use of other supplier within the supply chain.
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Additional walking / cycling health benefits		
Leakage	10%	Low leakage – it is very likely that the health benefits from additional walking and cycling will be by local residents –

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		however there may be a small proportion of this additional exercise being undertaken by tourists from outside the region
Displacement	10%	Low displacement – the figures estimated in the calculation is intended to be the net additional impact; this should already account for people using areas receiving improvements being offset by less walking / cycling elsewhere – a small displacement factor is contained for prudence
Substitution	0%	No substitution – the funding is not available within the Council to carry out the feasibility and development work for areas for walking / cycling improvements without the funding from this programme
Multiplier	1	The use of the value of a Statistical Life Year is intended to consider the wider benefits of increased life expectancy
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Health and Wellbeing benefit of people attending training sessions		
Leakage	10%	Low leakage – the vast majority of people attending training sessions will be from the region
Displacement	25%	Some displacement – some people may choose to attend training funded through this programme rather than undertake training elsewhere
Substitution	0%	No substitution – the programme is being developed in combination with stakeholders to avoid overlap
Multiplier	1	The research findings that calculated a benefit value for wellbeing included elements that may otherwise be factored into the multiplier
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Carbon Savings		
Leakage	0%	No leakage – the impact of CO2 is felt throughout the world regardless of the release point
Displacement	0%	No displacement – there is no reduction in any other CO2 reduction initiatives individuals will take due to the planting of trees and walking / cycling CO2 reductions
Substitution	0%	No substitution – no other CO2 reduction measures will be reduced by companies as a result of this programme
Multiplier	1	The price charged per tonne is meant to capture the wider impact of CO2 released – however many studies put the true cost anywhere up to 3-4 times the value used here

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Deadweight	0%	No deadweight – none of the benefits for CO2 saving would be achieved without this programme of works
Health & Wellbeing benefits from cultural engagement		
Leakage	10%	Low leakage – majority of people attending the events will be from within the region
Displacement	50%	Significant displacement – it is expected that many attendees would attend alternative cultural events if the funded events did not go ahead
Substitution	0%	No substitution – these events are in addition to other events put on by the Council, without this additional funding there would not be the budget to support
Multiplier	1	The research used calculated the wider benefits of cultural engagement – therefore all multiplier effects are contained within the calculated benefit per person
Deadweight	50%	Significant deadweight – many people will attend other cultural events in addition to those funded by this programme, so there is likely to be a dilution of benefits
Crime Reduction		
Leakage	10%	Low leakage – the majority of the benefit of reduced crime will be felt within the region – there may be a small benefit to tourists from outside the region
Displacement	25%	Some displacement – the addition of CCTV and better lighting may lead to some crime being displaced to areas not in receipt of the improvements
Substitution	10%	Low substitution – the need for a small level of investment in additional lighting and security measures by local businesses may be offset by this programme
Multiplier	1	The figures used in this calculation contain the wider benefits (such as time saved on prevention activities)
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)

The overall adjustment from considering additionality can be calculated by multiplying the impact of each component together (the impact is 100% less the value for each element other than the multiplier). So, for example the overall impact for Crime Reduction would be:

(100%-10%) * (100%-25%) * (100%-10%) * 1.0 * (100%-24%) = 46.2%
Leakage Displacement Substitution Multiplier Deadweight TOTAL

This may result in an overall reduction from the gross benefit to the adjusted benefit (if the impact of the multiplier factor is lower than the other factors) or an increase (if the converse is true)

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Overall additionality guide adjustment impact (percentage)

Benefit	Leakage	Displacement	Substitution	Multiplier	Deadweight	Overall ADJ
Gross Value Added – Capital Expenditure	10%	25%	0%	2.7	28%	131.2%
Gross Value Added – Council Jobs Created	10%	25%	0%	1	0%	67.5%
Gross Value Added – Jobs Sustained	10%	10%	25%	1	24%	46.2%
Volunteers	10%	25%	0%	1	24%	51.3%
Procurements – Social Value	0%	25%	25%	1	24%	42.8%
Additional walking / cycling health benefits	10%	10%	0%	1	24%	61.6%
Health and Wellbeing benefit of people attending training sessions	10%	25%	0%	1	24%	51.3%
Carbon Savings	0%	0%	0%	1	0%	100%
Health & Wellbeing benefits from cultural engagement	10%	50%	0%	1	50%	22.5%
Crime Reduction	10%	25%	10%	1	24%	46.2%

The additionality adjusted benefit can be calculated by taking the gross benefit, then multiplying by the overall adjustment figure calculated above. The table below shows the additionality adjusted benefit figure for each quantified benefit.

Impact of Additionality Guide adjustments to quantified benefits

Quantified Benefit	Gross Benefit (£m)	Change due to Additionality (£m)	Additionality Adjusted Benefit (£m)
Gross Value Added – Capital Expenditure	0.292	0.091	0.383
Gross Value Added – Council Jobs Created	0.593	(0.193)	0.400
Gross Value Added – Jobs Sustained	2.469	(1.329)	1.140
Volunteers	0.125	(0.061)	0.064
Procurements – Social Value	0.098	(0.056)	0.042
Additional walking / cycling health benefits	0.019	(0.007)	0.011
Health and Wellbeing benefit of people attending training sessions	0.278	(0.136)	0.143
Carbon Savings	0.012	0.000	0.012
Health & Wellbeing benefits from cultural engagement	19.984	(15.488)	4.496
Crime Reduction	3.206	(0.091)	1.480
TOTAL	**27.077**	**8.173**	**8.173**

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West Lindsey
DISTRICT COUNCIL

West Lindsey
Community Grants



Match Funding Grant Guidance Notes

"Grants to match and secure external funding for community projects in West Lindsey"

1. Introduction

Welcome to our guidance notes for the Match Funding Grant. As a Local Authority we recognise the role we can play in attracting funding into West Lindsey. Through this scheme we aim to provide that vital bit of funding that can help start or finish local community projects.

The main purpose of this scheme is to help secure or attract external funding either from other local organisations or from regional and national funding bodies. Local projects sometimes need that first bit of funding to help bring in more or need that final amount to meet total project costs and secure funding already achieved.

We run this scheme in a different way compared to typical grant funding schemes where you would go through an application and scoring process. We will treat potential projects as an investment opportunity and work directly with you and your other funders to make quick decisions and help secure the best possible amount of match or levered funding.

In these guidance notes you will find details of the criteria and eligibility for requesting match funding. We have also provided information about the typical process a match funding request will go through.

2. Contact details

We understand that most projects supported by this scheme will be larger in scale and may require additional advice and guidance. Our officers are available to discuss your project before submitting an application.

Project Support Consultation
You can contact us to arrange a consultation meeting with one of our officers. Our officers can liaise with you via telephone, virtual meeting or on the site of your project. We can then discuss your project in more detail and provide advice on:

- Project planning
- Finding match funding
- Project funding
- Quotes and procurement
- Volunteer involvement
- Evidencing need

You can contact us via telephone or e-mail.

Telephone: 01427 676676 E-mail: funding@west-lindsey.gov.uk

3. How to apply to this scheme

To request match funding we ask that you complete an application form. This form is available to download from our website or contact us for a copy.

The application form gives us some basic details about your organisation, project and other funding sources. We will review your request within 4 weeks of receiving it and contact you with any queries we have and to confirm a decision.

Where possible we will use application, scoring and review documents other funding bodies have for your project to reduce the amount of paperwork you need to complete.

4. Closing Dates for this scheme

This scheme is open to applications at any time and they will be reviewed within an average of 4 weeks when received.

Completed application forms should be returned by e-mail or post.

E-mail: funding@west-lindsey.gov.uk

Post: West Lindsey District Council
Community Grants
The Guildhall
Marshall's Yard
Gainsborough
DN21 2NA

5. Grant amount available

The **maximum** grant available is: **£8,000**

The **minimum** grant available is **£500**

We will only fund up to **50% of the total project costs**

We may be able to consider requests for more than the maximum grant or for loan financing in exceptional circumstances. Please contact us to discuss in more detail.

6. Criteria for this scheme

Key Criteria

The following are the key criteria for this grant scheme:

- Your project must be for wider community benefit
- You must be able to secure all required funding to receive a grant
- All grants will be a one-off grant with no on-going funding support
- Your project must not contravene any of our core policies and procedures
- The project must be delivered within the district of West Lindsey

Positive outcomes and differences to the local community

The main aim of this scheme is to help support community projects. All applicants must provide information about the positive outcomes that will be delivered for local communities and people.

Here are some examples of outcomes your project could achieve:

- Improved accessibility to a local facility
- People's health and wellbeing is improved
- The local environment is improved or enhanced
- Local residents are engaged or better connected

Organisational Requirements

Any organisation receiving a match funding grant must have the following:

- Constitution or similar governing documents (excluding Parish/Town Councils)
- Bank account in the same name as the organisation
- Any additional supporting documents requested by us prior to making an offer
- Relevant policies/safeguards if the project involves children, young people or vulnerable adults

Freedom of Information Act

All grants that we make are subject to the Freedom of Information Act 2000 and any subsequent amendments. Therefore any information regarding a grant we award may be provided to any individuals or organisations requesting information under the requirement of this Act.

Grant Funding Agreement

If offered funding you must be able to sign our **'Grant Funding Agreement'** used with this scheme. A copy is available to view online at: www.west-lindsey.gov.uk/funding

7. What this grant can be spent on

- ✓ Equipment hire or purchase
- ✓ Capital works or expenditure
- ✓ Improvements to community facilities
- ✓ Revenue costs of delivering a project
- ✓ Feasibility work
- ✓ Training or capacity building
- ✓ Environmental improvements
- ✓ Third Party Match Funding

The above are examples and are not an exhaustive list of what the grant can cover.

8. What this grant CANNOT be spent on

- ✘ Anything illegal
- ✘ Support to lobbying or campaign groups
- ✘ Anything that will bring the Council into disrepute
- ✘ Anything party political, including supporting political organisations
- ✘ Anything contrary to the Council's financial regulations or Council policies
- ✘ Anything that an organisation or local authority has a statutory obligation to deliver
- ✘ Projects based/operating outside of West Lindsey unless they provide significant benefit to communities within West Lindsey
- ✘ Anything that has already been spent or committed before receiving a grant (known as retrospective funding)

The above are examples and are not an exhaustive list of what cannot be covered.

9. Eligible organisations

The following organisations can apply to this scheme:

- ✓ Registered charities
- ✓ Parish Councils
- ✓ Social Enterprises (e.g. CIC's)
- ✓ Faith or Belief groups/organisations*
- ✓ Constituted community groups
- ✓ Town Councils
- ✓ Schools or Academies*

* Projects delivered by these organisations must be for the wider community benefit and not to support normal school activity or to promote any faith or religion.

10. Monitoring and evaluation

Monitoring and evaluation is an important part of any grant funding scheme. It enables us as an organisation spending public funds to ensure a project is achieving best value and delivering results for the local community.

Organisations that receive funding are expected to have appropriate systems in place for monitoring and evaluating their projects and activities including obtaining user's views.

Using other funder's evaluation or through our own monitoring we will ensure selective monitoring of grants will be undertaken to:

- Approve that the project or activities have actually happened in the way described in the application and other requested documentation
- Collect feedback, including publicity, user comments, survey information etc.
- Highlight project successes and identify the outcomes and impacts the grant and the project have made

All successful projects will be required to complete an end of project evaluation form. This form gives us information about the outcomes of your project and the volunteer contributions made. We use this information to highlight the importance of funding community projects and the value of volunteers.

11. How we make funding decisions

We will check your completed application against our eligibility criteria and review your request using the following process:

Phase A – Initial Checklist
We check eligibility and that the application form has been completed correctly

Phase B – Scoring Matrix
We score your application against our set funding criteria for this grant scheme

Phase C – Panel Review
Our panel for this grant scheme make a final decision on whether to offer funding

Match funding requests above the maximum £8,000 will be considered by exception and will be presented to our Prosperous Communities Committee for a decision.

12. Grant scheme process

Step 1 - Submit completed application form
Download and complete the application form from our website. This form provides us with details about your organisation, project and sources of funding secured or being applied for.

Step 2 - Advanced information
We may contact you or your other funders to obtain further information about your project. A meeting may be arranged to discuss your project in more detail.

Step 3 - Application Scoring and Review
Based on the information you have provided we will review your match funding request and assess the benefits and risks of providing funding support.

Funding Declined
We will contact you to explain why we have decided not to offer match funding for your project. Depending on the reasons you may be able to request match funding again in the future. Where possible we will continue to offer advice and support to find other possible sources of funding for your project.

Step 4 - Conditional offer
If we decide to provide match funding we will make a conditional offer. This offer will detail the funding we are prepared to award along with any conditions attached. The conditional offer will be subject to you achieving all other sources of funding being applied for.

Secure all sources of funding
Before we pay any grant awarded your project must have secured all the necessary funding to begin. We will continue to support your project and help liaise or negotiate with other funders if required.

All sources of funding NOT secured
We will continue to offer advice and support and explore options to continue funding your project if your other funding sources are unsuccessful.

Step 5 - Funding secured and ready to go
Once your project has secured all the funding required we will complete a Grant Funding Agreement with yourself or one of your funders and begin paying the match funding grant.

Project monitoring and evaluation
Where possible we will work with your other funders so that you only have to complete a single process of project monitoring and evaluation.

The above flowchart is an example of a typical process. It may differ slightly depending on the nature of your project and any other impacting factors.

13. Updates to these Guidance Notes

These Guidance Notes were adopted on 26th October 2020. They will expire or be replaced with a new version on 1st April 2023 unless replaced sooner.

Updated versions of Guidance Notes will not apply to grants already made.
The document in use at the time of a grant being made will continue to be used.

END OF GUIDANCE NOTES

Support for your project and funding

The following organisations and sources of information can help you find funding and provide advice on delivering your project.

Voluntary CENTRE Services West Lindsey

Run volunteer centres helping to recruit and train volunteers for a range of organisations. Provide advice and support to voluntary groups and charities on governance, management and funding.

Telephone: 01427 613470 Website: www.voluntarycentreservices.org.uk

community Lincs

Provide advice and support for village halls and community buildings. Deliver a wide range of services to support rural community action and development.

Telephone: 01529 302466 Website: www.communitylincs.com

Lincolnshire Funding Portal

Free online grant funding search tool. Use to search thousands of grant schemes for all types of community projects.

Website: www.lincolnshire.gov.uk/fundingportal

West Lindsey
Community Grants

Communities Service
Match Funding Grant

Phase A - Initial Checklist

Reference Number	
Applicant Name	
Project Title	
Grant Requested	

Yes	No	N/A	Project
			1. The project is within West Lindsey
			2. The project is for eligible costs from this grant scheme
			3. The organisation is eligible to apply to this grant scheme
			4. The project meets one or more Priority Corporate Themes
			5. The total grant requested is within this grant schemes range
			6. The total project costs being requested to fund are 50% or lower
			7. The applicant has clearly identified any sources of match funding
			8. The applicant has explained why this grant is needed to secure match
			9. The grant requested will impact on securing additional match funding

Yes	No	N/A	Application Form
			10. Project costs are realistic and calculates correctly
			11. Project funding is realistic and calculates correctly
			12. Information in the application form is clear and understandable
			13. The application form has been fully completed, signed and dated

Approved		**Declined**	

Name		**Position**	
Date		**Signature**	

Notes

Phase B – Scoring and Panel

Reference Number	
Applicant Name	
Project Title	
Grant Requested	

Scoring

1 – Does not meet criteria
2 – Poor ability to meet criteria
3 – Satisfactory ability to meet criteria
4 – Good ability to meet criteria
5 – Could do no more

Criteria 1 **Corporate Plan Theme**	Criteria 2 **Community Benefit**
The project will support or enhance one or more of our Corporate Plan Themes	The applicant has demonstrated how the project will benefit a community in West Lindsey and that specific outcomes will be achieved
Recommended Score	**Recommended Score**

Criteria 3 **Costs and Value**	Criteria 4 **Match Funding**
The applicant has demonstrated the project costs are reasonable and will offer good value for money	The applicant has identified and secured sufficient sources of funding to meet costs and deliver the project
Recommended Score	**Recommended Score**

Criteria 5 **Deliverability**	Criteria 6 **Local Priorities**
The applicant should be able to secure all necessary funding and begin the deliver the project within an appropriate timescale and on budget	Discretionary score based on local knowledge or known priority needs for the project (e.g. identified in a Neighbourhood Plan)
Recommended Score	**Recommended Score**

Total Score	0	**Recommend Approval**		**Recommend Decline**	

Approved Pass Mark 20 out of 30 (66%)

No.	Officer Scoring	Position	Date
1			
2			
3			
4			

Officer Comments

Panel

No.	Panel Member	**Decision** (Approve/Decline)	Date
1			
2			
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Panel Comments

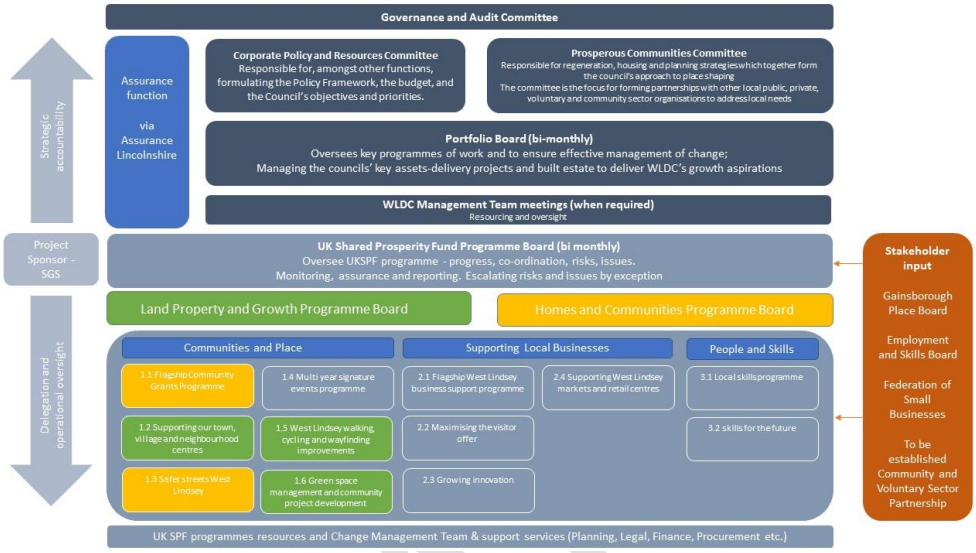
Approve		Decline		Defer	

APPENDIX 6 –

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APPENDIX 7 – GOVERNANCE AND AUDIT COMMITTEE



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APPENDIX 8 – RESOURCE PLAN

Programme Resource Plan				
A capacity and capability assessment has been undertaken at a programme and project level. The majority of projects will leverage our existing experienced resources. Where gaps have been identified, new posts (to be partially match funded between UKSPF and the Council) have been indentified.				
Role	**Role Status**	**FTE**	**Key responsibilities**	**Seniority**
Overall programme delivery and oversight				
Programme Sponsor (Director of Planning, Regeneration, and Communities)	Existing role	1 FTE Part time SPF role	▼ Overall Programme oversight ▼ Key stakeholder engagement ▼ Managing intervention interdependencies	Senior Officer
Programme Manager	New role funded from 4% admin pot	1 FTE	▼ Development/maintenance of Project Initiation Document and other project documents (risk logs, comms strategy etc.). ▼ Support with Programme delivery, stakeholder engagement and communication, monitoring and evaluation ▼ Reporting to the Programme Sponsor	11/12
Data lead	Existing role	1 FTE Part time SPF role	▼ Data collection and analysis to support monitoring and evaluation ▼ Reporting on outputs and outcomes	12
Individual project delivery and oversight				
▼ **Economic Growth Team Manager** ▼ **Enterprising Communities Manager**	Existing roles	11 FTEs Part time SPF roles	▼ Responsibilities for designing and implementing individual projects	7-13

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▼ **Commercial Development Manager** ▼ **Economic Growth Team Leader** ▼ **Senior Project Officer: Employment & Skills** ▼ **Vistor Economy Officer** ▼ **Economic Growth Specialist** ▼ **Community Engagement Officer** ▼ **Senior Community Action Officer** ▼ **Economic Growth Officer** ▼ **Major Projects Officer**			that fall within their remit ▼ Coordination of stakeholders and delivery partners ▼ Collaboration with the Programme Manager to identify and manage delivery risks	
Retail areas programme and support officer (Project 1.4. Multi Year Signature Events Programme)	New role Match funded	1 FTE	▼ Supporting market towns and retail centers activities programme	6
Green Spaces Officer (Project 1.6. Part 1 Green Space Management and Developing Capacity)	New role Match funded	1 FTE	▼ Developing our approach to Green Space Management and community project development ▼ Supporting community groups	Band 9c
Cultural Events and Marketing Officer (Project 2.4 Supporting our markets and retail centres)	Current Role Match Funding	1FTE	▼ Deliver publicity campaigns and events supporting footfall generation.	8
Town Centre Manager (Project 2.4 Supporting our markets and retail centres)	New role Match Funding	1FTE	▼ Provide retail support, advice and guidance to market traders and retailers.	TBC

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West Lindsey UK Shared Prosperity Fund Programme Board

Terms of Reference 2022/23

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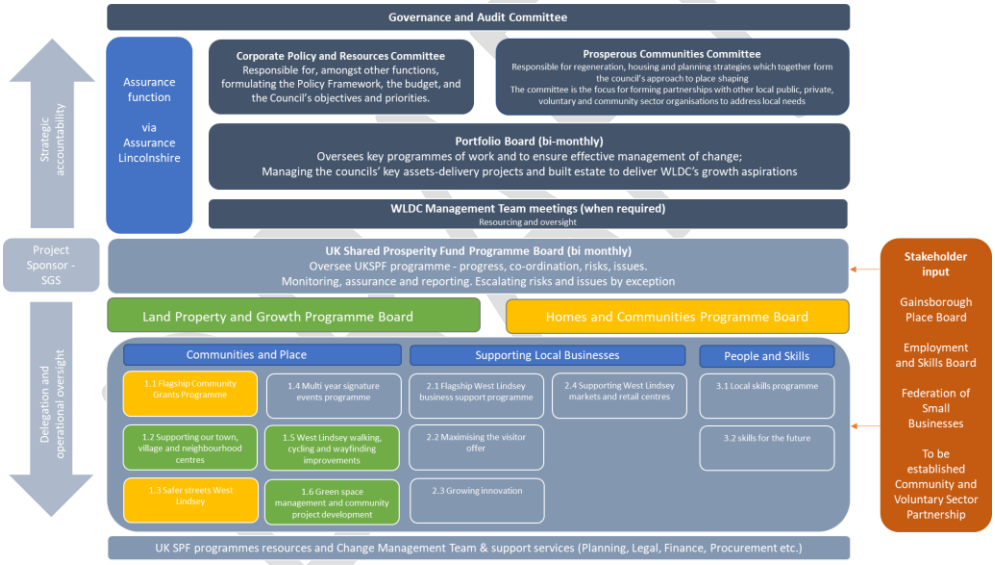
Approved by	UK SPF Programme Board
Approval date	
Next review date	

The UKSPF Programme Board has accountability for and responsibility of setting and managing strategic direction (as informed by Portfolio Board/Management Team/Funders), providing oversight of the programme and associated projects, and working closely with both Land Property and Growth Board and Homes and Communities Board (where required) Portfolio Board, Management Team, and member Committees to ensure good governance.

The UKSPF Programme Board strives to achieve the following:

1. Delivery of Investment Plan programme and associated projects to support and ensure programme outputs and outcomes are delivered by 31st March 2025.
2. Approving project and resource expenditure/escalating as appropriate.
3. Provides a forum for more detailed discussion around projects, escalating to Portfolio Board where necessary.
4. Acts as a sounding board for new ideas, identification of new projects, provides a space for grants/funding bids to be discussed, and for work to be synergised and linked where appropriate.

The UKPSF Programme Board is embedded within the Council's programme management and governance structure as at out below.



Each of the 12 interventions will have an appropriate project / working group responsible for delivery through a Project Delivery Plan. Where appropriate the project / working group will feed into Land Property and Growth / Homes and Communities Board for oversight and assurance. Some interventions will feed directly into the UKSPF Programme Board.

Risk Management

- The Programmes risk register is to be reviewed by the Programme Board on a six-monthly basis in accordance with the Council's Quality Assurance Strategy. Visibility of mitigating actions will be made visible in bi-monthly Programme Update reports with oversight of actions due in the previous month and those due in the following month.

- The project working groups will be responsible for intervention level risk management and report to the board by exception.

Stakeholders

- The UK SPF Programme Board is responsible for Stakeholder Management for the programme.
- The Stakeholder Register will be reviewed at each Board meeting.
- Project working groups will be responsible for the day to day management of stakeholders ensuring that engaging with appropriate stakeholders for each intervention is in place.

Internal Health Checks

The Performance and Programme team will undertake internal health checks on the programme every six months. These health checks will focus on programme information, and programme minutes to ensure compliance with the Quality Management Strategy. Feedback will be given to the Programme Board on the outcome of the check and the schedule of them will be identified within the Quality Management Plan.

Membership of the Board and Roles

- **Director - Planning, Regeneration & Communities (Chair):** Programme Sponsor accountable for the overall success of the programme
- **Programme Manager: UK Shared Prosperity Fund** Programme Lead responsible for the day-to-day management of the programme and programme team
- **Enterprising Communities Manager:** Project Lead responsible for the day-to-day management and delivery of Communities and Place business case
- **Economic Growth Team Manager:** Project Lead responsible for the day-to-day management and delivery of the Supporting Local Businesses business case
- **Senior Project and Growth Officer: Employment and Skills:** Project Lead responsible for the day-to-day management and delivery of the People and Skills business case
- **Change and Projects Officer:** Subject matter expert of project management, project governance and quality assurance
- **Communications Manager/Senior Communications Officer**: Subject matter expert supporting the Comms element of the programme
- **Finance Business Partner:** Financial oversight of programme, management of project finances
- **Contract Manager:** Responsibility for management of programme and project related contracts
- **Economic Development Team Leader:** Subject matter expert in Growth and Heritage projects
- **Team Manager Property and Assets:** provision of expert advice on WLDC property related matters
- **Democratic Services and Elections Team Manager:** subject matter expert on Member Support, Engagement and Committee processes
- **Commercial Development Manager:** Chair of cultural working group, linking project dependencies and providing expertise on commercial matters
- **Director Corporate Services** responsibility for programme finances and sign off on reporting back to government
- **Major Projects Officer:** responsible for providing specific updates on and delivering key projects that support the wider programme delivery/dependent projects

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Board Responsibilities

The Programme Sponsor will:

- be ultimately responsible for the delivery of the UK Shared Prosperity Fund Investment Plan
- ensure the Investment Plan remains focused on achieving its objectives

The Programme Lead(s) will:

- track progress and monitor the delivery plan for the programme and associated projects
- ensure that the required resources are available
- resolve any conflicts escalated by the project delivery teams
- be responsible for the communication plan

The Programme Board will:

- be accountable to the Portfolio Board for the delivery of the programme, within the specified time and resource boundaries
- review papers, attend meetings and complete assigned actions
- monitor the progress of the overall programme and associated projects
- manage any risks assigned to individual board members
- monitor the risk log for the programme and agree mitigation
- raise and resolve issues
- authorise financial commitments within the existing financial procedures
- monitor project benefits
- escalate any conflicts with other corporate programmes to the Sponsor
- facilitate change and champion the programme to internal/external stakeholders

Meetings

- The Programme Board meeting is to be chaired by the Director - Planning, Regeneration & Communities.
- Meetings will be arranged to meet bi-monthly. Special meetings may be called at any time at the discretion of the Chair.
- Agenda and papers will be circulated at least one calendar week prior to the meeting by the board administrator.
- Reports on progress will be submitted to the Portfolio Board and relevant committee meetings, as well as monthly progress meetings with BEIS, and quarterly reporting to Government.

Review

- The board's Terms of Reference will be reviewed on an annual basis, or as required.

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APPENDIX 10 – UKSPF COMMUNITY AND PLACE

Programme name:	UKSPF Community and Place			
Task ID		**Owner**	**Start date**	**End Date**
Work Steam 1: WLDC/Government Approvals				
1.01	Approval of REPF programme by Prosperous Communities Committee and Corporate Policy and Resources Committee	SGS	24/11/2022	24/11/2022
1.02	Government issue Grant determination letter for UKSPF and REPF Investment Plan	SGS	01/01/2023	31/01/2023
1.03	Business Case Approved by Prosperous Communities Committee	SGS	09/02/2023	09/02/2023
1.04	Business Case Approval by Corporate Policy and Resources Committee	SGS	09/02/2023	09/02/2023
1.05	Updates to Programme and Portfolio Board	SGS	11/04/2023	
1.06	Updates to Policy and Resources Committee	SGS		
1.07				
1.08				
Work Stream 2: Project 1.1 Flagship Community Grant Programme				
2.1	Establish initial funding programme pathways	Grant White	Dec-22	Dec-22
2.2	Create guidance notes and terms & conditions	Claire Morris	Jan-23	Jan-23
2.3	Create application process and forms	Claire Morris	Jan-23	Jan-23
2.4	Update grant funding agreements	Grant White	Jan-23	Feb-23
2.5	Create comms plans	Claire Morris	Jan-23	Feb-23
2.6	Monitoring & Evaluation framework	Claire Morris	Jan-23	Mar-23
2.7	Initiate Communities Board meetings	Grant White	Mar-23	Mar-23
2.8	Grants Panel preparation & training	Claire Morris	Feb-23	Mar-23
2.9	Purchase marketing materials	Claire Stockdale	Feb-23	May-23
2.10	Launch funding programme	Grant White	Feb-23	Mar-23
2.11	Launch event	Claire Morris	Mar-23	Jun-23
2.12	Awareness events	Claire Morris	Apr-23	Dec-24
2.13	Comms	Claire Morris	Feb-23	Dec-24
2.14	Delivery of funding programme	Grant White	Feb-23	Mar-25
2.15	Monitoring and evaluation	Claire Morris	Feb-23	Mar-25
Work Stream 3: Project 1.2 Supporting our Town, Village and Neighbourhood Centres				
Work Package 3.1: Project 1.2. Part 1 Support for local place leaders to develop community capacity to plan for the sustainable management of community spaces and deliver investment and improvements in community infrastructure				
3.1	Develop Scheme Guidance	Grant White	Apr-23	Apr-23
3.2	Obtain approval for scheme guidance	Grant White	Apr-23	Apr-23
3.3	Create application form	Grant White	Apr-23	Apr-23
3.4	Draft grant agreement	Grant White	Apr-23	Apr-23
3.5	Initial contact with selected areas	Grant White	May-23	May-23
3.6	Circulate application form	Grant White	May-23	May-23
3.7	Review applications / issue offer letters / grant agreements	Grant White	May-23	Sep-24
3.8	Locations commence with procureing / delivery	Grant White	Jun-23	Mar-25

Work Package 3.2: Project 1.2 Part 2 Welcome Back Fund roll out to next tier (large villages in adopted local plan)				
3.9	Develop Scheme Guidance	WO/ CH	22-Nov	22-Dec
3.10	Obtain approval for scheme guidance	WO/ CH	23-Jan	23-Jan
3.11	Create application form	WO/ CH	23-Jan	23-Jan
3.12	Draft grant agreement	WO/ CH	23-Jan	23-Jan
3.13	Initial contact with selected areas	WO/ CH	23-Mar	23-Mar
3.14	Circulate application form	WO/ CH	23-Apr	23-Apr
3.15	Review applications / issue offer letters / grant agreements	WO/ CH	23-Jul	23-Jul
3.16	Locations commence with procureing / delivery	WO/ CH	23-Aug	23-Aug
3.17	Submit claim for final payment	WO/ CH	24-Feb	24-Feb
3.17	Process payment/ review evidence etc.	WO/ CH	24-Mar	24-Mar
Work Stream 4: Project 1.3 Safer Streets West Lindsey				
Work Package 4.3: Project 1.3 Part 1 Shop watch				
4.1	Purchase new radio equipment	Grant White	Mar-23	Mar-23
4.2	Identify interest and launch new schemes if appropriate	Grant White	Sep-23	Dec-23
Work Package 4.1: Project 1.3 Part 2 CCTV Expansion				
4.3	CCTV location identification	Grant White	Feb-23	Mar-23
4.4	CCTV site assessments	Grant White	Mar-23	May-23
4.4	System specifications and quotes	Grant White	May-23	Jul-23
4.5	Commission new installations	Grant White	Aug-23	Aug-23
Work Package 4.2: Project 1.3 Part 3 Street Lighting				
4.6	Commission impact survey and engagement	Grant White	Jul-23	Oct-23
Work Steam 5: Project 1.4 Multi Year Signature Events Programme				
5.1	Purchase Equipment	Jason Parker	Jan-23	Mar-23
5.2	Outline programme of annual events	Cultural working group	Jan-23	Mar-23
5.3	Recruitment support officer	CM/WO	Jan-23	Mar-23
Work Steam 6: Project 1.5 West Lindsey Walking, Cycling and Wayfinding				
6.1	Engagement with LCC and key partners	Grant White	Jun-23	Jul-23
6.2	Engagement with parish councils	Grant White	Jul-23	Aug-23
6.3	Identification of project/priority sites	Grant White	Aug-23	Oct-23
6.4	Commission site assessments and delivery plans	Grant White	Oct-23	Mar-24
Work Steam 7: Project 1.6 Green Space Management and Community Project Development				
Work Package 7.1: Project 1.6 Part 1 Green Space Management and Developing Capacity				
7.1	Prepare JD & PS	Grant White	Mar-23	Mar-23
7.2	Advertise job role	Grant White	Apr-23	May-23
7.3	Appoint	Grant White	Jun-23	Jun-23
Work Package 7.2: Project 1.6 Part 2 Green Space Volunteering				
7.4	Create enhance grant funding agreement with TCV	Grant White	Apr-23	Apr-23
Work Package 7.1: Project 1.6 Part 3 Woodland Management Plans				
7.5	Commission woodland management plans	Grant White	Jul-23	Oct-23

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APPENDIX 11 – WEST LINDSEY UKSPF PROGRAMME

Ref	Stakeholder	Category	Current Profile	Proposed Profile	Change?	Current Support	Proposed Support	Change?	Action Plan
1	WLDC Members	4. Governance	3. Inform	1. Manage	Yes	3. Neutral	5. Leading	Yes	Member engagement workshops - optional attendance Use Member bulletin and reporting process to update
2	MP	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Keep upto date with updates/latest news/photo opportunites - via SG-S
3	Town and Parish Councils	2. Influencer	3. Inform	3. Inform	No	3. Neutral	4. Supportive	Yes	Engage in project development and delivery
4	Funders - Government	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required Invite to tour of the town to update
5	Funders - WLDC	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required Invite to tour of the town to update
6	Business Owners	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	Opportunities for funding and wider programme engagement. Ebrief and taregtted messaging
7	Farming community	1. User	3. Inform	1. Manage	Yes	1. Uaware	4. Supportive	Yes	Potential targetted intervention. Ensure appropriate engagement with business representative organisations such as Lincolnshire Agricultural Society
8	WL Communities	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Positive messaging - opprtunity to engage in and benefit from programme delivery. Communities to shape local delivery priorties
9	Visitors	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Repeated key messages via online/mailshot - would like to direct everyone online to the most upto date information Potential to attract new visitors or repeat visitors
10	Market Traders	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	West Lindsey Markets intervention - engage traders across district and from further a field
11	WLDC Colleagues - indirect	1. User	4. Monitor	3. Inform	Yes	3. Neutral	4. Supportive	Yes	Repeated key messages on Minerva, Corporate Update, MT emails
12	WLDC Colleagues - direct	2. Influencer	2. Satisfy	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings
13	Insurers	3. Provider	4. Monitor	4. Monitor	No	1. Uaware	3. Neutral	Yes	Inform of work schedule
14	Procurement	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
15	Legal	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
16	Education and skills	1. User	4. Monitor	4. Monitor	No	1. Uaware	4. Supportive	Yes	Develop key proposals for future investment - key input into People and Skills
17	Contractors	3. Provider	3. Inform	3. Inform	No	3. Neutral	3. Neutral	No	Inform and engage when required
18	LCC	2. Influencer	3. Inform	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings - particulalr focus on walking, cycling and wayfinding
19	Voluntary Sector	1. User	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Engagement of voluntary and community sector in programme delivery is key to success - development of voluntary and community sector board
20	Greater Lincolnshire Local Enterprise partnership	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Work collaboratively to develop business support programme and Ag Zone proposals - business engagement
21	University of Lincoln	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Maximise partnership opportuities for sector growth through positive stakeholder engagement
22	Destination Lincolnshire	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Key stakeholder in engaing visitor / destination businesses and shaping delivery in this sector
23	Media	2. Influencer	2. Satisfy	1. Manage	Yes	4. Supportive	4. Supportive	No	Regular updates, radio interviews, regional and national. Invite to launch events Comms Plan

APPENDIX 12 –

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APPENDIX 13 – DLUHC REPORTING REQUIREMENTS

The table below sets out the timeline for reporting. Quarterly reporting will only ask the questions detailed at 3.2. Lead local authorities should continue to collect the outputs and outcomes of their UKSPF spend as benefits continue to be delivered after the reporting period. How we would expect lead local authorities to provide outputs and outcomes that continue to materialise after 2025 will be set out in due course.

Reporting Periods	Report Due Date	Information Type
1 August to 31 December 2022	1 February 2023	Quarterly (summary report only)
1 January to 31 March 2023	1 May 2023	Sixth monthly
1 April to 30 June 2023	1 August 2023	Quarterly (summary report only)
1 July to 30 September 2023	1 November 2023	Sixth monthly
1 October to 31 December 2023	1 February 2024	Quarterly (summary report only)
1 January to 31 March 2024	1 May 2024	Sixth monthly
1 April to 30 June 2024	1 August 2024	Quarterly (summary report only)
1 July to 30 September 2024	1 November 2024	Sixth monthly
1 October to 31 December 2024	1 February 2025	Quarterly (summary report only)
1 January to 31 March 2025	1 May 2025	Sixth monthly and final reporting of the SR funding cycle

UK Shared Prosperity Fund: reporting and performance management (3) - GOV.UK (www.gov.uk)

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Supporting Local Business Priority UK Shared Prosperity Fund Programme Business Case Committee Version

Version 1.3 (Final)

VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
Final 1.0	12/01/2023	Issued to WLDC	G Callingham
Final 1.1	17/01/20223	Minor amendments	G Callingham
Final 1.2	18/01/20223	Appendices Merge	J Makinson-Sanders
Final 1.3	23/01/20223	Minor amendments	J Makinson-Sanders

DECISION PROCESS

Financial Services Review

FIN-REF	
Recommendation	
Comments	
Officer	
Date	

Project Sponsor Sign- Off

Decision	
Comments	
Date	

Management Team Sign Off

Decision	
Comments	
Date	
Attendees	

Committee Sign Off

Decision	
Comments	
Date	
Attendees	

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Table 4.5 – Key Financial Risks
Table 5.1 – Summary of key programme milestones
Table 5.2 – Key Management Risks

EXECUTIVE SUMMARY

This document sets out the Council's compliant business case for investment into the Local Business Support priority as part of the UK Shared Prosperity Fund (UKSPF) and the additional complementary funding provided through the Rural England Prosperity Fund (REPF). The REPF will be administered and monitored as part of the main UKSPF.

The Council has secured £3.495m of UKSPF and REPF of which £1.238m is being used for the Supporting Local Business investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change (appendix 1) and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

The strategic case for investment into the Supporting Local Business priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

Since the initial submission of the UKSPF Investment Plan Government have issued additional information setting out requirements and guidance to councils. The projects have been reviewed against this guidance and interventions developed ready for delivery to ensure compliance.

The Supporting Local Business programme consists of four projects selected to deliver the Council's priorities following a robust options appraisal:

2.1 Flagship West Lindsey Business Support Programme.
2.2 Maximising the Visitor Economy Offer.
2.3 Growing Innovation.
2.4 Supporting our markets and retail centres.

The overall financial benefits of these project are estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£7.808m** of measurable benefits against **£2.350m** cost (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide[1] to adjust for what benefits may have happened anyway or the project otherwise being stopped from happening. This led to an overall benefit to cost ratio of **3.32** demonstrating a high value for money ratio, which would stay in the high threshold even if costs doubled or quantified benefits halved.

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

Subsidy Control has been considered by the Council's external advisers DWF Law. They have confirmed that the projects are xxxxxxxxxx

The finance case sets out how the projects are costed, profiled, and funded. Although some elements of external funding are still subject to bidding and commitment, the projects they fund can be flexed to remain within any funding constraint, albeit at the potential cost of scaling back of outputs / outcomes. All the projects have considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and plans to treat or mitigate these have been developed. Overall, a sound financial footing for this programme has been demonstrated.

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting of the UKSPF investment plan to Government. Quarterly updates on expenditure will be given to the Corporate Policy and Resources Committee and with an annual update to the Prosperous Communities Committee on the progress of the programme.

1 STRATEGIC CASE

1.01 INTRODUCTION

This chapter sets out the Council's strategic case for investment into the Supporting Local Business priority as part of the UK Shared Prosperity Fund (UKSPF) and the additional complementary funding provided through the Rural England Prosperity Fund (REPF). It makes the case for change and demonstrates the programme's strategic fit.

1.02 STRATEGIC CONTEXT

This section outlines the Government's agenda for Levelling Up and its links to UKSPF and REPF.

Levelling Up

The UK Government is committed to levelling up across the whole of the United Kingdom. It sets out to:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in those places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empower local leaders and communities, especially in those places lacking local agency.

Round 1 Levelling Up funding

It is recognised that West Lindsey is an area in need of additional support. As a first step toward this agenda the Council secured £10.275m Round 1 Levelling Up funding to support West Lindsey's major market town of Gainsborough.

'Thriving Gainsborough 2024' represents a single project comprising of aligned and coherent interventions. Each intervention is designed to address one or more elements of failure and provides inherent added value:

- Construction of a 4-screen cinema, two retail and one restaurant units in the town centre - (development of dilapidated site & new film facilities).
- Redesigning the use and streetscape of the Market Place with the aim of re-establishing the area as the town's thriving heart - (upgraded spaces and assets, where this links to local inclusive growth).
- The extension of the Townscape Heritage Initiative, involving the refurbishment of heritage buildings and wider shop fronts - (upgraded historical buildings).
- Creating a green public realm. The creation of a new pocket park along the riverside and undertaking improvements to the existing park - (delivery of new public spaces).
- The implementation of a wayfinding strategy - (enhanced townscape that is more accessible to residents, businesses and visitors).
- The refurbishment of the bus station - (enhanced townscape).
- Extending the live above the shop programme - (delivery of quality residential space).

UKSPF

The UKSPF is a central pillar of the UK Government's Levelling Up agenda and is a significant component of its support for places across the UK. The funding complements the money the Council has received in Round 1.

The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. This aligns with Levelling Up White Paper[2] missions, particularly Mission 9: 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.'

Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: communities and place; supporting local business; people and skills. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission. Figure 1 shows the supporting local business investment priority, its objectives, outputs, and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

Figure 1: Supporting local business – objectives, outputs, and outcomes



The UKSPF succeeds the old EU structural funds such as European Regional Development Fund (ERDF)/ European Social Fund (ESF). This means that all the provision previously funded through structural funds to support communities, businesses and skills will stop when the EU funding ends in March 2023.

The Council is allocated £2.7m of UKSPF of which £0.92m is being used for the Supporting Local Business investment priority. The funding will be used to benefit businesses across the District, with spend to be completed by March 2025.

REPF

In September 2022, the Government announced additional funding would be allocated to rural places across the UK in recognition of the specific challenges faced by rural areas. The REPF is top up funding to the UKSPF and an addendum to the UKSPF was approved by the Council and submitted to Government detailing the REPF proposals in November 2022.

The REPF is to support specific challenges in rural areas:

- Lower productivity rates.
- Poor connectivity.
- Poorer access to key services.

These are identified within the West Lindsey UK Shared Prosperity Fund Investment Plan (UKSPF) as important challenges for investment in Levelling Up the District. The funding can be spent on the Community and Place and Supporting Local Businesses priorities; People and Skills is specifically excluded from this funding.

The Council is allocated £795k of REPF of which £318k is being used for the Supporting Local Business programme. The funding will be used to provide capital grant funding for small scale investment in micro and small enterprises in rural areas. This will include investment into non-agricultural farm diversification and agri-tech business development. Spend under this fund must be completed by March 2025.

West Lindsey District Council Corporate Plan 2019-2023

The Corporate Plan is the overarching strategic document setting the vision and objectives for WLDC. The Council's vision for the economy is to ensure that 'economic regeneration in West Lindsey is sustainable and benefits all our communities'.

The Corporate Plan 2019-2023 is currently being refreshed and has been developed in parallel to the UK Shared Prosperity Fund Investment Plan. The emerging 2023-2027 Corporate Plan 'Our Place' theme focuses on economic regeneration, quality housing and ensuring clean, green and safe communities. This theme has been developed to align with the West Lindsey UKSPF Investment Plan, the Central Lincolnshire Local Plan, the Economic Recovery Plan, the Visitor Economy Strategy, the Local Industrial Strategy, the Environment Act 2021 and our Environment, Sustainability and Climate Change Strategy. Key targets are:

- Increased economic performance and higher Gross Value Added.
- A growing visitor economy.
- Job creation.
- Quality housing and improved housing standards.
- Better rural connectivity.
- Increased recycling rates.

1.03 CASE FOR CHANGE

The Council with its consultants Mutual Ventures, has developed a Theory of Change (ToC) for both UKSPF and REPF, a summary can be found in appendix 1.

The ToC make the case for change by illustrating how the Council objectives can be met by identifying the challenges facing the District and finding interventions that would support the delivery of its objectives.

1.04 PROGRAMME INVESTMENT AND STRATEGIC ALIGNMENT

This section provides an overview of the projects within the programme and their strategic alignment to local and regional priorities. A summary of the projects and their key deliverables can be found in figure 2.

Figure 2: Project Summary and Key Deliverables

Project name	Description	Total value	Key deliverables
Project 2.1 Flagship West Lindsey Business Support Programme	Four projects to strengthen local entrepreneurial ecosystems and support businesses at all stages of their development including training and offers of business support.	£1,188,331 ▾ £140,000 ▾ £80,000 ▾ £500,000 ▾ £468,331	Increased number of businesses supported through access to: ▾ Trained business advisers and specialist support. ▾ Tailored advice and guidance to support retail centres and the visitor economy. ▾ Grant schemes to support sustainability and climate change improvements for rural growth. ▾ Grant schemes for farm diversification and Agri-Tech business development.
Project 2.2 Maximising the Visitor Economy Offer	Improve and enhance the Visitor Product with a focus on outdoor recreation	£50,000 ▾ 10,000 ▾ £5,000 ▾ £5,000 ▾ £10,000 ▾ £15,000 ▾ £5,000	▾ Enhance Love Lincs Wolds Outdoor Festival to increase overnight stays and visitor spend. ▾ Create new walking routes. ▾ Refresh West Lindsey aviation guide. ▾ Create 3 digital heritage trails. ▾ Wayfinder strategies for Market Rasen and Caistor. ▾ Develop partnership working.
Project 2.3 Growing Innovation	Development of the UK Food Valley and emerging Agri Growth Zone	£400,000 *(development budget which includes £100,000 match and £200,000 of prospective match-funding)*	▾ Development of a business plan for Agri Growth Zone. ▾ Development of demonstrator sites across the Food Valley (medium term aim). ▾ Deliver Agricultural Growth Services (long term aim).
Project 2.4 Supporting our markets and retail centres	Support and expand the delivery of the West Lindsey Market Action Plan	£250,000 ▾ £100,000 ▾ £50,000 ▾ £80,000 ▾ £20,000	▾ Appointment of a Town Centres Manager to support and advise retailers. ▾ Funding Provision for the Cultural Events Officer ▾ Promotion and events programme. ▾ Capacity building, for example digitalisation.

More detail on the projects and their strategic alignment can be found below:

Project 2.1 Flagship West Lindsey Business Support Programme

The project consists of 4 workstreams:

2.1.1 Lincolnshire Growth Hub Core Offer.

To provide financial support for the core growth hub in partnership with Lincolnshire authorities and the LEP, giving access to trained business advisors and a wider programme of specialist support. Through-out its operation, the Business Lincolnshire (BL) Growth Hub has performed a leading role in bringing parity, simplification and stability to the business support landscape. The BL Growth Hub has been able to address both local as well as national priorities, translating these into locally relevant tailored support to directly meet the needs of the profile, sectoral strengths and growth ambitions of the business community across West Lindsey. This role has included combining universal as well as targeted services, filling gaps in provision and harnessing new resources to create innovative support solutions for West Lindsey's businesses. Moving forwards, UKSPF funded provision means West Lindsey's businesses can benefit from continued access to free and impartial support from an evolved Business Lincolnshire platform.

Although WLDC could have set up its' own local Business Support programme, this would require considerable financial/time investment in operational personnel, governance, systems, branding and marketing - a significant cost against spend on the direct delivery of support, with increased risk of duplication and/or under-provision of locally important business support. The UKSPF funded business support programme also provides an opportunity to widen access to support by reducing the eligibility restrictions imposed by ERDF by:

- Utilising the existing, proven BL Growth Hub structure and service.
- Making strategic connections and avoid local provision gaps.
- Achieving critical mass and economies of scale.
- Providing value for money.
- Avoiding patchwork provision.

- Capitalising on BL's business support knowledge, experience, and intermediary relationships.
- Ensure alignment of services with the national Growth Hub business support offer funded by the Department for Business, Energy, and Industrial Strategy (BEIS).

This approach supports the Council's West Lindsey Economic Recovery Plan (2021-2024) overarching ambition to address the entrenched socio-economic challenges experienced in the District. This is by supporting long term local economic recovery/growth centred around inclusiveness, sustainability, and resilience – concurrently ensuring, economic regeneration and growth that benefits all our communities; this is a key focus of both our current and emerging Corporate Plan.

The key outputs and outcomes from the UKSPF and REPF Investment Plans are:

Figure 3 Key Outcomes and Outputs Project 2.1

Output Description	Output	Outcome Description	Outcome
Number of businesses receiving non-financial support (numerical value)	100	Jobs created (numerical value)	20
Number of businesses receiving grants (numerical value)	25	Jobs safeguarded (numerical value)	20
Number of potential entrepreneurs provided assistance to be business ready (numerical value)	15	Number of new businesses created (numerical value)	12
Number of businesses receiving non-financial support (numerical value)	100	Number of businesses introducing new products to the firm (numerical value)	169
REFP: Number of businesses supported	40	Number of businesses adopting new to the firm technologies or processes (numerical value)	169
REPF: Number of farm businesses supported	17	Number of businesses with improved productivity (numerical value)	169
REPF: Number of farm diversification projects supported	17	Number of businesses engaged in new markets (numerical value)	169
REPF: Number of micro businesses supported	26	Increased amount of investment (£)	37,1250
		Number of organisations engaged in new knowledge transfer activity (numerical value)	23
		Number of early-stage firms which increase their revenue following support (numerical value)	101
		REFP: Jobs safeguarded	26
		REPF: Number of new businesses created	10
		REPF: Number of businesses adopting new to the firm technologies or processes	16
		REPF: Number of businesses experiencing growth	26

2.1.2 West Lindsey tailored advice and guidance linked to local town, village and neighbourhood retail centres and the visitor economy.

The provision of a dedicated independent Business Support Adviser for West Lindsey to provide a tailored advice and guidance business support programme, which complements and extrapolates beyond the broader support provision delivered via Business Lincolnshire. This ensures that WLDC can offer rural businesses, retailers, and the visitor economy a highly responsive and sector tailored support product, bespoke to the nuances of local businesses and the wider local economy. The programme builds on the successes of, and learning points taken from the previous programme of support. It will provide a range of sector specific and bespoke 1-2-1 advice and guidance as well as support to businesses to better understand digital commerce (and how it applies to their customers), sustainability and environmental issues/net zero 'as an opportunity' (i.e., 'not just a cost saving activity'). There is also an opportunity for the programme to explore 'community commerciality' and the 'circular economy' - linking complementary businesses together to drive local footfall and spend. This provision also links with other UKSPF measures (e.g., 2.4, supporting our markets and retail centres), providing complementary support to enhance the impact of UKSPF interventions.

This approach supports the Council's Economic Recovery Plan (2021-2024) as above and assists with the delivery of key priorities within the West Lindsey Visitor Economy Strategy 2022. The Visitor Economy Strategy focuses on adding value to this key sector and ensuring that every visitor has a positive experience.

2.1.3 Business Sustainability Grant Scheme, supporting business led sustainability and climate change improvements/productivity and rural growth.

Green Business Grants can be used for both revenue projects (e.g., consultancy support or a carbon survey) and capital works/purchases to improve the energy efficiency of buildings and business operations. Potential projects include LED lighting, air source heat pumps, solar thermal, wall and roof insulation, variable speed drives, air compressors, induction cooking and solar PV. The grants process can be found in appendix 5.

Grants will help businesses (list not exhaustive):

- Avoid harmful emissions that contribute to climate change.
- Reduce energy bills and lower maintenance costs.
- Make buildings healthier for employees.
- Improve the business' green credentials with customers and contractors (social responsibility).
- Access cutting edge low carbon technologies.
- Actively support the local supply chain for energy efficiency goods and services.

This approach supports the Council's Climate Emergency Declaration: Sustainability, Climate Change and Environment Strategy and Action Plan, June 2021which includes a stated goal of becoming a net zero carbon emission organisation and District before 2050.

2.1.4 Business Support Grant Scheme for Farm Diversification and Agri-Tech business development. (Funded through REPF)

Farm Diversification:

Diversification can considerably improve the economic viability of a farm business, whilst benefitting the wider rural economy and community by creating new employment opportunities, improving circular

spend in the local economy, increasing rural footfall and extending the mix/diversity of local retail/leisure facilities. The potential benefits of non-agricultural farm diversification include:

- Increased revenue, which in turn can financially supplement the long-term sustainability of the primary agricultural activity of the farm (improving food-security etc.) and at a community level, ensure continuity of ownership and local employment.
- Improved business security, broadening the business portfolio (and number of income streams) of a farm can mitigate the impact of economic and environmental shocks that are experienced increasingly commonly in primary agricultural activity.
- Improved general business adaptability, undertaking diversification projects improves the businesses awareness of opportunity and ability (skill set) to explore additional/complementary opportunities in the future.

Agri-Tech Business Development (AT):

The provision of grant support to local AT businesses will help to commercialise their research base, helping to consolidate Intellectual Property and Patents and the move towards 'product'. Local Government support would also help AT businesses to access commercial funding, reducing the risk profile of the borrowing for financial institutions. More broadly, provision of grant support would act as strategic signal from WLDC that the sector/cluster is an important element of future economic growth in the District. The grant would be catalytic by potentially supporting the creation of higher value jobs and new economic opportunities (helping to level-up and address economic under-performance in the West Lindsey economy. This can currently be defined as low skills/low wage and experiences low levels of investment in innovation). Concurrently, the innovation delivered by the AT cluster could help the District's primary agricultural sector to adopt agricultural technologies which are sustainable, improving water, energy, biodiversity, and landscape management, bringing benefits to the environment, residents, and visitors to the area.

This approach supports West Lindsey District Council's position as a key partner in the recently announced Greater Lincolnshire Agricultural Growth Zone the 'Ag Zone'. The 'Ag Zone' has been developed by the Greater Lincolnshire LEP, the Lincoln Institute of Agri-food Technology (LIAT) and the Riseholme Campus at the University of Lincoln, The Lincolnshire Agricultural Society, Bishop Burton College, the Barclays Eagle Farm Lab and Lincolnshire County Council.

The overall aim of the Ag Zone is to support:

- Regional leadership in agricultural innovation, skills, business support and technology adoption.
- Agricultural investment to deliver productivity gains, climate smart and sustainable farming as farmers respond to the Agricultural Transition (which runs to 2028).

WLDC UKSPF Business Support interventions are designed to maximise the strategic advantage of WLDC businesses being located within the UK Food Valley and Greater Lincolnshire Ag Zone.
To supplement AT, WLDC will also provide AT businesses with access to a match-funded feasibility grant (revenue) which will complement the capital scheme identified above by providing funding to support feasibility activities (including expert consultancy, design, legal advice, proof of concept/product design and development etc.) which are required to mitigate risk prior to or during any capital investments.

Project 2.2 Maximising the Visitor Economy Offer

This project consists of 3 parts.

Part 1: Improve and enhance the Visitor Product with a focus on outdoor recreation (Product Development);

- Enhanced Development of Love Lincs Wolds Outdoor Festival, this will include the development of packages and itineraries to increase overnight stays and visitor spend.
- Create and review walking routes in partnership with Lincolnshire Wolds Countryside Service.
- Refresh West Lindsey Aviation Guide in partnership with Lincolnshire Aviation Partnership.

Part 2: Development of sustainable local attractions, trails and products (Product Development):

- Creation of three new digital heritage trails for Gainsborough, Market Rasen and Caistor.
- Develop wayfinding strategies for Market Rasen and Caistor.

Part 3: Develop and maintain improved planning and communication between key stakeholders and partners (Partnership):

- Development of thematic clusters.

This approach supports the Council's vision and corporate priorities of having a successful visitor economy and tourism industry. The 20-year vision for West Lindsey is to create a resilient and diverse rural District which embraces sustainable growth whilst retaining its quality, heritage, and character for the benefit for all. A strong visitor economy with an extensive leisure and cultural offer attracting visitors from around the world as well as serving the needs of the local community is identified as a priority objective. The visitor economy is also recognised as one of the key sectors in the recently produced West Lindsey Economic Recovery Plan (2021-2024), a post pandemic revival pathway which sets out the key themes and actions that will help implement and deliver the Council's ambitions to build a more inclusive, sustainable, and resilient economy in a post Covid-19 world.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 4 Key Outcomes and Outputs Project 2.2

Output Description	Output	Outcome Description	Outcome
Number of businesses receiving non-financial support (numerical value)	20	Increased footfall (% increase)	5
Number of Tourism, Culture or heritage assets created or improved (numerical value)	20	Increased visitor numbers (% increase)	4
Number of commercial buildings developed or improved (numerical value)	5	Increase in visitor spending (% increase)	7
		Increased amount of investment (£)	£75,000
		Improved perception of attractions (%| increase)	10

Project 2.3 Growing Innovation

There is an opportunity for West Lindsey District Council to foster the continued development of an emerging and strategically important local Agri-Tech/defence and drone technology clusters based around the 'A15 corridor' (Hemswell Cliff Food Enterprise Zone, UofL Riseholme Campus, the Lincolnshire Show Ground and RAF Scampton) under the banner of the UK Food Valley and the emerging Agricultural Growth Zone, which could position the District as a UK (if not International) leader in agricultural technology, innovation and sustainability. Since the closure of Scampton RAF Base in Sept 2022, the opportunity of a collaborative approach between the space/defence and agricultural

sectors has since gained more traction strategically, with the possibility to explore, develop and test application of satellite technologies for the benefit of the agri-food supply chain. Globally after defence, agriculture and land use is the largest user of Earth Observation (EO) technologies
Over the next few months, the AgZone Partnership will develop a business plan that will help shape the concept further and outline the A15/AgZone programme delivery in more details, this is currently being structured in three main phases:

1. Develop a core hub north of Lincoln.
2. Develop a network of demonstrator sites across the Food Valley around the A15 (farm/research partners).
3. Deliver Agricultural Growth Services (long term aim).

As set above, West Lindsey's UK SPF Investment Plan is designed to align with the emerging Greater Lincolnshire Agricultural Growth Zone.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 5: Key Outcomes and Outputs Project 2.3

Output Description	Output	Outcome Description	Outcome
Number of businesses receiving non-financial support (numerical value)	4	Number of new businesses created (numerical value)	1
Number of businesses receiving grants (numerical value)	2	Number of businesses introducing new products to the firm (numerical value)	5
		Number of organisations engaged in new knowledge transfer activity (numerical value)	5
		Number of businesses adopting new to the firm technologies or processes (numerical value)	5
		Number of new to market products (numerical value)	6
		Increased amount of low or zero carbon energy infrastructure installed (% increase)	10
		Greenhouse gas reductions (% decrease in Tonnes of Co2e)	12
		Number of businesses with improved productivity (numerical value)	5

Project 2.4 Supporting our markets and retail centres

The project will see the appointment of a Town Centres Manager to provide retail support, advice and guidance to market traders and retailers. Funding will also be used to provide a range of interventions such as:

- Digitalisation capacity building.
- FSB / Chamber capacity building.
- Place promotion app development and roll out.
- Local activities and events programme (links to signature events programme).
- Run publicity campaigns and prepare to hold events that will boost footfall and encourage people to visit the retail areas and thereby supporting local businesses.

- Utilise footfall monitoring data to better understand and target what works to bring people to our town centres and retail areas.

This approach supports the Council's WLDC Economic Recovery Plan and the West Lindsey Market Action Plan.

Figure 6: Key Outcomes and Outputs Project 2.4

Output Description	Output	Outcome Description	Outcome
Number of local markets supported (numerical value)	4	Increased footfall (% increase)	40
Number of businesses receiving non-financial support (numerical value)	12	Increased visitor numbers (% increase)	5
Number of potential entrepreneurs provided assistance to be business ready (numerical value)	6	Improved perception of markets (% increase)	85
		Increased number of businesses supported (% increase)	5
		Increased business sustainability (% increase)	75

1.05 CHANGES TO PROJECTS

Over the last few months, the UKSPF projects have been refined and where necessary changes made to the scope, funding profile and delivery methodology. This includes the incorporation of REPF into the Flagship West Lindsey Business Support Programme to create a grant scheme for Farm Diversification and Agri-tech business development. A summary of all changes to the projects can be found in appendix 2.

The UKSPF Investment Plan was submitted to Government in July 2022. The UKSPF required the Council to identify outputs and outcomes for each of the interventions it proposed. These outputs and outcomes form part of the Memorandum of Understanding the Council signed with DLUHC to secure the funding.

In July 2022 additional guidance was issued to Councils on specific areas of the fund. The outputs and outcomes provided by lead local authorities as part of the Investment Plan are indicative and DLUHC expect plans to be refined as delivery progresses. This reflected in the flexibility given to the process of refining outputs as part of the change control process for the fund, this can be found in the UK Shared Prosperity Fund: reporting and performance management (3)[3]. DLUHC recognises that outcomes are more challenging to define and therefore lead authorities can continue to develop and amend these throughout delivery.

1.06 KEY STRATEGIC RISKS

The key strategic risks and how they will be managed are provided in table 1.1 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (Appendix 3).

Table 1.1 – Key Strategic Risks and their management

Key Strategic Risk and Potential Impact	Approach / Risk Treatment
The Supporting Local Business programme does not align with emerging Corporate Plan. Lack of coordination between strategies undermines basis for investment plan.	The Council's Corporate Plan 2019-2023 is currently being updated and redrafted. There is an opportunity to ensure that the challenges and goals identified through the Theory of Change process are reflected and strengthened in the new Corporate Plan.
Failure to agree changes in the output and outcomes with DLUHC. The Council will not meet the terms of the Investment Plan submitted to Government leading to a potential reduction in funding and reputational damage for the Council.	Engage with DLUHC, once in the delivery stage, illustrate the need to change the intervention outputs and outcomes due to further guidance being issued following submission of the investment plan. Negotiate and agree revised targets showing how the Council will still deliver the objectives of UKSPF.

1.07 CONCLUSION

The Council has secured £3.495m of UKSPF and REPF of which £1.238m is being used for the Supporting Local Business investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

Since the submission of the UK Shared Investment Fund Investment Plan, Government have issued additional information setting out requirements and guidance to councils. The projects will be review in the delivery stage and where necessary changes in expected outputs and outcomes will be agreed with DLUCH.

The strategic case for investment into the Supporting Local Business priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

2 ECONOMIC CASE

2.01 INTRODUCTION

The Economic Case sets out how this project provides value for money. It demonstrates how the range of options was narrowed down to the preferred approach and the expected benefits and costs associated with this preferred approach. This section sets out the tools and techniques used to estimate these benefits and costs, and the assumptions underlying the calculated values. Additionally, some of the risks and non-financially attributable benefits are listed to provide a wider reflection of the objectives of the project and the impact it will have on the wider region.

2.02 APPROACH TO ECONOMIC CASE

Option appraisal

An initial series of workshops and discussion was used to develop a series of options for the UKSPF and to categorise these into the three themes (Community and Place, Supporting Business and People and Skills), agreed previously as part of the UKSPF Investment Plan submission process. This was supplemented when an indicative REPF allocation was announced for the area; leading to a second exercise to determine the priorities for this further funding. Table 2.1 sets out the overall projects taken forward, and sets out whether they are funded by UKSPF, REPF or a combination of both.

Table 2.1: Overall funding source UKSPF/REPF

Project	UKSPF Funded	REPF Funded
2.1 Flagship West Lindsey Business Support Programme	✓	✓
2.2 Maximising the Visitor Economy Offer	✓	×
2.3 Growing Innovation	✓	×
2.4 Supporting our markets and retail centres	✓	×

2.03 ECONOMIC BENEFITS

Economic benefits have been based upon local expected outputs (as detailed in the Theory of Change), converted to financial outputs through established models. The following approach has been used consistently in developing the benefits estimation:

- Limited to one broad measure per key area to avoid duplication (or removal of any overlapping figures).
- Implicit optimism bias included within figures, with greater allowance where national data is used (see below for further details).
- Where local baseline data was unavailable, no economic benefit has been calculated and any such expected benefits have been included in the non-monetised impact instead.

Table 2.2 sets out the approach used for each category of benefit.

Table 2.2: Linking Outcomes to Financial Measures

Outcomes (from Theory of Change)	Financial Measure	Justification
Increased provision, quality and impact of local businesses resulting in greater levels of sustainable businesses and local employment. * Jobs safeguarded **	GVA of Jobs safeguarded / created	Recognised national practice / modelling approach.[4] Gross benefit measured as number of jobs created and/or sustained multiplied by the GVA per worker calculated for West Lindsey from latest data available[5].
	GVA associated with all capital expenditure	Recognised national practice / modelling approach. Gross benefit measured as programme specific capital expenditure multiplied by the national ratio of construction Gross Value Added to construction turnover.
Increased number of people visiting and spending money in West Lindsey. *	Contribution to local economy from additional overnight stays	Sub-regional assessment of visitor numbers and the impact upon local spend[6] combined with a local estimate of increased numbers
Increased provision and quality of new businesses and products, increasing local knowledge and reduced emissions. *	Value of reduced estimated emissions	Research showing likely impact of reduced emissions multiplied by with the current (November 2022) trading price for trading permission to create a tonne of CO_2 emissions in the UK via the UK ETS Futures Market[7].
Increased number of people visiting and spending money at WL markets, creating more sustainable local markets and businesses.	Non cashable benefit	Baseline performance and spend within existing markets unknown

* From the UKSPF Theory of Change
** From the REPF Theory of Change

The key assumptions made for each of the financial measures used above and justification for those measures is included in Table 2.3.

Table 2.3: Assumptions made in calculating economic benefits

Assumption	Value	Justification / Methodology
General assumptions		
Discount rate for benefits	3.5%	Aligned to standard rate within Green Book[8]
Base year for calculation	2022/23	First year of significant expenditure upon project
Gross Value Added (Construction)		
Total construction expenditure	(2022/3) £0.150m (2023/4) £0.447m	Estimate of the capital elements of the works less expected inflation[9]

National construction turnover	£144,035m	Annual Business Survey 2019[10] – Section F – SIC 41 Column E
National construction Gross Value Added	£51,407m	Annual Business Survey 2019 – Section F – SIC 41 Column F
National employment is sector	498,000	Annual Business Survey 2019 – Section F – SIC 41 Column I
Gross Value Added (Employment)		
Gross Value Added per job in region	£49,386	ONS Data[11] - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)
Estimated jobs created	(2023/4) 5 (2024/5+) 10	Local estimate aligned to programme outputs
Estimated jobs safeguarded	(2023/4) 8 (2024/5+) 18	Local estimate aligned to programme outputs
Increase in visitor nights		
Value of overnight stay (per night)	£30.82	Based upon data from Visit Britain which estimated £9.667m spent in West Lindsey based upon 313,667 nights (average 2017 to 2019)
Estimated additional nights	(2023/4) 8,593 (2024/5+) 17,187	Local estimate
Value of reduced estimated emissions		
Amount of land dedicated to agriculture in UK	8.9 million hectares	Government statistics[12]
Potential CO2 savings yet to be realised in UK in agriculture	1.9m tonnes per year	DEFRA Agri-climate report 2021[13]
Average size of East Midlands farm	102 hectares	DEFRA statistics[14]
Estimated number of farms receiving emission reducing grants	17	Local estimate (and output target)
Value of tonne of carbon saved	£75.17	UK ETS Futures trading price – 1st December 2022[15]

All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide and ensures that naturally occurring increases are not considered as part of the benefits for this project.
The following elements were considered for each benefit:

- Leakage – benefits to people outside the target area (e.g., health benefits from people coming from overseas participating in leisure activities generated by a project).
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g., when a job created is taken by someone already in full time employment and their previous role is not re-filled).
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g., they don't repair a building themselves, because they can get a grant to support it).

- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g., construction work having a beneficial impact on the local supply chain).
- Deadweight – what would happen even if the project didn't go ahead (e.g., general rises in commercial or house prices).

Each benefit was assessed by the project to assess the likely impact of each factor, using the reference cases set out in the Additionality Guide and HCA Additionality Guide[16] as starting points, supplemented with local knowledge and sector specific research. Appendix 4 sets out values used per benefit, for each factor and the reasoning behind this.

The gross benefits multiplied by the Additionality Guide factors gives an overall net impact, per benefit. These are then discounted to get a single Net Present Value of the benefits, using a discount rate of 3.5% and a base year of 2022/23, as per the assumptions within Table 2.3 above. Discounting is used to reflect the fact that a benefit today should be valued higher than the same benefit in the future.

The overall quantified benefits are set out in Table 2.4.

Table 2.4: Overall quantified benefits

Benefit	Gross Impact (£m)	Additionality Adjustment (£m)	Net Impact (£m)	Less: Discount (£m)	NPV of Benefit (£m)
GVA Construction	0.213	0.066	0.279	(0.016)	0.263
GVA Jobs Created	7.408	(2.408)	5.000	(0.936)	4.065
GVA Jobs Sustained	12.840	(11.215)	1.625	(0.305)	1.320
Increase in visitor nights	5.297	(2.851)	2.446	(0.446)	2.000
Value of reduced estimated emissions	0.779	(0.516)	0.263	(0.103)	0.160
TOTAL BENEFITS (A)	26.537	(16.924)	9.613	(1.806)	**7.808**

2.04 ECONOMIC COST

Economic costs have been developed aligned to Green Book guidance. Table 2.5 presents the key factors applying to the conversion of financial case costs to economic case.

Table 2.5: Key conversion factors

Area	Assumption	Justification
Baseline Year	2022/23	First year of expenditure
Discount rate	3.5%	Standard Green Book rate
Inflation: 2023/4 2024/5	 7.4% 0.6%	Office for Budgetary Responsibility November 2022 Outlook – estimate for CPI[17]
Optimism Bias	41%	Overall allowance to project the relatively early stage of scheme development. Although this is applied to the cost element it is intended as likely to be manifested across cost and benefits. This value is taken as the Upper Limit for outsourcing projects[18] – chosen due to the high

		proportion of revenue expenditure making comparison with construction contracts less appropriate

Table 2.6 below summarises the calculation of the economic cost used in the value for money assessment.

Table 2.6: Overall quantified costs

Calculation Steps	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
Costs – Finance Case	0.070	0.725	1.094	1.888
Less: contingency within costs	0.000	0.000	0.000	0.000
Less: Inflation contained within costs	(0.000)	(0.050)	(0.081)	(0.131)
Sub-total: Costs less contingency & inflation	0.070	0.675	1.012	1.757
Add: Optimism bias	0.029	0.277	0.415	0.720
Sub-total: Total costs undiscounted	0.099	0.951	1.427	2.477
Discount factor	1.000	0.966	0.901	
TOTAL DISCOUNTED COST (B)	0.099	0.919	1.332	**2.350**

2.05 VALUE FOR MONEY ASSESSMENT

Table 2.7 presents the Benefit Cost Ratio (BCR). This has been calculated by dividing the total monetised benefits by the total monetised costs (both discounted to 2022/3 prices).

Table 2.7: Value for Money assessment

Measure	Value (2022/3 prices)
Total discounted benefits **(A)**	7.808
Total discounted costs (**B**)	2.350
Benefit Cost Ratio (A/B)	**3.32**

The project has an overall **BCR of 3.32**; putting it in the High category of value for money.

Table 2.8 presents the outcome of sensitivity analysis, used to determine how much costs could increase, or benefits could fall, while remaining in the high category (at BCR of 2) for Towns Fund.

Table 2.8: Sensitivity analysis

Sensitivity	Change to estimate (£m)	Percentage Change
Maximum cost change (with no change to benefits)	2.171	125.3%
Maximum benefit change (with no change in costs)	(4.343)	(55.6%)

The overall BCR has been calculated in a manner consistent with Green Book and DLUHC appraisal guidance, using costs and benefits with inherent optimism bias built into estimates. On top of this there are several non-monetised benefits of the scheme, particularly around the wider expected impact of the revitalised markets offer for the area.

Even without some of the wider harder to quantify benefits, sensitivity stress testing shows overall costs could double or benefits fall by over half and the scheme would still deliver a high category of value for money via the calculated BCR.

2.06 NON-QUANTIFIED BENEFITS

There are several benefits that have not been measured, as baselines do not exist and/or research does not allow prudent estimates of the monetary value of those benefits to be captured.

The expansion and additional promotion of the markets will have both direct and indirect financial benefits. It will likely increase wider footfall during the operation times of the markets, and this will have a beneficial impact on existing traders and the wider economy. The expansion will also allow opportunities for new stallholders to trade. Whilst research presents findings from investment in markets elsewhere, there is no baseline of current impact to project from. As part of the overall monitoring and evaluation work, it is proposed that establishing a baseline of the various markets' impact will inform future decisions to continue activities piloted through this programme.

The overall environmental benefits from this programme are likely to be understated too. The flagship grants will partially be assessed against environmental sustainability benefits projected by applicants, but the extent that these will be proposed is currently unknown. Similarly, the benefits from grants for environmental improvements in agriculture have been measured purely in terms of CO2 reduction, there is likely to be benefits in other pollutants, such as Nitrous Oxide and Methane reduction.

2.07 KEY ECONOMIC RISKS

The key economic risks and how they will be managed are provided in table 2.9. These form part of the overall risk management process (described in the Management Case) and the full Risk Register (Appendix 3).

Table 2.9: Key Economic Risks and their management

Key Economic Risk and Potential Impact	Approach / Risk Treatment
Insufficient demand for grants as offered – leading to the expected level of benefits being delayed or reduced	Targeted marketing and promotion of grants in advance of bidding deadlines. Ongoing monitoring of applications and approvals; opportunity to widen scope or geographic boundaries if demand is not forthcoming.
Baselining and measuring environmental improvement may be challenging	Ensure that all bidders demonstrate the likely impact the funding will have upon environmental improvements within their organisation. Supplement this with dedicated monitoring and evaluation tools and support, learning from the practice employed through Levelling Up monitoring and evaluation approach.
Inflation reduces the overall benefits that can be achieved with the funding, as costs are higher than originally planned for the levels of interventions required	A reasonable expectation for level of inflation has been built in, with a suitable deflater for costs and benefits based upon latest OBR's inflation estimates.

All the key risks have mitigation approaches applied and will be monitored throughout the implementation and delivery periods.

2.08 CONCLUSION

The projects were selected through a robust process, initially considering the challenges in the area and fit to both local policy, priorities and matched to the UKSPF funding criteria. After notification and allocation of RESF funding, a second Theory of Change and option appraisal process was undertaken, looking to maximise the additional benefit this further funding could have on the area, particularly focussing on building on established approaches, but also considering priorities that were not possible to fund via the UKSPF. This led to the selection of 4 projects (many of which themselves have various strands):

2.1 Flagship West Lindsey Business Support Programme.
2.2 Maximising the Visitor Economy Offer.
2.3 Growing Innovation.
2.4 Supporting our markets and retail centres.

The overall financial benefits of these project were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with prudent local output estimates, a total of **£7.808m** of measurable benefits was calculated against **£2.350m** cost (both in 2022/3 real terms). These figures included reductions for optimism bias and considered the impact of the Additionality Guide to adjust for benefits that may have happened without the projects proceeding. This led to an overall benefit to cost ratio of **3.32** demonstrating a high value for money ratio, which would stay in the high threshold even if costs doubled or quantified benefits halved.

Additionally, wider benefits have been identified that are harder to measure, such as the impact of the local markets on footfall and sales and some of the wider environmental improvements expected to be brought about by some or all the grants awarded.

There is a demonstrable direct link from problem identification, through option appraisal through to quantified benefits, leading to a very strong value for money solution.

3 COMMERCIAL CASE

3.01 INTRODUCTION

The purpose the commercial case is to outline the procurement and contracting implications of the preferred option and ensure that a well-structured deal between the Council and the grant recipients or service providers can be delivered. As part of this process the Council will assess how best social value can be secured during the contract phase.

3.02 COMMERCIAL DELIVERABILITY

The Local Business Support priority will be helping local businesses through a mixture of grant funding and Council led initiatives. Several the projects involve working with partner organisations such as the Greater Lincolnshire Local Enterprise Partnership (GLLEP) and other Local Authorities to deliver projects.

Organisational structure

Project 2.1 West Lindsey Business Support Programme will be outsourced, and the grant process administrated by external bodies on behalf of the Council. The third parties will conduct all the necessary checks and provide expert endorsement on any grant awards or support provided to businesses. This approach was tested during the final phase of the Covid 19 Business Grant delivery and was found to deliver a highly efficient outcome.

Project 2.2 Maximising the Visitor Economy will require the Council to procure specific pieces of work to support the visitor economy such as the development of digital trails and the creation of a wayfinding strategy.

Project 2.3 Growing Innovation will require the Council to contribute funding to the Greater Lincolnshire LEP and the Agricultural Growth Zone Partnership (AgZone) to develop a business plan to support the AgZone's development.

Project 2.4 Supporting our Markets and retail centres will see WLDC appoint a Town Centres Manager with a budget to promote the area through events and marketing.

Key Contractual Arrangements

The Flagship West Lindsey Business Support Programme will require businesses to apply for funding on a first come, first served basis. The businesses will be required to enter into a funding agreement with the Council to secure financial support. The proposed process for application, assessment and award can be found in appendix 5.

The Growing Innovation project will be managed through AgZone Partnership agreement. This will be contracted via a Service Level Agreement with the Greater Lincolnshire LEP.

3.03 PROCUREMENT STRATEGY

The programme will undertake procurement of goods and services following Government guidance[19] and its own contract and procurement procedure rules. Procurement routes reflect the Council's understanding of local markets, existing frameworks, and desire to drive local growth and employment through the use of local supply chains.

Summarised below are the main procurement routes for the projects within the programme. The value £ column reflects the cost of the service being procured rather than whole project cost.

Table 3.1: Procurement route

Project name	Value £	Procurement Route
Project 2.1 The Flagship West Lindsey Business Support Programme	-	See below
2.1.1 Lincolnshire Growth Hub Core Offer	140,000	Service Level Agreement (SLA) – Lincolnshire LA's collectively sign up to procured provider of services.
2.1.2 West Lindsey tailored advice and guidance linked to local town, village and neighbourhood retail centres and the visitor economy	80,000	Formal Tender through a Request to Quote (RFQ).
2.1.3 Business Sustainability Grant Scheme	15,750 (est.)	Formal Tenders (RFQ) for management of grant process. Provision of expert advice via direct award
2.1.4 Business Support Grant for Farm Diversification and Agri-Tech business development and Revenue Grant for Agri-tech.	10,000 (est.)	Formal Tenders (RFQ) for management of grant process. Provision of expert advice via direct award.
2.2 Maximising the Visitor Economy	50,000	Projects of between £5k and £10k will be by direct award. Wayfinding Strategy will be via a tender process (£15k)
2.3 Growing Innovation	100,000	SLA with AgZone Partnership/GLLEP to develop business plan
2.4 Supporting our markets and retail centres	250,000	Recruit Town Centres Manager Projects of between £1 and £25k will be by direct award.

3.04 WIDER CONSIDERATIONS

Subsidy Control
The Council will have regard to the new Subsidy Control Act 2022 which came into force on 4th January 2023. The business case has been reviewed by DWF Law and they have confirmed ….. XX. A full copy of their advice can be found in appendix 6.

Public Sector Equality Duty
The Council has a public sector equality duty under the Equality Act 2010, this is enshrined in its Equality Strategy 2020-2024. In line with the Equality Impact Assessment: government grants minimum standards[20]; West Lindsey District Council will complete a detailed Equality Impact Assessment (EqIA) for the projects included in this programme.

The EqIA for this programme is live document that will be updated as the investment plan progresses to ensure latest best practice is applied. Updated versions of the EqIA will be required prior to the Flagship West Lindsey Business Support Programme being launched.

Data Protection
The Council has a duty under the Data Protection Act 2018 to ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Act. Any personal data obtained through the Local Business Support activity will be managed in line with West Lindsey District Council's Growth and Regeneration Privacy Notice.[21]

Data is likely to be collected in relation to assisting and supporting business for such areas as business grants funding, to manage tourism, deliver projects and to process any enquiries.

Data may be shared with external partners or consultants, employed or contracted by the Council to assist in the delivery of its services and projects; and internal department such as finance to process grant payments.

The Council's Data Protection Officer will ensure that process respects the persons rights and follows the law.

3.05 KEY COMMERCIAL RISKS

The key commercial risks associated with specific projects within the programme are highlighted below in table 3.2. The full risk register can be found in appendix 3.

Table 3.2: Commercial Risks

Key Commercial Risk and Potential Impact	Approach / Risk Treatment
Grant receiving organisation fail to deliver on outputs and outcomes in the funding agreement. The Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC	Most outputs and outcomes will be delivered via the SLA/Contract for project 2.1.1/2.1.2 which will identify a contractual obligation to deliver programme outputs/outcomes. Although it is unlikely, business grant beneficiaries (2.1.3/REPF) will be formally contracted to deliver outputs/outcomes (given the size of grant award), they will be obliged to report on any outputs/outcomes accrued via a grant contract reporting obligation.
Grant receiving organisation fail to comply with grant conditions (such as monitoring). Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	The organisation contracted to deliver 2.1.3/2.1.4 will be obliged to enforce compliance with grant reporting obligations (with 'mitigating factors' loop incorporated for legitimate non-compliance).
Insufficient financial resources available to fund interventions through to completion. Grant recipients fail to deliver the scheme they are contracted to do as part of the grant agreement. The Council is unable to demonstrate VfM, outputs and outcomes.	1) Develop a contractually binding grant agreement - with requirement for early notification if the recipient organisation considers itself unlikely to be able to deliver and the recipient's suggestions on how to rectify 2) WLDC to consider any amendments required in light of notifications in terms of impact on budget and overall outcomes through its monitoring and governance processes 3) Consider all available options to resolve - whether this is an increased contribution from the recipient, transferring budget that is yet to be allocated, seeking further alternative funding or relaxing outputs or outcomes to be delivered - if this leads to a material reduction in overall outcomes, write to Government to explain change and reasoning.
Lack of interest from communities to apply for grant funding. Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	Marketing and engagement work to ensure awareness and deliver pipeline of projects and applications.

Fraud Risk, risk that grant schemes could be abused by fraudulent claims leading to reputational damage to the council and reduced realisation of the expected outputs and outcomes.	The Council will introduce a proportionate level of due diligence prior to any payments being made and periodically during duration of the programme. This will be in line with the mandatory due diligence checks required by the government in the Guidance for General Grants. Minimum Requirement Seven: Risk, Controls and Assurance.

3.06 CONCLUSION

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

DWF Law have confirmed that the projects are xxxxxxxxxx

4 FINANCIAL CASE

4.01 INTRODUCTION

The purpose of the Financial Case is to demonstrate that the proposal is financially viable during the development phase and in the long-term. Additionally, key sensitivities and financial risks will be considered as well as the suitability of contingencies or alternative plans for cost containment.

4.02 COSTS

Costs for this project are separated and analysed in two sections; looking firstly at the affordability of the initial development, and secondly that the scheme is financially sustainable once complete.

4.03 INITIAL COSTS

Table 4.1 sets out the main sources of expenditure within each project, the best estimate of these costs and how the split of costs between capital and revenue expenditure, and across financial years.

Table 4.1 – Project Costs

Project Number	Expenditure Category	2022/23 Forecast Expenditure (£000's)	2023/24 Forecast Expenditure (£000's)	2024/25 Forecast Expenditure (£000's)	TOTAL Expenditure (£000's)
	Capital				
2.1	Flagship Grants – Business Sustainability	0	81	244	325
2.1	Flagship Grants – Farm Diversification / Agri-Tech	0	80	239	318
	TOTAL Capital	**0**	**161**	**482**	**643**
	Revenue				
2.1	Flagship Grants – Farm Diversification / Agri-Tech	0	75	75	150
2.1	Flagship Grants – Lincolnshire Growth Hub Core Offer	0	70	70	140
2.1	Flagship Grants – Tailored advice and guidance linked to local town, village and neighbourhood retail centres and visitor economy	0	40	40	80
2.1	Flagship Grants – Business Sustainability	0	44	131	175
2.2	Market Rasen and Caistor Wayfinding Strategy (plus village pilot)	0	15	0	15
2.2	Digital Trails	0	10	0	10
2.2	Aviation Guide	0	5	0	5

2.2	Development of new walking routes	0	0	5	5
2.2	Development of thematic clusters	0	0	5	5
2.2	Development of outdoor festival	0	5	5	10
2.3	Agricultural Zone Business Plan development	50	200	150	400
2.4	Town Centres Manager	20	40	40	100
2.4	Cultural Events Officer	0	10	40	50
2.4	Events Programme	0	40	40	80
2.4	Marketing / partnerships	0	10	10	20
	TOTAL Revenue	70	564	611	1,245
	TOTAL Expenditure	70	725	1,094	1,888

4.04 FUNDING

This expenditure is funded by a variety of sources, harnessing public and private sector contributions and seeking to align to and tap into additional funding sources. The intended funding sources are broken down in Table 4.2.

Table 4.2: Summary of Funding Sources

Project Number	Funding Source	Expected Funding (£000's)	Status / Certainty
	Capital		
2.1	UK Shared Prosperity Fund	325	Indicative Approval
2.1	Rural England Prosperity Fund	318	Indicative Approval
	TOTAL Capital Funding	**643**	
	Revenue		
All	UK Shared Prosperity Fund	595	Indicative Approval
2.1	WLDC Remaining Feasibility Budget	150	Fully approved
2.3	WLDC Invest for Growth Reserve	100	Fully approved
2.3	Other UK Government Grants	100	Seeking aligned grants and application process
2.3	Private Sector Contributions	100	To be sought as specific proposals are developed
2.4	WLDC Staffing Budget	100	Fully approved

2.4	WLDC Cultural Reserve (Events & Markets)	100	Fully approved
	TOTAL Revenue Funding	**1,245**	
	TOTAL Funding	**1,888**	

Additionally, the Flagship Grant process will seek bidders to propose a contribution to any proposals, increasing the additionality and overall scale of interventions proposed. Any such amounts will be in addition to the figures above; these are excluded at the current stage as the value cannot be reliably estimated at this time.

4.05 SENSITIVITY ANALYSIS / CONTINGENCY

Within this programme, projects have been designed with the ability to flex the outputs and levels of intervention as the basis of constraining expenditure. Table 4.3 summarises how each project will keep within its funding limit.

Table 4.3: Summary of approach to containing project costs

Project	Approach to containing cost
2.1 Flagship West Lindsey Business Support Programme	Successful grant applications will be paid via a Grant Funding Agreement limiting WLDC's exposure to the amount bid for
2.2 Maximising the Visitor Economy Offer	All aspects will be contracted for on a fixed cost basis, transferring the risk of overspend
2.3 Growing Innovation	It is WLDC preferred option to engage in a public sector partner contract agreement with the GLLEP whereby a contribution would be made available via a SLA that would outline conditions of services and responsibilities for business plan development and delivery of associated tasks, limiting WLDC to the agreed financial contribution
2.4 Supporting our markets and retail centres	These costs are a combination of employment (with fixed costs and terms) and contributions to wider programmes and markets, where the contribution from this programme can be limited to the value awarded

There is also the opportunity, in line with the Governance and decision-making processes highlighted in the Management Case, to adjust funding between projects and between themes as required.

Whilst it would be standard practice to include an element of contingency and sensitivity analysis on the figures provided, WLDC is able to effectively manage their contributions in each project to the value of funding available. Therefore, there is limited benefit to make a contingency allowance or measure sensitivity to price changes.

4.06 ONGOING COSTS

One of the key aims of the overall programme is to embed sustainable change, however, this needs to be balanced with the practicalities of time limited funding. Steps have been taken to spend in areas that will have lasting benefits, but where there are no ongoing financial commitments created. Table 4.4 sets out how these requirements will be achieved.

Table 4.4: Approaches to limiting ongoing financial commitment while sustaining ongoing benefits

Project	Limiting ongoing financial commitment from WLDC	Ongoing benefits
2.1 Flagship West Lindsey Business Support Programme	Specific, time and value constrained funding agreements with grant recipients	Assessment criteria will include how long-term benefits can be sustained and ability of organisation in receipt to embed change
2.2 Maximising the Visitor Economy Offer	Developments chosen with no on-going support costs Outdoor festival can be developed to be self-funding in future; may be able to lever sponsorship or alternative funding for future events once success demonstrated – if not, no obligation to run future events	Products developed (digital trails, walking routes and aviation guide) will all have ongoing use beyond investment period, with no additional ongoing costs If festival demonstrated successful, then opportunity to seek alternative funding for future festivals or seek sponsorship from external organisations
2.3 Growing Innovation	Expenditure will be constrained with a time and value constrained funding agreement	This funding is seeking to establish a long-term business case for investment in the A15 corridor and support demonstrator sites within - it is expected that this will be the catalyst for long-term private investment in the area
2.4 Supporting our markets and retail centres	Majority of funding is for fixed term positions – there is no expectation that the roles will be extended Other funding is for marketing and additional events can be scaled back if no alternative funding is available post-project	If the project is a success and the popularity of and size / scale of markets increases, then additional income generated could be used post-project to sustain investment

4.07 KEY FINANCIAL RISKS

The key financial risks and their mitigations are set out in Table 4.5.

Table 4.5: Key Financial Risks

Key Financial Risk and Potential Impact	Approach / Risk Treatment
External funding assumed to support the "2.3 Growing Intervention" project is not secured leading to a shortfall in funding	There are multiple sources (private sector and central Government) – additional funding from the other party can be sought should one source be unsuccessful. Plans for intervention and the anticipated grant funding agreement can be developed to cap WLDC's contribution to funding is has available (noting that this may reduce the planned outputs and outcomes if the funding available is lower than intended).
Cost inflation means that each bid to the grant schemes is for greater amounts than planned for the outcomes delivered	A strong assessment process for bids will ensure those maximising value to the area will be taken forward. If cost inflation erodes the overall benefits that can be achieved for the funding available, then this may have to be accepted to stay within the funding envelope.

Salary for fixed term employment is insufficient to recruit to new posts	Ensure that posts are widely promoted and advertised. Consider internal secondments and backfill successful applicant's post instead.
Insufficient demand for grants as offered	Ongoing monitoring of applications and approvals; opportunity to widen scope or geographic boundaries if demand is not forthcoming.

The wider risk management approach is considered in the Management Case and the full risk register is contained in appendix 3.

4.08 WIDER FINANCIAL IMPLICATIONS

Each of the projects are flexible, with the scope and scale of each project adjusted according to the resources available and the ability to lever external funding. There is additional flexibility to adjust funding across the UK SPF programme including between priorities. As part of the Flagship Grant scheme there is an expectation that bidding organisations will be asked to provide a contribution, providing extended scope of funding and potentially greater outcomes.

In the Growing Innovation project, there are plans to identify and bid for additional funding from Central Government and others. Sufficient flexibility exists to tailor the sites, to maximise the opportunities to take advantage of any identified additional funding streams.

4.09 CONCLUSION

This finance case sets out how each project within the Business Support theme are costed, profiled, and funded. Although some elements of external funding are still subject to finalisation, the projects funded can be flexed to adjust, albeit at the potential impact of scaling back of outputs / outcomes. Projects have all considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and a plan to treat or mitigate these has been developed.

5 MANAGEMENT CASE

5.01 INTRODUCTION

The purpose of this management case is to demonstrate that robust arrangements are in place for the successful delivery of the programme and its constituent projects. The chapter covers the delivery, monitoring and evaluation of the UKSPF programme including feedback into the Council's strategic planning cycle. The REPF will be administered and monitored as part of the UKSPF process.

5.02 PROGRAMME ORGANISATION AND GOVERNANCE

There are three levels of internal UKSFP programme governance, appendix 7 provides a diagram showing the hierarchy of governance in detail. The main roles are summarised below:

WLDC Portfolio Board: The Portfolio Board has strategic responsibility and accountability for all major programmes. It meets every eight weeks and will receive an update on progress against contracted milestones at every meeting. The Portfolio Board is chaired by The Director Change Management, ICT and Regulatory Services.

West Lindsey SPF Programme Board: The Board has been established to provide operational oversight of the UKSPF investment, monitoring the overall plan, risks, and ensuring synergies between component projects. It will meet quarterly and will be chaired by the programme sponsor, the Director of Planning and Regeneration and Communities, and report to the Portfolio Board. The Programme Board will also provide an interface with the Place Board which will ensure that our stakeholders are engaged in the programme.

SPF Core Team / Project Management: Each of the three investment priorities will have a Project Core Team, led by a dedicated Project Manager. Project Managers will have responsibility for the day-to-day delivery and management of the project. They will report progress and issues to the Steering Board. This governance structure will be underpinned by WLDC assurance procedures. A resource plan to support the delivery of the programme can be found in appendix 8.

The Terms of Reference for the West Lindsey SPF Programme Board can be found in appendix 9. The main roles and responsible officers are:

Director of Planning and Regeneration, and Communities (Chair): Programme Sponsor accountable for the overall success of the programme
Programme Manager UK Shared Prosperity Fund: Programme Lead responsible for the day-to-day management of the programme and programme team
Economic Growth Team Manager: Project Lead responsible for the day-to-day management and delivery of the Supporting Local Businesses business case

5.03 PROGRAMME MANAGEMENT

This section details, in broad terms details, the actions that will be required to ensure successful delivery of the programme in accordance with best practice. A more detailed programme can be found in appendix 10.

The table 5.1 below sets out an indicative timetable for the delivery of the Supporting Local Business projects within an overall programme.

Table 5.1: Summary of key programme milestones

Action	Date
Business Case Approved by Prosperous Communities Committee	9th February 2023
Business Case Approval by Corporate Policy and Resources Committee	9th February 2023
Project 2.1.1 Lincolnshire Growth Hub Offer	Nov 2022 – March 2025
Project 2.1.2 West Lindsey Tailored Advice linked to local town, village and neighbourhood retail centres and the visitor economy	Nov 2022 – March 2025
Project 2.1.3 Business Sustainability Grant Scheme	Nov 2022 – March 2025
Project 2.2.1 Market Rasen and Caistor Wayfinding Strategy	Feb 2023 - Oct 2023
Project 2.2.2 New Digital Trails	June 2023 – March 2024
Project 2.2.3 Aviation Guides	June 2023 – March 2024
Project 2.2.4 Walking Route	Feb 2023 – Sept 2023
Project 2.2.5 Thematic Clusters	April 2024 – March 2025
Project 2.2.6 Outdoor Festival	Feb 2023 – March 2025
Project 2.3 Growing Innovation	Sept 2022 – March 2025
Project 2.4 Supporting our markets and retail centres	Nov 2022 – March 2025
Programme Closes	31st March 2025

5.04 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The UKSPF and REPF have been developed in conjunction with key partners and stakeholders. Appendix 11 provides a list of key stakeholders of the whole UKSPF programme and their role or interest in this programme. The Supporting Local Business programme has specific stakeholders representing a wide range of businesses through the Greater Lincolnshire Local Enterprise Partnership and Business Lincolnshire.

The Council will continue to engage with its extensive network of stakeholders and key partners to help shape proposals as the projects develop. To facilitate this the Council has developed a Communications and Stakeholder Strategy (appendix 12). The strategy will include the development of the Council's UKSPF website and directing any enquiries to the Growth email inbox. The UK SPF Programme Board will be responsible for the stakeholder management for the programme.

5.05 CHANGE CONTROL

As the projects develop the programme will be monitored and updated by the UKSPF Programme Manager. A robust Change Control mechanism will be instigated in line with the Council's existing procedures. Any change requests will be fully costed and the implications on the programme fully understood. The request will be reviewed at an appropriate level based on the programme governance arrangements agreed with the Programme Sponsor.

5.06 ASSURANCE

This programme will follow the Government's UKSPF guidance: assurance and risk guidance (5).[22]

In accordance with the Cabinet Officer Government Functional Standards[23], the assurance for each DLUHC programme provides three separate and defined levels of assurance, referred to as the three lines of defence.

First Line of Defence

The first line of defence is provided by the lead local authority and is the responsibility of the Chief Finance Officer as they act at an operational management level within the lead local authority in receipt of the funding (via a Section 31 Grant). The Chief Finance Officer is therefore responsible for the delivery of HMG investment, with propriety, regularity, and value for money.

Reporting carried out by lead local authorities to DLUHC will be used to secure evidence of the first line of defence. The Chief Finance Officer will be required to provide written confirmation that they have undertaken all the necessary checks, to ensure that the lead local authority and the programme specific project(s) have in place the processes to ensure proper administration of its financial affairs with regard to the funding programme, and these are in active use. The current timetable for providing information can be found in appendix 13.

Second Line of Defence
The second line of defence is independent of the first line activity and oversee the management of the risk to ensure that the first line has been appropriately constructed and is delivering as intended.

Reflecting the devolved nature of the fund, the second line of defence is the wider Local Government Accountability Framework which scrutinises local authority activity. This sits within Government's commitment to continue to improve wider Local Government transparency and reporting, DLUHC's specific UKSPF performance reporting and departmental intelligence of Local Government.

DLUHC co-ordinates work across Government departments that brings different analysis together on a common basis to understand the overall fiscal position of local authorities, and particular risks and opportunities. This will support and manage any risk emerging in the delivery of the UKSPF.

Local Government audit also plays a vital role in providing local authorities with accurate and reliable financial information to plan and manage their services and finances effectively. Local audit also ensures local authority financial arrangements, including whether value for money is being achieved, are transparent to the taxpayer, and facilitates assurance for the public sector.

Third Line of Defence
The third line of defence should be undertaken by independent audit or an independent body to secure an 'objective opinion on the effectiveness of governance, risk management and internal controls.'[24] This is inclusive of the second and first lines of defence.

In respect of this assurance framework, The Government Internal Audit Agency (GIAA) will provide independent risk-based assurance over the design and operation of controls within the arrangements for the UKSPF – as operated within DLUHC – and if required, other Government departments.

To support this the council have engaged Assurance Lincolnshire to review the governance and reporting arrangements for the Levelling Up Programme. Learning from the LUF audit will be fed into the UKSPF and an early review by Assurance Lincolnshire will be conducted into the governance and assurance framework for the UKSPF will be programmed in for 2023.

The scope and timing of this independent assurance will be discussed and agreed with the DLUHC Audit and Risk Assurance Committee, the Accounting Officer and the respective Senior Responsible Officers (SROs).

5.07 BENEFITS, MONITORING AND EVALUATION

The Council will as a minimum monitor spend, outputs and outcomes against agreed indicators to be submitted to Government to assist programme-level evaluation. Each project will undergo a process evaluation to demonstrate the effectiveness of delivery this process. The UKSPF process will be monitored in tandem with the Levelling Up Round 1 regime.

The Government is developing a full UKSPF Monitoring and Evaluation Strategy (M&E) to understand the impact of the UKSPF. Impact evaluation will be supported by an external evaluation expert.

5.08 KEY MANAGEMENT RISKS

The key management risks and their mitigations are sets out in table 5.2. A full risk register for the UKSPF and REPF programme has been developed and can be found in appendix 3. The Council's robust, internal governance procedures will be fully applied to ensure that risks and opportunities are properly considered by the Programme Board.

Table 5.2: Key Management Risks

Key Management Risk and Potential Impact	Approach / Risk Treatment
Unable to collect data to baseline and monitor interventions. The Council does not currently collect information to allow the measurement of several outputs and outcomes. The Council will fail to report against the submitted investment plan.	The Council will need to invest into a range of solutions from surveys to purchase of data sets such as footfall. The Council will negotiate with DLUCH to remove or replace output or outcome.
Failure to recruit to key roles leading to lack of resource to deliver projects in a timely manner and meeting the requirements of the submitted Investment Plan.	Several projects require the recruitment of a staff member or the procurement of a third-party organisation. The Council will ensure the opportunity is widely promoted and develop an attractive proposal. Where this is unsuccessful alternative delivery options will be considered.

5.09 CONCLUSION

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly financial updates will be given to the Corporate Policy and Resources Committee and an annual update to the Prosperous Communities Committee on the progress of the programme.

APPENDIX 1 - THEORY OF CHANGE

Theory of Change is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur.

Reference: [What is Theory of Change? - Theory of Change Community]

Supporting Local Business - UKSPF

AREA OF NEED	INTERVENTIONS	INTERVENTION AIMS	KEY OUTCOMES
The majority of the businesses are **micro businesses** (90%). **Relatively low level of new job postings:** April 2021 the number of unique job postings was 15% lower than in 2016. **The vibrancy of the district's economy**: ranked to 263 out of 324. The **visitor economy shrank** as a result of Covid.	**2.1.** Flagship West Lindsey Business Support Programme	**2.1.** LCC Core Growth Hub offer, tailored advice and guidance linked to local village & retails centers and the visitor economy Programme and a grant scheme for business led sustainability improvements.	**2.1.** Increased provision, quality and impact of local businesses resulting in greater levels of sustainable businesses and local employment.
	2.2. Maximising the Visitor Offer	**2.2.** Increased visitor accommodation, development of local attractions, increased communication and coordination between key stakeholders and activities	**2.2** Increased number of people visiting and spending money in West Lindsey.
	2.3. Growing Innovation	**2.3.** Supporting the development of a growth corridor around the A15 and supporting agritech business.	**2.3** Increased provision and quality of new businesses and products, increasing local knowledge and reduced emissions.
	2.4. Supporting West Lindsey Markets and Retail Centers	**2.4.** Supporting and expanding the delivery of the West Lindsey Market Action Plan.	**2.4** Increased number of people visiting and spending money at WL markets, creating more sustainable local markets and businesses.

Theory of Change – Rural Businesses

Challenges	Interventions	Opportunities	Outputs	Outcomes
Local business landscape dominated by micro businesses Productivity Low level of new job postings and difficulty in recruiting Pressure on farm incomes Low number of highly skilled roles	• **Intervention 1.1: capital grant funding for small scale investment in micro and small enterprises in rural areas.** *Links to UKSPF Investment Plan: Project 2.1: Flagship West Lindsey Business Support Programme – (REPF as a capital grant alongside this). Interventions: E23: Strengthening local entrepreneurial ecosystems, and supporting businesses at all stages of their development… E24: Funding for new and improvements to existing training hubs, business support offers, 'incubators' and 'accelerators' for local enterprise…* • *Part 3: Grant Scheme – support implementation of business led sustainability and climate change improvements / productivity and rural growth.*	**Business Support:** • Extensive experience and track record of providing business support programmes. Opportunity to build on this. • Investment in research and development. Funding to support innovation and new ideas and entrepreneurism. • Funding to support the 'green' agenda and move to improve sustainability and circularity. **Tourism and Diversified Activities:** • Opportunity for growth as a visitor destination to meet unfulfilled local/broader demand for diversified activities e.g., visitor accommodation, a farm shop, cafe, leisure attraction, adventure playground etc. **Key Sector Development**: • Working with Lincolnshire Agricultural Society and established farm sector to develop diversification opportunities. • Leveraging existing strength in Agri-tech through Lincoln University Riseholme Campus, the local Agri-Tech cluster based around the 'A15 corridor' and building on UK Food Valley and potential for Agricultural Enterprise Zone.	• **Number of businesses supported.** • **Number of farm businesses supported.** • **Number of farm diversification projects supported.** • **Number of micro businesses supported.** • *Increased R&D funding for businesses and start ups.* • *New and improved funding and support for sustainability and climate change improvements.* • *Improved breadth of business portfolios and income streams of farms and rural businesses.* • *Increased number of businesses adopting new technologies and processes.* • *Introduction of diversification projects.*	• **Jobs safeguarded.** • **Number of new businesses created.** • **Number of businesses adopting new to the firm technologies or processes.** • **Number of businesses experiencing growth.** • *Increased capacity and capability of local micro and small businesses.* • *Improved productivity.* • *Increased revenue for rural businesses.* • *Improved business security.* • *Improved general business adaptability.* • *Improved diversification of local economy.* • *Increased demand for highly skilled jobs.* • *Improved businesses awareness of opportunity and ability (skill-set) to explore future opportunities for diversification and innovation.*

APPENDIX 2 – SUMMARY OF PROJECT CHANGES

This document summaries changes to projects from the submitted UKSPF investment plan. Projects may have been changed for several reasons namely:

- Changes in scope as the project is refined
- Availability of funding i.e. REPF and match funding
- Changes in spend profile to enable delivery of projects
- Changes to output and outcome figures with the inclusion of REPF

Each project is considered against the criteria above and a summary of any changes shown. Any changes to existing outputs and outcomes will be discussed with DLUHC as the projects develop.

2.1 Flagship West Lindsey Business Support Programme

Scope

The scope of the project has expanded to included £318,331 of REPF capital funding to provide grants to develop business support grants for Farm Diversification and Agri-Tech Business Development. A £150,000 of existing revenue funding will be reallocated to support the delivery of workstream of the above grant scheme but allow flexibility to use in other 2.1 workstreams.

Finance

This project's budget has increased from £720,000 to £1,188,331 for the following reasons:

- Funding two new strands of grant allocations supporting farm business diversification and Agri-tech business development from REPF – totalling £318k
- Match funding of £150k identified (WLDC Feasibility budgets)

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	0	0	0
REPF - Capital	0	0	0	0
UKSPF - Capital	0	37,096	287,904	325,000
UKSPF - Revenue	0	129,975	265,025	395,000
Grand Total	**0**	**167,071**	**552,929**	**720,000**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	75,000	75,000	150,000
REPF - Capital	0	79,582	238,749	318,331
UKSPF - Capital	0	81,250	243,750	325,000
UKSPF - Revenue	0	153,750	241,250	395,000
Grand Total	**0**	**389,582**	**798,749**	**1,188,331**

Change

	2022	2023	2024	Grand Total
Match - Revenue	0	75,000	75,000	150,000
REPF - Capital	0	79,582	238,749	318,331
UKSPF - Capital	0	44,154	(44,154)	0
UKSPF - Revenue	0	23,775	(23,775)	0
Grand Total	**0**	**222,511**	**245,820**	**468,331**

Outputs and Outcomes

There are additional REPF outputs and outcomes summarised below:

Output Description	Outputs	Output Description	Revised Outputs
REFP: Number of businesses supported	40	REFP: Number of businesses supported	40
REPF: Number of farm businesses supported	17	REPF: Number of farm businesses supported	17
REPF: Number of farm diversification projects supported	17	REPF: Number of farm diversification projects supported	17
REPF: Number of micro businesses supported	26	REPF: Number of micro businesses supported	26

2.2 Maximising the Visitor Economy Offer

Scope
The scope of the project has not changed but the description of project has been further refined.

Finance

This project's budget has remained the same but has been reprofiled, followed detailed planning of the specific activities that will support the overall outcomes being achieved.

Original Allocation

	2022	2023	2024	Grand Total
UKSPF - Revenue	0	25,000	25,000	50,000
Grand Total	**0**	**25,000**	**25,000**	**50,000**

Revised Allocation

	2022	2023	2024	Grand Total
UKSPF - Revenue	0	35,000	15,000	50,000
Grand Total	**0**	**35,000**	**15,000**	**50,000**

Change

	2022	2023	2024	Grand Total
UKSPF - Revenue	0	10,000	(10,000)	0
Grand Total	**0**	**10,000**	**(10,000)**	**0**

Outputs and Outcomes
There are no changes to the outputs and outcomes related to the submitted UKSPF.

2.3 Growing Innovation

Scope Change
The project description has been refined following the Lincolnshire LEP's recent announcement regarding the Agricultural Growth Zone (AgZone).

Finance

This project's budget has not been changed since the original allocation.

Original & Current Allocation

	2022	2023	2024	Grand Total
Match - Revenue	0	150,000	150,000	300,000
UKSPF - Revenue	50,000	50,000	0	100,000
Grand Total	**50,000**	**200,000**	**150,000**	**400,000**

Outputs and Outcomes
There are no changes to the outputs and outcomes related to the submitted UKSPF.

2.4 Supporting our markets and retail centres

Scope Change
There is no change in the project scope.

Finance

This project has changed the profile of the match revenue spend profile with £15k moving from 2023/4 to 2024/5. This is the work of more detailed project planning.

Original Allocation

	2022	2023	2024	Grand Total
Match - Revenue	20,000	90,000	90,000	200,000
UKSPF - Revenue	0	25,000	25,000	50,000
Grand Total	**20,000**	**115,000**	**115,000**	**250,000**

Revised Allocation

	2022	2023	2024	Grand Total
Match - Revenue	20,000	75,000	105,000	200,000
UKSPF - Revenue	0	25,000	25,000	50,000
Grand Total	**20,000**	**100,000**	**130,000**	**250,000**

Change

	2022	2023	2024	Grand Total
Match - Revenue	0	(15,000)	15,000	0
UKSPF - Revenue	0	0	0	0
Grand Total	**0**	**(15,000)**	**15,000**	**0**

Outputs and Outcomes
There are no changes to the outputs and outcomes related to the submitted UKSPF.

APPENDIX 3 -

Insert text here

APPENDIX 4 – BENEFIT VALUES

Purpose
This appendix sets out the detailed calculations used to derive the benefits presented in the Economic Case for the project.

Additionality Guide
All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide and ensures that naturally occurring increases are removed before considering the benefits for this project. The formula used is as follows:

$$AI = [GI \times (1-L) \times (1-Dp) \times (1-S) \times M] - [GI^* \times (1-L^*) \times (1-Dp^*) \times (1-S^*) \times M^*]$$

Where:

AI = Net additional impact
GI = Gross impact
L = Leakage
Dp = Displacement
S = Substitution
M = Multiplier

* denotes reference case and hence deadweight

- Net additional impact – the final value of the benefit after the calculation
- Gross impact – the total benefit, the starting point before adjustments for this formula
- Leakage – benefits going to people outside the target area (e.g. health benefits from people coming from overseas participating in leisure activities generated by a scheme)
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g. when a job created is taken by someone already in full time employment and their previous role is not re-filled)
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g. they don't repair a building themselves, because they can get a grant to support it)
- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g. construction work having a beneficial impact on the local supply chain)
- Deadweight – what would happen even if the project didn't go ahead (e.g. general rises in commercial or house prices) – this formula is often simplified to be a percentage of the overall benefits where a reference case is not directly calculated

The values for each of these components were considered on a benefit-by-benefit basis. The following table sets out the values used for each, per benefit.

Additionality Components per Quantified Benefit

Area / Measure	Value	Justification
Gross Value Added - Captial		
Leakage	10%	Low leakage – the benefits will be focussed primarily within the region; procurement will emphasise desire for local supply chains
Displacement	25%	Some displacement – significant expenditure within UKSPF may mean other projects cannot proceed at same time due to a lack of local resources / capacity
Substitution	0%	No substitution, the nature of the high percentage of grant of overall costs demonstrates that projects supported would not otherwise proceed
Multiplier	2.7	HCA 2014 Additionality Guide research showed an average 2.7 multiplier for construction schemes (table 4.11) – this is appropriate as the input is only the capital elements of expenditure
Deadweight	28%	In line with City Challenge Regeneration schemes average (Table 3.3 of Additionality Guide)
GVA – Jobs Created		
Leakage	10%	Low leakage – the benefits will be focussed primarily within the region; jobs are expected to be filled from within the region
Displacement	25%	Some displacement – some jobs created may be filled by people employed already, but it is likely that these jobs will be advertised and re-filled too.
Substitution	0%	No substitution, the nature of the high percentage of grant of overall costs demonstrates that projects supported would not otherwise proceed, so the jobs would only be created due to the grants available
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	0%	These new jobs are directly created through the grant funding being made available – these jobs would not otherwise be created, thus none of the benefit is considered deadweight.
GVA – Jobs Supported		
Leakage	10%	Low leakage – the benefits will be focussed primarily within the region; jobs sustained are expected to be primarily for people already living and working in the local area.
Displacement	25%	Some displacement – if the funding wasn't available, some posts may be lost, but some of those post holders may be employed in existing vacancies elsewhere in the region.
Substitution	25%	Some substitution – without the grant funding available, recipients may find alternative ways to fund these posts, or de-prioritise other roles within their organisations to retain these.
Multiplier	1	No wider benefit considered as the Gross Value Added element already considers the impact the employment has on the wider economy
Deadweight	75%	Some of the funding is supporting retention of roles, rather than creation of new roles. It is considered that for these existing roles, there is a much greater chance that employment would continue without the intervention. Therefore a prudent estimate of the benefits includes a

		significant overall reduction due to deadweight for this benefit.
Increase in visitor nights		
Leakage	10%	Low leakage – the vast majority of the benefits from over-night stays will remain within the region
Displacement	25%	Some displacement – due to the investment some of the additional visitors may chose sites receiving grant in preference to alternatives within the wider region
Substitution	10%	Low substitution – an amount of investment in local tourism offers may have occurred without grant funding, as farms look to diversify their businesses. The high grant intervention rate would suggest a very low rate level of substitution is occurring.
Multiplier	1	The benefit calculation figure used already considers any wider benefits by additional visitor nights
Deadweight	24%	Average across City Challenge schemes (Table 3.3 of Additionality Guide)
Value of reduced estimated emissions		
Leakage	0%	No leakage - As carbon emissions affect are not localised, there is no leakage from carbon savings
Displacement	10%	Low displacement - An element of savings may occur naturally within the agriculture sector – however the easier savings have already occurred over the previous two decades[1]
Substitution	25%	Some substitution - An element of savings may occur naturally within the agriculture sector – however the easier savings have already occurred over the previous two decades (the displacement and substitution elements combine give an estimate of what investment may have taken place without grants being available)
Multiplier	1	The value of a tonne of CO2 saved it very hard to quantify, but using a traded value gives a justifiable figure. Therefore no adjustment is made to this figure for any wider impact.
Deadweight	50%	Significant deadweight - the measure used is based upon the gap between efficiencies capable of being made and current national performance. The use of averages and a conceptual efficiency level, means this is unlikely to be reached in practice, even with grant support. Thus a significant reduction is taken to reflect a combination of lack of local data, optimism bias and probability of potential savings being made.

The overall impact of the additionality adjustment can be calculated by multiplying the impact of each component together (the impact is 100% less the value for each element other than the multiplier). So for example the GVA capital calculation would be:

(100%-10%) * (100%-25%) * (100%-0%) * 2.7 * (100%-28%) = 131.2%

Leakage Displacement Substitution Multiplier Deadweight TOTAL

Overall additionality guide adjustment impact (percentage)

https://www.gov.uk/government/statistics/agri-climate-report-2021/agri-climate-report-2021

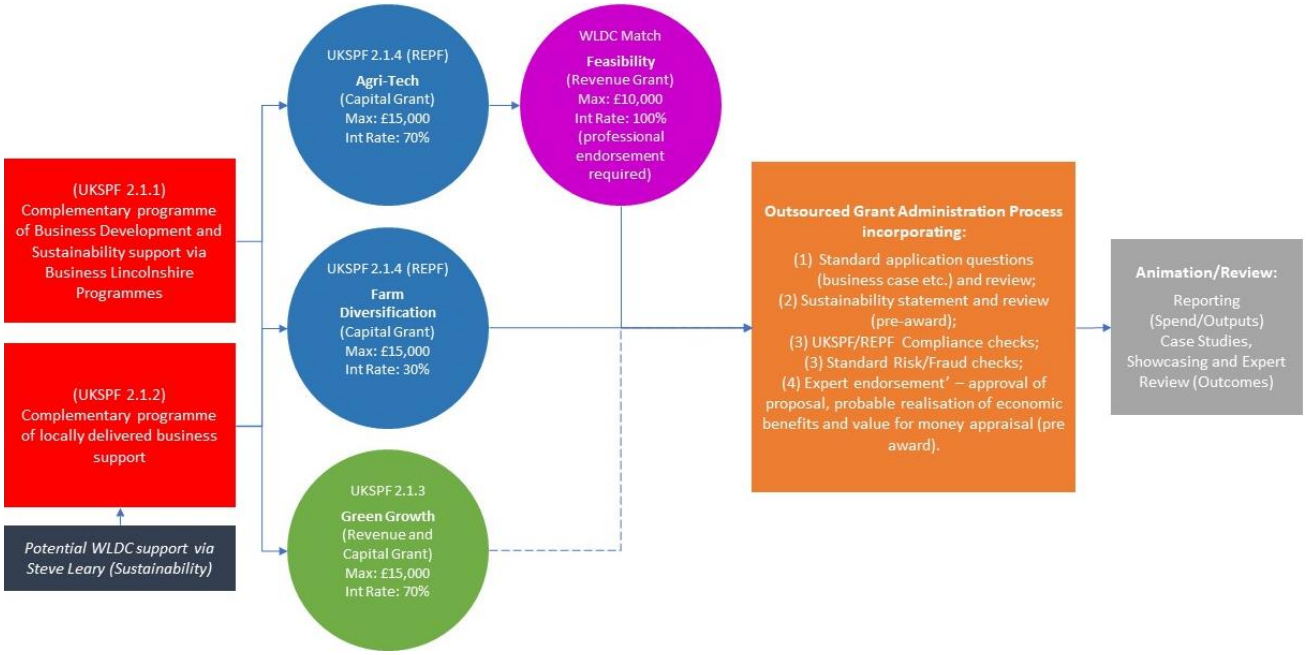
Benefit	Leakage	Displacement	Substitution	Multiplier	Deadweight	Overall ADJ
GVA – Capital	10%	25%	0%	2.7	28%	131.2%
GVA – Jobs Created	10%	25%	0%	1.0	0%	67.5%
GVA – Jobs Supported	10%	25%	25%	1.0	75%	12.7%
Increase in visitor nights	10%	25%	10%	1.0	24%	46.2%
Value of reduced estimated emissions	0%	10%	25%	1.0	50%	33.8%

The additionality adjusted benefit can be calculated by taking the gross benefit, then multiplying by the overall adjustment figure calculated above. The table below shows the additionality adjusted benefit figure for each quantified benefit.

Quantified Benefit	Gross Benefit (£m)	Change due to Additionality (£m)	Additionality Adjusted Benefit (£m)
GVA – Capital	0.213	0.066	0.279
GVA – Jobs Created	7.408	(2.408)	5.000
GVA – Jobs Supported	12.840	(11.215)	1.625
Increase in visitor nights	5.297	(2.851)	2.446
Value of reduced estimated emissions	0.779	(0.516)	0.263
TOTAL	**26.537**	**(16.924)**	**9.613**

https://www.gov.uk/government/statistics/agri-climate-report-2021/agri-climate-report-2021

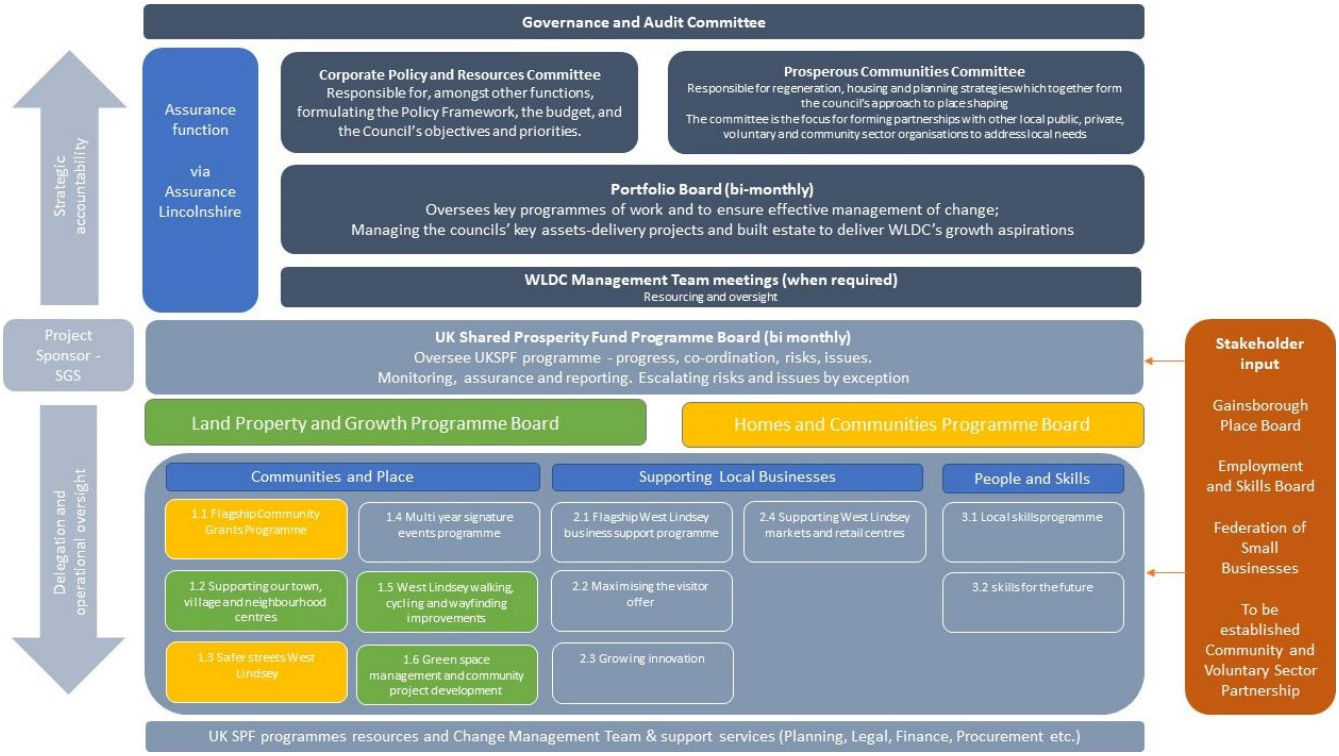
APPENDIX 5 – GRANT PROCESS FINAL



APPENDIX 6 -

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APPENDIX 7 – GOVERNANCE AND AUDIT



APPENDIX 8 – RESOURCE PLAN

Programme Resource Plan				
A capacity and capability assessment has been undertaken at a programme and project level. The majority of projects will leverage our existing experienced resources. Where gaps have been identified, new posts (to be partially match funded between UKSPF and the Council) have been indentified.				
Role	**Role Status**	**FTE**	**Key responsibilities**	**Seniority**
Overall programme delivery and oversight				
Programme Sponsor (Director of Planning, Regeneration, and Communities)	Existing role	1 FTE Part time SPF role	▼ Overall Programme oversight ▼ Key stakeholder engagement ▼ Managing intervention interdependencies	Senior Officer
Programme Manager	New role funded from 4% admin pot	1 FTE	▼ Development/maintenance of Project Initiation Document and other project documents (risk logs, comms strategy etc.). ▼ Support with Programme delivery, stakeholder engagement and communication, monitoring and evaluation ▼ Reporting to the Programme Sponsor	11/12
Data lead	Existing role	1 FTE Part time SPF role	▼ Data collection and analysis to support monitoring and evaluation ▼ Reporting on outputs and outcomes	12
Individual project delivery and oversight				
▼ **Economic Growth Team Manager** ▼ **Enterprising Communities Manager**	Existing roles	11 FTEs Part time SPF roles	▼ Responsibilities for designing and implementing individual projects	7-13

▼ **Commercial Development Manager** ▼ **Economic Growth Team Leader** ▼ **Senior Project Officer: Employment & Skills** ▼ **Vistor Economy Officer** ▼ **Economic Growth Specialist** ▼ **Community Engagement Officer** ▼ **Senior Community Action Officer** ▼ **Economic Growth Officer** ▼ **Major Projects Officer**			that fall within their remit ▼ Coordination of stakeholders and delivery partners ▼ Collaboration with the Programme Manager to identify and manage delivery risks	
Retail areas programme and support officer (Project 1.4. Multi Year Signature Events Programme)	New role Match funded	1 FTE	▼ Supporting market towns and retail centers activities programme	6
Green Spaces Officer (Project 1.6. Part 1 Green Space Management and Developing Capacity)	New role Match funded	1 FTE	▼ Developing our approach to Green Space Management and community project development ▼ Supporting community groups	Band 9c
Cultural Events and Marketing Officer (Project 2.4 Supporting our markets and retail centres)	Current Role Match Funding	1FTE	▼ Deliver publicity campaigns and events supporting footfall generation.	8
Town Centres Manager (Project 2.4 Supporting our markets and retail centres)	New role Match Funding	1FTE	▼ Provide retail support, advice and guidance to market traders and retailers.	TBC

West Lindsey UK Shared Prosperity Fund Programme Board

Terms of Reference 2022/23

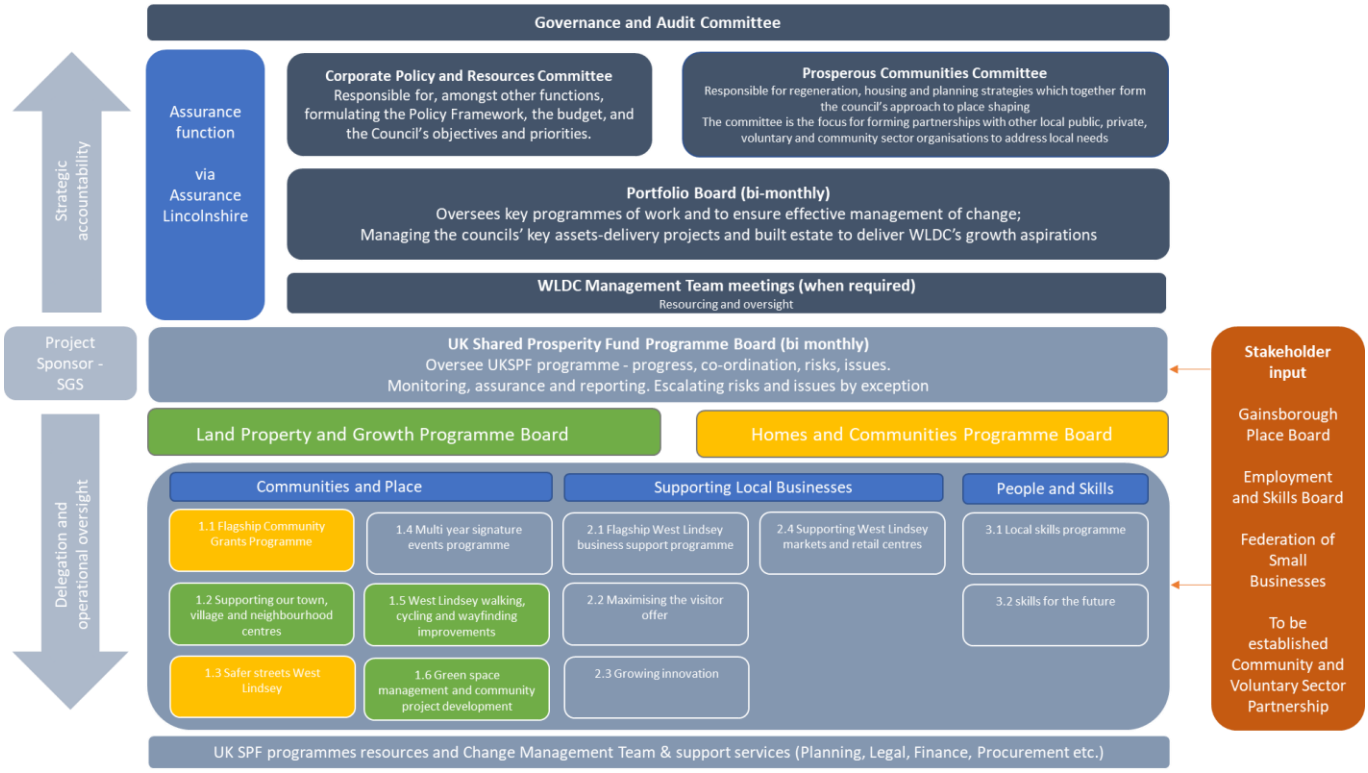
Approved by	UK SPF Programme Board
Approval date	
Next review date	

The UKSPF Programme Board has accountability for and responsibility of setting and managing strategic direction (as informed by Portfolio Board/Management Team/Funders), providing oversight of the programme and associated projects, and working closely with both Land Property and Growth Board and Homes and Communities Board (where required) Portfolio Board, Management Team, and member Committees to ensure good governance.

The UKSPF Programme Board strives to achieve the following:

1. Delivery of Investment Plan programme and associated projects to support and ensure programme outputs and outcomes are delivered by 31st March 2025.
2. Approving project and resource expenditure/escalating as appropriate.
3. Provides a forum for more detailed discussion around projects, escalating to Portfolio Board where necessary.
4. Acts as a sounding board for new ideas, identification of new projects, provides a space for grants/funding bids to be discussed, and for work to be synergised and linked where appropriate.

The UKPSF Programme Board is embedded within the Council's programme management and governance structure as at out below.



Each of the 12 interventions will have an appropriate project / working group responsible for delivery through a Project Delivery Plan. Where appropriate the project / working group will feed into Land Property and Growth / Homes and Communities Board for oversight and assurance. Some interventions will feed directly into the UKSPF Programme Board.

Risk Management

- The Programmes risk register is to be reviewed by the Programme Board on a six-monthly basis in accordance with the Council's Quality Assurance Strategy. Visibility of mitigating actions will be made visible in bi-monthly Programme Update reports with oversight of actions due in the previous month and those due in the following month.
- The project working groups will be responsible for intervention level risk management and report to the board by exception.

Stakeholders

- The UK SPF Programme Board is responsible for Stakeholder Management for the programme.
- The Stakeholder Register will be reviewed at each Board meeting.
- Project working groups will be responsible for the day to day management of stakeholders ensuring that engaging with appropriate stakeholders for each intervention is in place.

Internal Health Checks

The Performance and Programme team will undertake internal health checks on the programme every six months. These health checks will focus on programme information, and programme minutes to ensure compliance with the Quality Management Strategy. Feedback will be given to the Programme Board on the outcome of the check and the schedule of them will be identified within the Quality Management Plan.

Membership of the Board and Roles

- **Director - Planning, Regeneration & Communities (Chair):** Programme Sponsor accountable for the overall success of the programme
- **Programme Manager: UK Shared Prosperity Fund** Programme Lead responsible for the day-to-day management of the programme and programme team
- **Enterprising Communities Manager:** Project Lead responsible for the day-to-day management and delivery of Communities and Place business case
- **Economic Growth Team Manager:** Project Lead responsible for the day-to-day management and delivery of the Supporting Local Businesses business case
- **Senior Project and Growth Officer: Employment and Skills:** Project Lead responsible for the day-to-day management and delivery of the People and Skills business case
- **Change and Projects Officer:** Subject matter expert of project management, project governance and quality assurance
- **Communications Manager/Senior Communications Officer**: Subject matter expert supporting the Comms element of the programme
- **Finance Business Partner:** Financial oversight of programme, management of project finances
- **Contract Manager:** Responsibility for management of programme and project related contracts
- **Economic Development Team Leader:** Subject matter expert in Growth and Heritage projects
- **Team Manager Property and Assets:** provision of expert advice on WLDC property related matters
- **Democratic Services and Elections Team Manager:** subject matter expert on Member Support, Engagement and Committee processes
- **Commercial Development Manager:** Chair of cultural working group, linking project dependencies and providing expertise on commercial matters
- **Director Corporate Services** responsibility for programme finances and sign off on reporting back to government
- **Major Projects Officer:** responsible for providing specific updates on and delivering key projects that support the wider programme delivery/dependent projects

Board Responsibilities

The Programme Sponsor will:

- be ultimately responsible for the delivery of the UK Shared Prosperity Fund Investment Plan
- ensure the Investment Plan remains focused on achieving its objectives

The Programme Lead(s) will:

- track progress and monitor the delivery plan for the programme and associated projects
- ensure that the required resources are available
- resolve any conflicts escalated by the project delivery teams
- be responsible for the communication plan

The Programme Board will:

- be accountable to the Portfolio Board for the delivery of the programme, within the specified time and resource boundaries
- review papers, attend meetings and complete assigned actions
- monitor the progress of the overall programme and associated projects
- manage any risks assigned to individual board members
- monitor the risk log for the programme and agree mitigation
- raise and resolve issues
- authorise financial commitments within the existing financial procedures
- monitor project benefits
- escalate any conflicts with other corporate programmes to the Sponsor
- facilitate change and champion the programme to internal/external stakeholders

Meetings

- The Programme Board meeting is to be chaired by the Director - Planning, Regeneration & Communities.
- Meetings will be arranged to meet bi-monthly. Special meetings may be called at any time at the discretion of the Chair.
- Agenda and papers will be circulated at least one calendar week prior to the meeting by the board administrator.
- Reports on progress will be submitted to the Portfolio Board and relevant committee meetings, as well as monthly progress meetings with BEIS, and quarterly reporting to Government.

Review

- The board’s Terms of Reference will be reviewed on an annual basis, or as required.

APPENDIX 10 – WLDC BUSINESS CASE BUSINESS SUPPORT

Programme name:	**UKSPF Supporting Local Business**			
Task ID		**Owner**	**Start date**	**End Date**
Work Steam 1: WLDC/Government Approvals				
1.01	Approval of REPF programme by Prosperous Communities Committee and Corporate Policy and Resources Committee	SGS	24/11/2022	24/11/2022
1.02	Government issue Grant determination letter for UKSPF and REPF Investment Plan	SGS	01/01/2023	31/01/2023
1.03	Business Case Approved by Prosperous Communities Committee	SGS	09/02/2023	09/02/2023
1.04	Business Case Approval by Corporate Policy and Resources Committee	SGS	09/02/2023	09/02/2023
1.05	Updates to Programme and Portfolio Board	SGS	11/04/2023	01/12/2024
1.06	Updates to Policy and Resources Committee	SGS	01/03/2024	01/03/2025
Work Stream 2: Project 2.1 Flagship West Lyndsey Business Support Programme				
Work Package Project 2.1.1 Lincolnshire Growth Hub Offer				
2.01	Approval of Identified Approach.	Econ Dev	01/11/2022	31/12/2022
2.02	Review and Confirmation of BL offer	Econ Dev	01/11/2022	31/03/2023
2.03	Confirmation of SLA	Econ Dev	01/03/2023	31/03/2023
2.04	Delivery of Business Support Programme	Econ Dev	01/04/2023	31/03/2025
2.05	Review and Evaluation	Econ Dev	01/04/2023	31/03/2025
Work Package Project 2.1.2 West Lindsey Tailored Advice linked to local town, village and neighbourhood retail centres and the visitor economy				
2.06	Approval of Identified Approach.	Econ Dev	01/11/2022	31/12/2022
2.07	Review and Confirmation of WLDC offer	Econ Dev	01/11/2022	31/02/2023
2.08	Procurement of business support provider	Econ Dev	01/01/2023	31/03/2023
2.09	Delivery of Business Support Programme	Econ Dev	01/04/2023	31/03/2025
2.10	Review and Evaluation	Econ Dev	01/04/2023	31/03/2025
Work Package Project 2.1.3 Business Sustainability Grant Scheme				
2.11	Approval of Identified Approach.	Econ Dev	01/11/2022	31/12/2022

2.12	Development of Grant(s) 'Product(s)'.	Econ Dev	01/11/2022	31/02/2023
2.13	Procurement of grant administration support (dual process with UKSPF 2.1, 3)	Econ Dev	01/01/2023	31/03/2023
2.14	Delivery of Grant Scheme(s)	Econ Dev	01/04/2023	31/03/2025
2.15	Review and Evaluation	Econ Dev	01/04/2023	31/03/2025
Work Stream 3: Project 2.2 Maximising Visitor Economy Offer				
Work Package Project 2.2.1 Market Rasen and Caistor Wayfinding Strategy				
3.01	Develop RFQ	WO	01/02/2023	31/03/2023
3.02	Appointment of contractor	WO	01/04/2023	31/05/2023
3.03	Delivery phase	WO	01/05/2023	31/10/2023
Work Package Project 2.2.2 New Digital Trails				
3.04	Agree specification	WO	01/06/2023	31/07/2023
3.05	Appointment of contractor	WO	01/08/2023	31/08/2023
3.06	Delivery phase	WO	01/10/2023	31/03/2024
Work Package Project 2.2.3 Aviation Guides				
3.07	Agree specification	WO	01/06/2023	31/07/2023
3.08	Appointment of contractor	WO	01/08/2023	31/08/2023
3.09	Delivery phase	WO	01/10/2023	31/03/2024
Work Package Project 2.2.4 Walking Route				
3.10	Workshop with Lincolnshire Wolds Countryside Service to agree specification	WO	01/02/2023	28/02/2023
3.11	Appointment of contractor	WO	01/03/2023	31/03/2023
3.12	Delivery phase	WO	01/07/2023	30/09/2023
Work Package Project 2.2.5 Thematic Clusters				
3.13	Agree specification	WO	01/04/2024	31/05/2024
3.14	Appointment of contractor	WO	01/06/2024	30/06/2024
3.15	Delivery phase	WO	01/10/2024	31/03/2025
Work Package Project 2.2.6 Outdoor Festival				
3.16	Meeting with ELDC to discuss / agree specification and scope of works	WO	01/02/2023	28/02/2023
Work Stream 4: Project 2.3 Growing Innovation				
4.01	Concept for A15 growth corridor and Ag zone being developed and endorsed by Partnership	Econ Dev	01/09/2022	01/11/2022
4.02	Product launch at the GLLEP conference	Econ Dev	01/11/2022	01/11/2022
4.03	Pre-Development of Business Plan for Ag Zone	Econ Dev	01/01/2023	01/03/2023
4.04	Development/Delivery of Business Plan for Ag Zone	Econ Dev	01/04/2023	31/03/2025

4.05	Agree specification for AgZone Employment Land evidence base	Econ Dev	01/01/2023	01/03/2023
4.06	Delivery of Ag Zone EL evidence base	Econ Dev	01/04/2023	31/03/2025
4.07	Initial phase Riseholme Masterplan	Econ Dev	01/09/2022	01/12/2022
4.08	Completion of Riseholme Masterplan	Econ Dev	01/01/2023	31/08/2023
4.09	Phase 1 Feasibility Option Study for A15	Econ Dev	01/06/2022	28/02/2023
Work Stream 5: Project 2.4 Supporting our markets and retail centres				
5.01	Appointment TCM	AS/ SGS	22/11/2022	22/12/2022
5.02	Develop workplan for TCM	CM/ WO	01/01/2023	28/02/2023
5.03	Agree Events / support plan	CM	01/02/2023	31/03/2023
5.04	Delivery phase	CM	01/04/2023	31/03/2025

APPENDIX 11 – WEST LINDSEY UKSPF PROGRAMME

Ref	Stakeholder	Category	Current Profile	Proposed Profile	Change?	Current Support	Proposed Support	Change?	Action Plan
1	WLDC Members	4. Governance	3. Inform	1. Manage	Yes	3. Neutral	5. Leading	Yes	Member engagement workshops - optional attendance Use Member bulletin and reporting process to update
2	MP	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Keep upto date with updates/latest news/photo opportunites - via SG-S
3	Town and Parish Councils	2. Influencer	3. Inform	3. Inform	No	3. Neutral	4. Supportive	Yes	Engage in project development and delivery
4	Funders - Government	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required Invite to tour of the town to update
5	Funders - WLDC	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required Invite to tour of the town to update
6	Business Owners	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	Opportunities for funding and wider programme engagement. Ebrief and taregtted messaging
7	Farming community	1. User	3. Inform	1. Manage	Yes	1. Uaware	4. Supportive	Yes	Potential targetted intervention. Ensure appropriate engagement with business representative organisations such as Lincolnshire Agricultural Society
8	WL Communities	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Positive messaging - opprtunity to engage in and benefit from programme delivery. Communities to shape local delivery priorties
9	Visitors	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Repeated key messages via online/mailshot - would like to direct everyone online to the most upto date information Potential to attract new visitors or repeat visitors
10	Market Traders	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	West Lindsey Markets intervention - engage traders across district and from further a field
11	WLDC Colleagues - indirect	1. User	4. Monitor	3. Inform	Yes	3. Neutral	4. Supportive	Yes	Repeated key messages on Minerva, Corporate Update, MT emails
12	WLDC Colleagues - direct	2. Influencer	2. Satisfy	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings
13	Insurers	3. Provider	4. Monitor	4. Monitor	No	1. Uaware	3. Neutral	Yes	Inform of work schedule
14	Procurement	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
15	Legal	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
16	Education and skills	1. User	4. Monitor	4. Monitor	No	1. Uaware	4. Supportive	Yes	Develop key proposals for future investment - key input into People and Skills
17	Contractors	3. Provider	3. Inform	3. Inform	No	3. Neutral	3. Neutral	No	Inform and engage when required
18	LCC	2. Influencer	3. Inform	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings - particulalr focus on walking, cycling and wayfinding
19	Voluntary Sector	1. User	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Engagement of voluntary and community sector in programme delivery is key to success - development of voluntary and community sector board
20	Greater Lincolnshire Local Enterprise partnership	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Work collaboratively to develop business support programme and Ag Zone proposals - business engagement
21	University of Lincoln	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Maximise partnership opportuities for sector growth through positive stakeholder engagement
22	Destination Lincolnshire	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Key stakeholder in engaing visitor / destination businesses and shaping delivery in this sector
23	Media	2. Influencer	2. Satisfy	1. Manage	Yes	4. Supportive	4. Supportive	No	Regular updates, radio interviews, regional and national. Invite to launch events Comms Plan

APPENDIX 12 – COMMUNICATIONS AND STAKEHOLDERS APPROACH

UKSPF 'Supporting Local Business' Programme (Measures 2.1 to 2.4)

1. Context:

The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK Government's 'Levelling Up' agenda and a significant component of its support for places across the UK. It provides three years of funding for local investment in three priority areas: (1) communities and place; (2) businesses; and; (3) people and skills. West Lindsey District Council (WLDC) has received an approved (Dec 2022) allocation of £2.7m, as well as a Rural England Prosperity Fund (REPF) allocation of £800k.

UKSPF complements WLDC's broader strategic ambition to continue to evolve West Lindsey as a place where our businesses and local economy can thrive in an environmentally sustainable way - ensuring that the District builds on its own local economic identity, heritage and natural assets. WLDC's Government approved Investment Plan: *insert link to web-page*, has identified UKSPF contributions of c.£1.24m (including £320k via the REPF) towards a programme of local interventions valued at c.£1.89m (subject to external contributions) to support the local economy across the following activities:

Project name	Description	Total value	Key deliverables
Project 2.1 Flagship West Lindsey Business Support Programme	Four projects to strengthen local entrepreneurial ecosystems and support businesses at all stages of their development including training and offers of business support.	£1,188,331 ▾ £140,000 ▾ £80,000 ▾ £500,000 ▾ £468,331	Increased number of businesses supported through access to: ▾ Trained business advisers and specialist support. ▾ Tailored advice and guidance to support retail centres and the visitor economy. ▾ Grant schemes to support sustainability and climate change improvements for rural growth. ▾ Grant schemes for farm diversification and Agri-Tech business development.
Project 2.2 Maximising the Visitor Economy Offer	Improve and enhance the Visitor Product with a focus on outdoor recreation	£50,000 ▾ 10,000 ▾ £5,000 ▾ £5,000 ▾ £10,000 ▾ £15,000 ▾ £5,000	▾ Enhance Love Lincs Wolds Outdoor Festival to increase overnight stays and visitor spend. ▾ Create new walking routes. ▾ Refresh West Lyndsey aviation guide. ▾ Create 3 digital heritage trails. ▾ Wayfinder strategies for Market Rasen and Caistor. ▾ Develop partnership working.
Project 2.3 Growing Innovation	Development of the UK Food Valley and emerging Agri Growth Zone	£400,000 *(development budget which includes £100,000 match and £200,000 of prospective match-funding)*	▾ Development of a business plan for Agri Growth Zone. ▾ Development of demonstrator sites across the Food Valley (medium term aim). ▾ Deliver Agricultural Growth Services (long term aim).
Project 2.4 Supporting our markets and retail centres	Support and expand the delivery of the West Lindsey Market Action Plan	£250,000 ▾ £100,000 ▾ £50,000 ▾ £80,000 ▾ £20,000	▾ Appointment of Town Centre Manager to support and advise retailers. ▾ Funding Provision for the Cultural Events Officer ▾ Promotion and events programme. ▾ Capacity building, for example digitalisation.

The UKSPF 'Supporting Local Business Programme' (SLBP) of activity will be delivered over Financial Years 23/24 and 24/25. Enquiries relating to SLBP provision can be sent to: growth@west-lindsey.gov.uk. This plan has been created to:

- Confirm the key stakeholders involved in the project;
- Ensure there is a shared understanding of the communications objectives of the project;
- Make sure appropriate and UKSPF compliant messages are delivered to stakeholders in a timely fashion (compliance: https://www.gov.uk/guidance/uk-shared-prosperity-fund-branding-and-publicity-6);
- Influence decision makers; and;
- Promote the role of the Council and the SLBP across the media and partner organisations in Lincolnshire.

2. Objectives:

The primary objective of this Communications Strategy is to:

- Increase general awareness of the availability of the LBSP and its' benefits to ensure full take-up of the offer, minimising the likelihood of Government claw-back of local funds.

Secondary objectives include:

- Communicate in a planned/structured and end-user centric manner to maximise the impact and reach of all communications activity;
- Deliver communications to ensure a 'level playing field' amongst potential beneficiaries with respect to limited service offers (such as business grants);
- Manage publicity and media effectively to promote LBSP, meet UKSPF communication guidlines and reinforce positive messages through proactive reporting of the benefits of the project; and;
- Ensure communication activity is consistent and co-ordinated and is shared in an accurate and timely way amongst businesses, stakeholders and partner organisations.

3. Communication Story - Key Messages:

The following key points will be communicated (list not exhaustive and evolving):

- The West Lindsey LBSP has been designed to support businesses to realise opportunities for business development/growth as they emerge from and deal with recent/current global socio-economic events;
- WLDC will use LBSP to support the development of a strong, stable and self-sustainable business environment in West Lindsey which continues to support established business stock, improve three-year survival rates of new businesses, improve environmental practice and increase the productivity (GVA) of the District;
- The LBSP's Business Lincolnshire Growth Hub (BLGH) provision ensures that West Lindsey's businesses can benefit from continued access to free and impartial support from an evolved Business Lincolnshire platform - aligned with the National Growth Hub business support services funded by BEIS;
- LBSP's tailored advice and guidance provision compliments the broader support provision delivered via the BLGH, ensuring that WLDC can offer rural businesses, retailers and the visitor economy a highly responsive and sector tailored support product.
- LBSP's 'Green Growth Grant' will support West Lindsey businesses to improve the environmental credentials of their business activities;
- LSBP's REPF funded capital grants programme will support farming businesses to diversify into non-agricultural activity as well as supporting marketing development in the Agri-Tech sector;
- LBSP will support and extend the remit of the WL Market Action Plan and linked events programme, increasing footfall in and the renaissance of WL's market towns;
- LBSP will support the Visitor Economy through investment in place-making infrastructure, events, activities and marketing collateral;

- LBSP will contribute towards the continued partenrship development of an emerging and strategically important local Agri-Tech/defence and drone technology clusters based around the 'A15 corridor' (Hemswell Cliff Food Enterprise Zone, UoL Riseholme Campus, the Lincolnshire Show Ground and RAF Scampton) under the banner of the UK Food Valley and the emerging Agricultural Growth Zone, which could position the district as a UK (if not International) leader in agricultural technology, innovation and sustainability;

- Elements of LBSP provision (e.g. grants) will be delivered on a competitive basis (i.e. 'first come, first served') and once budgets have been exhausted, provision will be withdrawn; and;

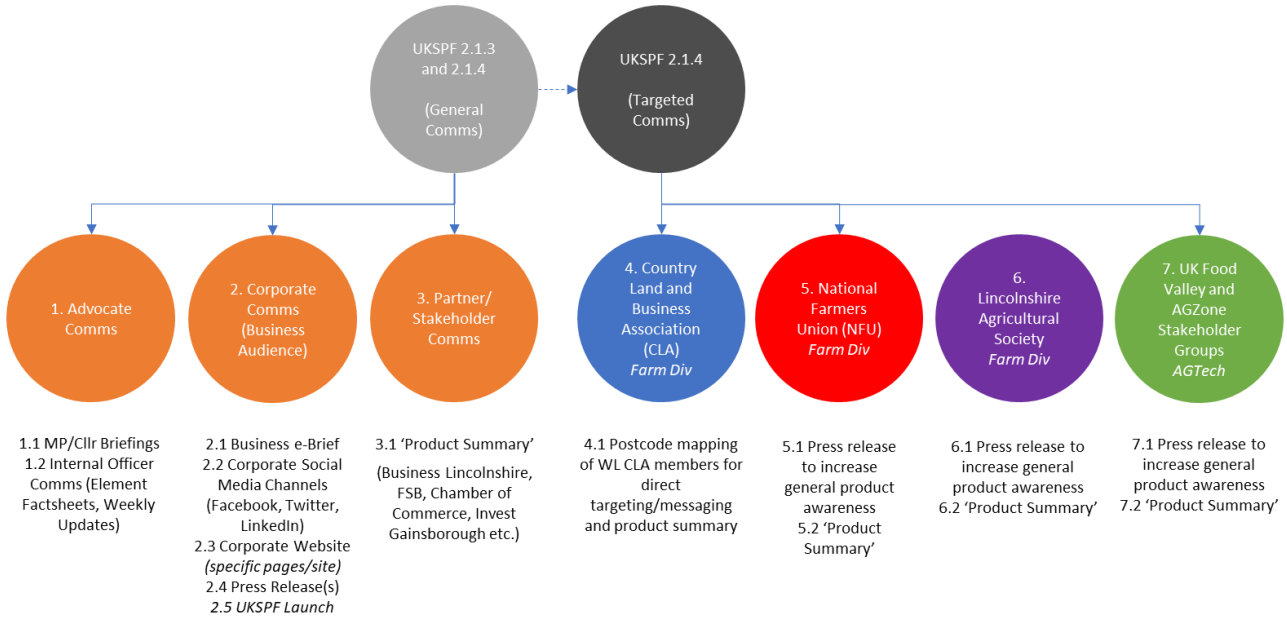
- It is likely that just under £8m of local economic benefit will be accrued through the delivery of the two year LBSP (overall benefit to cost ratio of 3.32 - demonstrating a high value for money ratio).

4. Target Audiences (Stakeholders) and Communications Planning:

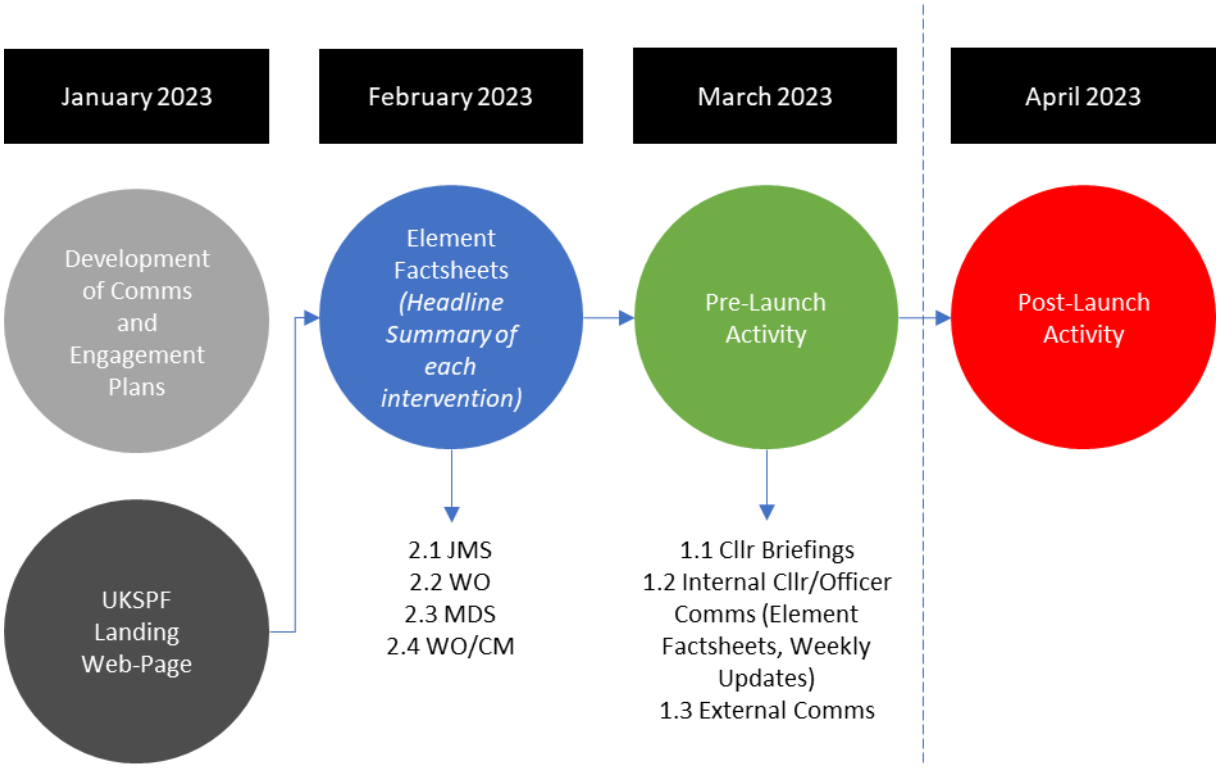
As part of the development of the overarching UKSPF programme, WLDC has developed an evolving stakeholder mapping and action planning tool which identifies key stakeholders/stakeholder groups and headline action(s) to engage with each throughout the delivery of the UKSPF programme to ensure communications objectives are realised and any risks (associated to under/mis-communication of offer) are mitigated:

Ref	Stakeholder	Category	Current Profile	Proposed Profile	Change?	Current Support	Proposed Support	Change?	Action Plan
1	WLDC Members	4. Governance	3. Inform	1. Manage	Yes	3. Neutral	5. Leading	Yes	Member engagement workshops - optional attendance Use Member bulletin and reporting process to update
2	MP	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Keep upto date with updates/latest news/photo opportunites - via SG-S
3	Town and Parish Councils	2. Influencer	3. Inform	3. Inform	No	3. Neutral	4. Supportive	Yes	Engage in project development and delivery
4	Funders - Government	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required Invite to tour of the town to update
5	Funders - WLDC	4. Governance	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Bespoke progress reports/updates as required Invite to tour of the town to update
6	Business Owners	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	Opportunities for funding and wider programme engagement. Ebrief and taregtted messaging
7	Farming community	1. User	3. Inform	1. Manage	Yes	1. Uaware	4. Supportive	Yes	Potential targetted intervention. Ensure appropriate engagement with business representative organisations such as Lincolnshire Agricultural Society
8	WL Communities	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Positive messaging - opprtunity to engage in and benefit from programme delivery. Communities to shape local delivery priorties
9	Visitors	1. User	4. Monitor	3. Inform	Yes	1. Uaware	4. Supportive	Yes	Repeated key messages via online/mailshot - would like to direct everyone online to the most upto date information Potential to attract new visitors or repeat visitors
10	Market Traders	1. User	3. Inform	3. Inform	No	1. Uaware	4. Supportive	Yes	West Lindsey Markets intervention - engage traders across district and from further a field
11	WLDC Colleagues - indirect	1. User	4. Monitor	3. Inform	Yes	3. Neutral	4. Supportive	Yes	Repeated key messages on Minerva, Corporate Update, MT emails
12	WLDC Colleagues - direct	2. Influencer	2. Satisfy	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings
13	Insurers	3. Provider	4. Monitor	4. Monitor	No	1. Uaware	3. Neutral	Yes	Inform of work schedule
14	Procurement	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
15	Legal	3. Provider	4. Monitor	4. Monitor	No	3. Neutral	3. Neutral	No	Inform and engage when required
16	Education and skills providers	1. User	4. Monitor	4. Monitor	No	1. Uaware	4. Supportive	Yes	Develop key proposals for future investment - key input into People and Skills
17	Contractors	3. Provider	3. Inform	3. Inform	No	3. Neutral	3. Neutral	No	Inform and engage when required
18	LCC	2. Influencer	3. Inform	1. Manage	Yes	3. Neutral	4. Supportive	Yes	Regular update meetings - particulalr focus on walking, cycling and wayfinding
19	Voluntary Sector	1. User	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Engagement of voluntary and community sector in programme delivery is key to success - development of voluntary and community sector board
20	Greater Lincolnshire Local Enterprise partnership	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Work collaboratively to develop business support programme and Ag Zone proposals - business engagement
21	University of Lincoln	2. Influencer	3. Inform	3. Inform	No	4. Supportive	4. Supportive	No	Maximise partnership opportuities for sector growth through positive stakeholder engagement
22	Destination Lincolnshire	2. Influencer	1. Manage	1. Manage	No	4. Supportive	4. Supportive	No	Key stakeholder in engaing visitor / destination businesses and shaping delivery in this sector
23	Media	2. Influencer	2. Satisfy	1. Manage	Yes	4. Supportive	4. Supportive	No	Regular updates, radio interviews, regional and national. Invite to launch events Comms Plan

As we progress forwards and refine delivery methods, communications activity will be further broken down for each UKSPF programme element – in the case of LBSP, an example stakeholder and communication channel headline summary has been identified for LBSP 2.1.3 and 2.1.4 (Business Grants):



Additionally, all communications activity will be specific and time-bound:



5. Social Media:

Throughout the initiative, WLDC will direct 'followers' to the official UKSPF website via WLDC's dedicated UKSPF webpage: xxxxx.

We will also follow, via our social media channels, the Government's Department for Levelling Up, Housing and Communities (UKSPF) (and Department for Environment, Farming and Rural Affairs (REPF)):

- **Twitter:** @TheUKSPF
- **LinkedIn:** https://www.linkedin.com/groups/8655918
- **Hashtags**: #UKSPF (UK Government - this will be re-tweetable by allowing others to follow fund activities)

In order to maintain UKSPF branding and publicity guidelines, where details of Fund activities are published on our website, a clear and prominent reference to the funding from the UKSPF will be included as follows:

'This project is [funded/part-funded] by the UK Government through the UK Shared Prosperity Fund.'

Where practical, WLDC (and project deliverers) will also include a link to the UK Shared Prosperity Fund webpage: https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus, and use the following text (which must also be used for notes to editors):

'The UK Shared Prosperity Fund is a central pillar of the UK government's Levelling Up agenda and provides £2.6 billion of funding for local investment by March 2025. The Fund aims to improve pride in place and increase life chances across the UK investing in communities and place, supporting local business, and people and skills. For more information, visit https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus'

6. UKSPF Communications Team:

Project Communications Team Contacts:			
Sally Grindrod Smith	Director Planning, Regeneration and Communities	WLDC	sally.grindrod-smith@west-lindsey.gov.uk
Julie Heath	Communications Manager	WLDC	Julie.heath@west-lindsey.gov.uk
Grant White (Communities and Place)	Enterprising Communities Manager	WLDC	Grant.white@west-lindsey.gov.uk
Amanda Bouttell (People and Skills)	Senior Project & Growth Officer: Employment & Skills	WLDC	amanda.bouttell@west-lindsey.gov.uk
James Makinson-Sanders (Local Business Support)	Economic Growth Team Manager	WLDC	James.ms@west-lindsey.gov.uk
Wendy Osgodby	Economic Growth Team Leader	WLDC	Wendy.osgodby@west-lindsey.gov.uk
Cara Markham	Commercial Development Manager	WLDC	cara.markham@west-lindsey.gov.uk

APPENDIX 13 – DLUHC REPORTING REQUIREMENTS

UK Shared Prosperity Fund: reporting and performance management (3) - GOV.UK (www.gov.uk)

The table below sets out the timeline for reporting. Quarterly reporting will only ask the questions detailed at 3.2. Lead local authorities should continue to collect the outputs and outcomes of their UKSPF spend as benefits continue to be delivered after the reporting period. How we would expect lead local authorities to provide outputs and outcomes that continue to materialise after 2025 will be set out in due course.

Reporting Periods	Report Due Date	Information Type
1 August to 31 December 2022	1 February 2023	Quarterly (summary report only)
1 January to 31 March 2023	1 May 2023	Sixth monthly
1 April to 30 June 2023	1 August 2023	Quarterly (summary report only)
1 July to 30 September 2023	1 November 2023	Sixth monthly
1 October to 31 December 2023	1 February 2024	Quarterly (summary report only)
1 January to 31 March 2024	1 May 2024	Sixth monthly
1 April to 30 June 2024	1 August 2024	Quarterly (summary report only)
1 July to 30 September 2024	1 November 2024	Sixth monthly
1 October to 31 December 2024	1 February 2025	Quarterly (summary report only)
1 January to 31 March 2025	1 May 2025	Sixth monthly and final reporting of the SR funding cycle

[1]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191511/Additionality_Guide_0.pdf

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UK Shared Prosperity Fund
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EXECUTIVE SUMMARY

This document sets out the Council's compliant business case for investment into the People and Skills investment priority as part of the UK Shared Prosperity Fund (UKSPF).

West Lindsey District Council (the Council) has secured £2.7m of UKSPF of which £0.4m is being used for the People and Skills investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change (appendix 1.) and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

The strategic case for investment into the People and Skills priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

Since the initial submission of the UKSPF Investment Plan Government have issued additional information setting out requirements and guidance to councils. The projects have been reviewed against this guidance and interventions developed ready for delivery to ensure compliance.

The projects were selected through a robust process, initially considering the challenges in the area and fit to local policy, priorities and matched to the UKSPF funding criteria. This led to the selection of 2 projects (both of which have various strands):

3.1 Supporting Training and Skills.
3.2 Skills for the Future.

The overall financial benefits of these project were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£4.152m** of measurable benefits against **£0.502m** cost (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the Additionality Guide[1] to adjust for what benefits may have happened anyway or the project otherwise stopped from happening. This has led to an overall benefit to cost ratio of **8.28,** demonstrating a high value for money ratio, which would stay in the high threshold even if costs tripled or quantified benefits fell by three-quarters.

Additionally wider benefits have been identified that are harder to measure, such as the impact of higher skill employment on productivity and the reduction in unemployment related benefits.

Overall, this Economic Case demonstrates a direct link from problem identification, through option appraisal through to quantified benefits and leading to a very strong value for money solution.

Each project has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

Subsidy Control has been considered by the Council's external advisers DWF Law. They have confirmed that the projects are xxxxxxxxxx

The finance case sets out how the projects are costed, profiled, and funded. Although grant allocations are still subject to bidding and commitment, the training they fund can be flexed to remain within any funding constraint, albeit at the potential cost of scaling back of outputs / outcomes. The Project submissions have considered how to balance the aims of generating long-term sustainable improvement for the region, within constrained time limited funding. Key financial risks have been identified and plans to treat or mitigate these have been developed. Overall, a sound financial footing for this programme has been demonstrated.

The Programme has a robust governance and assurance that complies with the Cabinet Office assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC

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Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly updates on expenditure will be given to the Corporate Policy and Resources Committee and with an annual update to the Prosperous Communities Committee on the progress of the programme.

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1 STRATEGIC CASE

1.01 INTRODUCTION

This chapter sets out the Council's strategic case for investment into the People and Skills priority as part of the UK Shared Prosperity Fund (UKSPF). It makes the case for change and demonstrates the programme's strategic fit.

1.02 STRATEGIC CONTEXT

This section outlines the Government's agenda for Levelling Up and its links to UKSPF.

Levelling Up

The UK Government is committed to levelling up across the whole of the United Kingdom. It sets out to:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging.
- Spread opportunities and improve public services, especially in those places where they are weakest.
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost.
- Empower local leaders and communities, especially in those places lacking local agency.

Round 1 Levelling Up funding

It is recognised that West Lindsey is an area in need of additional support. As a first step toward this agenda the Council secured £10.275m Round 1 Levelling Up funding to support West Lindsey's major market town of Gainsborough.

'Thriving Gainsborough 2024' represents a single project comprising of aligned and coherent interventions. Each intervention is designed to address one or more elements of failure and provides inherent added value:

- Construction of a 4-screen cinema, two retail and one restaurant units in the town centre - (development of dilapidated site & new film facilities).
- Redesigning the use and streetscape of the Market Place with the aim of re-establishing the area as the town's thriving heart - (upgraded spaces and assets, where this links to local inclusive growth).
- The extension of the Townscape Heritage Initiative, involving the refurbishment of heritage buildings and shop fronts - (upgraded historical buildings).
- Creating a green public realm. The creation of a new pocket park along the riverside and undertaking improvements to the existing park - (delivery of new public spaces).
- The implementation of a wayfinding strategy - (enhanced townscape that is more accessible to residents, businesses and visitors).
- The refurbishment of the bus station - (enhanced townscape).
- Extending the live above the shop programme - (delivery of quality residential space).

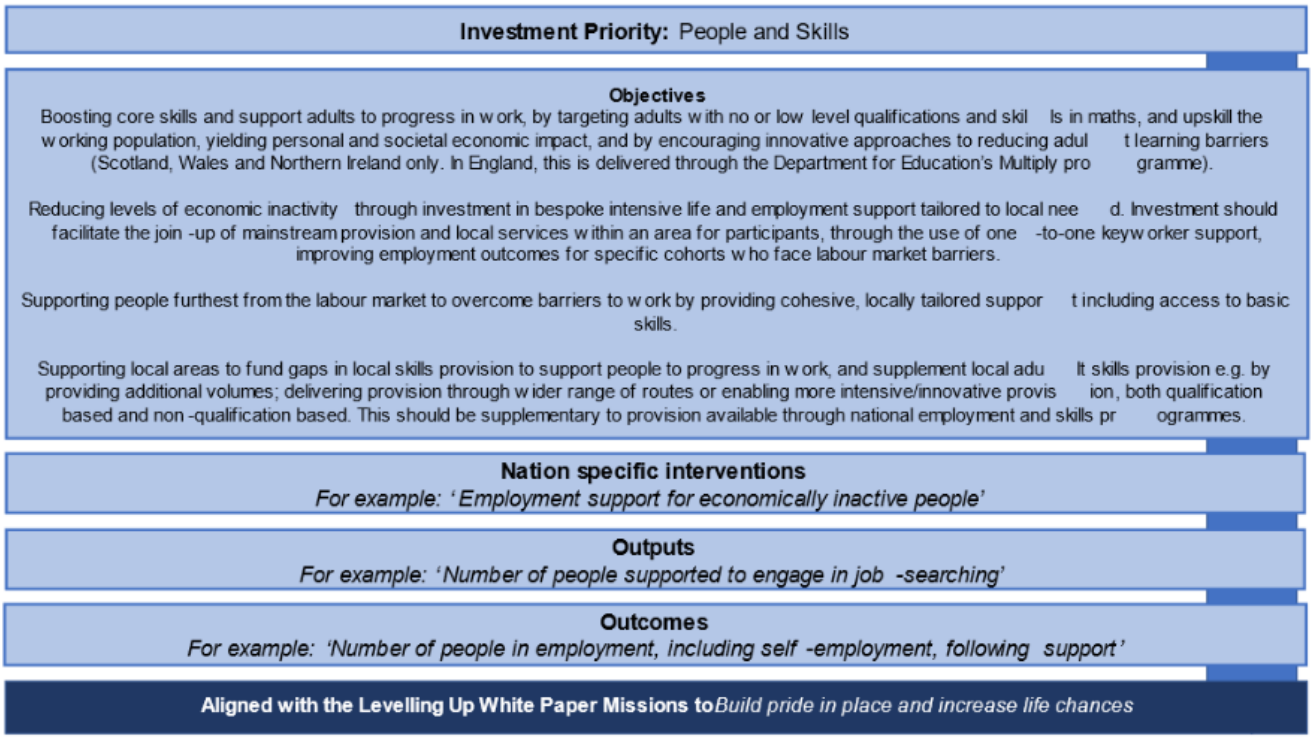
UKSPF

The UKSPF is a central pillar of the UK Government's Levelling Up agenda and is a significant component of its support for places across the UK. This funding complements the funding the Council has received in Round 1.

The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. This aligns with Levelling Up White Paper[2] missions, particularly Mission 9: 'By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.'

Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities: communities and place, supporting local business, and people and skills. There are detailed objectives associated with each of these priorities which are aligned to the relevant Levelling Up White Paper mission. Figure 1 shows the People and Skills priority, its objectives, outputs, and outcomes, and how they link together to contribute to the fund's overarching objective. A chain of arrows shows the logic flow.

Figure 1: People and Skills – objectives, outputs and outcomes



The UKSPF succeeds the old EU structural funds such as European Regional Development Fund (ERDF)/ European Social Fund (ESF). This means that all the provision previously funded through structural funds to support communities, businesses and skills will stop when the EU funding ends in March 2023.

The Council is allocated £2.7m of UKSPF of which £0.4m is being used for the People and Skills priority. The funding will be used to benefit businesses across the district with spend to be completed by March 2025.

West Lindsey District Council Corporate Plan 2019-2023

The Corporate Plan is the overarching strategic document setting the vision and objectives for WLDC. The Council's vision for the economy is to ensure that 'economic regeneration in West Lindsey is sustainable and benefits all our communities'.

The Corporate Plan 2019-2023 is currently being refreshed and has been developed in parallel to the UK Shared Prosperity Fund Investment Plan. The emerging 2023-2027 Corporate Plan 'Our Place' theme focuses on economic regeneration, quality housing and ensuring clean, green and safe communities. This theme has been developed to align with our UKSPF Investment Plan, the Central Lincolnshire Local Plan, the Economic Recovery Plan, the Visitor Economy Strategy, the Local Industrial Strategy, the Environment Act 2021 and our Environment, Sustainability and Climate Change Strategy. Key targets are:

- Increased economic performance and higher Gross Value Added.
- A growing visitor economy.
- Job creation.

- Quality housing and improved housing standards.
- Better rural connectivity.
- Increased recycling rates.

West Lindsey Employment and Skills Partnership

The programme will support the West Lindsey Employment and Skills Partnership Action Plan. The plan was developed with 12 training and education organisations, that work together to improve the skills and employment outcomes across the district.

1.03 CASE FOR CHANGE

The Council with its consultants Mutual Ventures, has developed a Theory of Change (ToC) for UKSPF, a summary can be found in appendix 1.

The ToC makes the case for change by illustrating how the Council objectives can be met by identifying the challenges facing the district and finding interventions that would support the delivery of its objectives.

1.04 THE PROPOSED INVESTMENT

This section provides an overview of the projects within the programme and their strategic alignment to local and regional priorities. A summary of the projects and their key deliverables can be found in figure 2. A breakdown of the programme costs can be found in Table 3.1 of the Commercial Case.

Figure 2: Project Summary and Key Deliverables

Project name	Description	Total value	Key deliverables
Project 3.1 Supporting our training and skills provision	Two part project to support the training and skills provision in the district. Part 1: Contribution towards existing funded critical delivery in the voluntary and community sector to address barriers to work for those further from the labour market. Part 2: Feasibility work to understand future skills needs	£158,000	▾ Funding to existing organisations such as Careers Net (Community Learning in Partnership), MOVE: Move On, Volunteering and Employability (VCS) ▾ Feasibility Study to plan future spend/bids. ▾ Additional learners taking up education or training opportunities linked to employment
Project 3.2 Skills for the future	Development of projects to identify and address specific skills shortages (technical and vocational) within key employers/sectors with a focus on key growth sectors including Agri tech, care, manufacturing, defence, alternative energy and the visitor economy.	£250,000	▾ Builds on WLDC Employment and Skills Actions Plan. ▾ Strengthens voluntary and community capacity to provide training in community a setting. ▾ Engagement with yearly years, primary schools to raise awareness of economy and opportunity. ▾ Grow capacity for Green Skills.

More detail on the projects and their strategic alignment can be found below.

Project 3.1 Supporting our Training and Skills provision

This project has two parts which support the provision of training and skills in the district.

Part 1: Provides a financial contribution to existing providers funding critical delivery in the voluntary and community sector to address barriers to work for those furthest from the labour market.

The aim of the project is to help those furthest from the workplace and with longer term support needs to break down barriers that prevent them actively seeking employment. This can include things such as: homelessness, addiction, domestic abuse, disability, discrimination - age, race, religion etc. We know that often people with other multiple barriers struggle to engage with mainstream provision but may engage in learning through community/voluntary organisations – particularly in settings where people feel safe.
Current provision includes:

- Careers Net (Community Learning in Partnership) which has now been acquired by ACIS Housing and the Careers Net Programme will continue until March 2023.

- MOVE: Moving On, Volunteering and Employability (VCS) As this programme won't require top up funding before March 2023, this will be re-profiled spend to year 2023/24 (the above are currently funded by ESF until June 2023)
- Projects will complement rather than duplicate the programmes already being delivered with other core funding such as Multiply, Adult Education Budget, ESFA, DWP, Lottery etc

The key benefits of providing this additional funding will be:

- Reduction in pressure on providers and learners to achieve goals in a short space of time, due to EU funds stopping.
- Providers can offer more flexible learning provision in a time and space that suits individuals.
- More outreach provision into harder to reach communities
- Ability to support additional learners taking up education or training opportunities with a link into employment.

Part 2: Work will commence on an 'Understanding future needs' feasibility study. The initial work in 2023 will focus on learning from previous ESF funded programmes, developing priorities, understanding scope to maximize value of UKSPF and what is required in post ESF world to re-assess and prepare for interventions to commence delivery 1st April 2025. There is the potential for a central Lincolnshire or wider collaboration.

The project will gain a more thorough understanding of the future skills needs within a range of sectors via a training needs analysis. The Council will engage local employers with small pilot projects to raise awareness of their careers, employment opportunities and training programmes. This will be linked to support schemes with employers to provide work placements and work experience.

The key benefits will be:

- Residents will better understand the local employment landscape and the opportunities to train.
- Create local jobs for local people
- Reduced travel costs for local people
- Reduced recruitment costs for local businesses.
- Increased spend within the local economy

This approach supports the Council's WLDC Corporate Plan and the West Lindsey Employment and Skills Partnership Action Plan that provides the delivery focus for local partners in terms of the resources and activities required to collectively achieve the Vision. It identifies a series of deliverable individual projects, and sets out subordinate activities, together with associated costs, resources, timescales, deliverables, and who is responsible for each, linking back to the objectives in the Corporate Plan.

Crucially, there is an explicit understanding that, in order to achieve real sustainable economic growth for West Lindsey, the Employment and Skills Action Plan requires a dedicated delivery partnership, which needs to be led by a combination of private, public and community organisations. This is fully supported and facilitated by West Lindsey District Council via a named officer, as well as other relevant public sector stakeholders such as the Greater Lincolnshire Local Enterprise Partnership (GLLEP)

It is also intended that the very process of forging new relations and working closely together to make a difference and deliver beneficial local outcomes, will in itself lead to new learning, insight and joint initiatives, and provide a useful platform and legacy for future action.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 3 Key Outcomes and Outputs Project 3.1

Output Description	Output	Outcome Description	Outcome

Number of socially excluded people accessing support (numerical value)	70	Number of active or sustained participants in community groups as a result of support (numerical value)	8
Number of people supported to engage in job-searching (numerical value)	66	Number of people reporting increased employability through development of interpersonal skills funded by UKSPF (numerical value)	41
Number of people receiving support to gain employment (numerical value)	56	Number of people engaged in job-searching following support (numerical value)	66
		Number of people in employment, including self-employment, following support (numerical value)	56
		Number of people sustaining employment for 6 months (numerical value)	50
		Number of people with basic skills (English, maths, digital and ESOL) (numerical value)	66

Project 3.2 Skills for the future

This project sees the continued support of mainstream provision and delivery of desired skills and employment mobility in response to specific needs of local employers.

The project will identify and address specific skills shortages (technical and vocational) within key employers/sectors in the area with a focus on key growth sectors including agri tech, care, manufacturing, defence, alternative energy, visitor economy.

The scope of delivery will align with feasibility work in project 3.1 Part 2 and will build on the work being undertaken by the West Lindsey Employment & Skills Partnership.

The key benefits of the project will see the:

- Development of a more coordinated, forward-looking curriculum offer that matches the needs of local employers.
- Strengthening the voluntary and community sector capacity to deliver where mainstream provision falls short or is less accessible
- Growth in capacity for green skills
- Provision of training in community settings
- Engagement of early years, primary schools in awareness raising of economy and opportunity
- Long term sustainable options for further education across District

This approach supports the Council's WLDC Corporate Plan and the West Lindsey Employment and Skills Partnership Action Plan, as outlined above.

The key outputs and outcomes from the UKSPF Investment Plan are:

Figure 4 Key Outcomes and Outputs Project 3.2

Output Description	Output	Outcome Description	Outcome
Number of people receiving support to gain a vocational licence (numerical value)	123	Number of people in education/training (numerical value)	17
		Number of economically active individuals engaged in mainstream skills education and training (numerical value)	61
		Number of people in employment, including self-employment, following support (numerical value)	67

1.05 CHANGES TO PROJECTS

Over the last few months, the UKSPF People and Skills projects have been refined and where necessary changes made to the scope, funding profile and delivery methodology. A summary of all changes to the projects can be found in appendix 2.

The UKSPF Investment Plan was submitted to Government in July 2022. The UKSPF required the Council to identify outputs and outcomes for each of the interventions it proposed. These outputs and outcomes form part of the Memorandum of Understanding the Council signed with DLUHC to secure the funding.

In July 2022 additional guidance was issued to Councils on specific areas of the fund. The outputs and outcomes provided by lead local authorities as part of the Investment Plan are indicative and DLUHC expect plans to be refined as delivery progresses. This reflected in the flexibility given to the process of refining outputs as part of the change control process for the fund, this can be found in the UKSPF Shared Prosperity Fund: reporting and performance management (3)[3]. DLUHC recognises that outcomes are more challenging to define and therefore lead authorities can continue to develop and amend these throughout delivery.

1.06 KEY STRATEGIC RISKS

The key strategic risks and how they will be managed are provided in table 1.1 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (Appendix 3).

Table 1.1 – Key Strategic Risks and their management

Key Strategic Risk and Potential Impact	Approach / Risk Treatment
The People and Skills programme does not align with emerging Corporate Plan. Lack of coordination between strategies undermines basis for investment plan.	The Council's Corporate Plan 2019-2023 is currently being updated and redrafted. There is an opportunity to ensure that the challenges and goals identified through the Theory of Change process are reflected and strengthened in the new Corporate Plan.
Failure to agree any changes in the output and outcomes with DLUHC. The Council will not meet the terms of the Investment Plan submitted to Government leading to a potential reduction in funding and reputational damage for the Council.	Engage with DLUHC, once in the delivery stage, illustrate the need to change the intervention outputs and outcomes due to further guidance being issued following submission of the investment plan. Negotiate and agree revised targets showing how the Council will still deliver the objectives of UKSPF.

1.07 CONCLUSION

The Council has secured £2.7m of UKSPF of which £0.4m is being used for the People and Skills investment priority. The Council has used a robust methodology to select projects that align to the Theory of Change and deliver the objectives within the Council's current and emerging Corporate Plan and key strategic documents.

Since the submission of the UK Shared Investment Fund Investment Plan, Government have issued additional information setting out requirements and guidance to councils. The projects will be review in the delivery stage and where necessary changes in expected outputs and outcomes will be agreed with DLUCH.

The strategic case for investment into the People and Skills priority remains the same as previously approved by the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee on 7th July 2022.

2 ECONOMIC CASE

2.01 INTRODUCTION

The Economic Case sets out why this project provides value for money. It demonstrates how the range of options was narrowed down to the preferred approach and the expected benefits and costs associated with this preferred approach. This section sets out the tools and techniques used to estimate these benefits and costs, and the assumptions underlying the calculated values. Additionally, some of the risks and non-financially attributable benefits are listed to provide a wider reflection of the objectives of the project and the impact it will have on the wider region.

2.02 APPROACH TO ECONOMIC CASE

Option appraisal

An initial series of workshops and discussion was used to develop a series of options for the UKSPF and to categorise these into the 3 themes (Community and Place, Supporting Local Business and People and Skills). This process and the options taken forward were agreed as part of the Investment Plan submission process.

Table 2.1 lists the original options considered for a project, the UKSPF related intervention and the projects developed around this.

Table 2.1: Final Shortlisted Options, linked back to original proposals and UKSPF interventions

Short-listed Option	UKSPF linked intervention	Project Name
Scaling up Sure Staff Recruitment and developing skills offer	E33: Employment support for economically inactive people	3.1 Supporting Training and Skills
Targeted skills development programmes aligned with the local labour market needs: all-age skills offer, small business skills development Ensuring stability and diversity of college provision	E38: Support for local areas to fund local skills needs	3.2 Skills for the Future

The above options were taken forward as the preferred projects.

2.03 ECONOMIC BENEFITS

Economic benefits have been based upon local expected outputs (as detailed in the Theory of Change) and converted to financial outputs through established models. The following approach has been used consistently in developing the benefits estimation:

- Limited to one broad measure per key area to avoid duplication (or removal of any overlapping figures).
- Implicit optimism bias included within figures, with greater allowance where national data is used (see below for further details).
- Where local baseline data was unavailable, no economic benefit has been calculated and any such expected benefits have been included in the non-monetised impact instead.

Table 2.2 sets out the approach used for each category of benefit.

Table 2.2: Linking Outcomes to Financial Measures

Outcomes (from Theory of Change)	Financial Measure	Justification
Increased number of people in employment, and increased number of people with employable skills.	Gross Value Added (GVA) – People entering and sustaining employment FTEs via Local Skills Programme	GVA is a nationally accepted statistically backed assessment of the value to the wider economy of additional employment
	Wellbeing benefits from education / skill training	National research undertaken and published on behalf of the Government showing the economic wellbeing benefit of training and further education – this is excluded from the GVA calculation as that is purely looking at the economic benefit from employment.
Increased number of people receiving training and education, resulting in closing the local skills gap and increased local employment.	Gross Value Added for People in employment after attending Skills for Future Programme	GVA is a nationally accepted statistically backed assessment of the value to the wider economy of additional employment
	Wellbeing benefits from education / skill training	National research undertaken and published on behalf of the Government showing the economic wellbeing benefit of training and further education – this is excluded from the GVA calculation as that is purely looking at the economic benefit from employment.

The key assumptions made for each of the financial measures used above and justification for those measures is included in Table 2.3 below.

Table 2.3: Assumptions made in calculating economic benefits

Assumption	Value	Justification / Methodology
General		
Discount Factor	3.5%	Standard Green Book[4] rate
Base Year	2022/3	First year UKSPF funding is available for the overall programme
Gross Value Added (GVA)		
People entering and sustaining employment via Local Skills Programme (FTEs)	(2024/5+) 50	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)
People in employment after attending Skills for Future Programme (FTEs)	(2024/5+) 41	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)
Gross Value Added per job in region	£49,386	ONS Data[5] - Subregional productivity: labour productivity indices by local authority district – Table B3 (2020 figure)

Wellbeing improvements from training / Adult Education		
Value of benefits per learner	£928	Research summarised in Government Office for Science "What are the wider benefits of learning across the life course?" inflated to 2022/23 prices[6]
Number of people gaining education / skills via Local Skills Programme	(2024/5+) 56	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)
Number of people gaining education / skills via Skills for the Future Programme	(2024/5+) 123	Local estimate, aligned to overall output and outcome targets for the intervention (see management case)

All benefits were assessed to determine if and how much of these would have been achieved if the project did not go ahead. This follows the principals of the Additionality Guide and ensures that naturally occurring increases are not considered part of the benefits for this project.

The following factors elements were considered for each benefit:

- Leakage – benefits going to people outside the target area (e.g. health benefits from people coming from overseas participating in leisure activities generated by a scheme)
- Displacement – benefits lost because individuals swap from another activity which would also have provided similar benefits (e.g. when a job created is taken by someone already in full time employment and their previous role is not re-filled)
- Substitution – benefits lost because companies change their decisions because of the scheme (e.g. they don't repair a building themselves, because they can get a grant to support it)
- Economic Multiplier – the wider supply chain and regional impact of the benefit (e.g. construction work having a beneficial impact on the local supply chain)
- Deadweight – what would happen even if the project didn't go ahead (e.g. general rises in commercial or house prices)

Each benefit was assessed by the project to estimate the likely impact of each factor, using the reference cases set out in the Additionality Guide and HCA Additionality Guide[7] as starting points, supplemented with local knowledge and sector specific research. Appendix 4 sets out for each benefit the values used for each factor and the reasoning behind this.

The gross benefits multiplied by the Additionality Guide factors gives an overall net impact, per benefit. These are then discounted to get a single Net Present Value of the benefits, using a discount rate of 3.5% and a base year of 2022/23, as per the assumptions within table 2.3 above. Discounting is used to reflect the fact that a benefit today should be valued higher than the same benefit in the future. Table 2.4 sets out the gross benefits calculated, the adjustment for 'Additionality Factors' explained in detail in Appendix 4, and adjustment for the discount factor, to get to a Net Present Value in 2022/3 terms for the benefits.

Table 2.4: Overall quantified benefits

Benefit	Net Impact (£m)	Additional Guide Impact (£m)	Less: Discount (£m)	NPV of Benefit (£m)
GVA - People in employment after attending Skills for Future Programme (FTEs)	20.248	(16.831)	(0.671)	2.746

GVA – People entering and sustaining employment via Local Skills Programme (FTEs)	24.693	(23.443)	(0.246)	1.004
Wellbeing benefits – Local Skills Programme	0.260	(0.116)	(0.018)	0.126
Wellbeing benefits – Skills for the Future Programme	0.571	(0.255)	(0.040)	0.276
TOTAL BENEFITS	45.772	(40.645)	(0.976)	**(A) 4.152**

2.04 ECONOMIC COSTS

Economic costs have been developed aligned to Green Book guidance. Table 2.5 presents the key factors applying to the conversion of Financial Case costs to a net present cost.

Table 2.5: Key Economic Cost Assumptions

Area	Assumption	Justification
Baseline Year	2022/23	First year of expenditure
Discount rate	3.5%	Standard Green Book rate
Inflation: 2023/4 2024/5	 7.4% 0.6%	Office for Budgetary Responsibility November 2022 Outlook – estimate for CPI[8]
Optimism Bias	41%	Overall allowance to project the relatively early stage of scheme development. Although this is applied to the cost element it is intended as likely to be manifested across cost and benefits. This value is taken as the Upper Limit for outsourcing projects[9]– chosen due to the high proportion of revenue expenditure making comparison with construction contracts less appropriate

Table 2.6 below summarises the calculation of the economic cost used in the value for money assessment below.

Table 2.6: Overall quantified costs

Calculation Steps	2022/23 (£m)	2023/24 (£m)	2024/25 (£m)	TOTAL (£m)
Costs – Finance Case	0.000	0.089	0.319	0.408
Less: contingency within costs	0.000	0.000	0.000	0.000
Less: Inflation contained within costs	0.000	(0.006)	(0.024)	(0.030)
Sub-total: Costs less contingency & inflation	0.000	0.083	0.295	0.378
Add: Optimism bias	0.000	0.034	0.121	0.155
Sub-total: Total costs undiscounted	0.000	0.117	0.416	0.533
Discount factor	1.000	0.966	0.933	
TOTAL DISCOUNTED COST	0.000	0.113	0.389	**(B) 0.502**

2.05 VALUE FOR MONEY ASSESSMENT

Table 2.7 presents the overall Benefit / Cost Ratio (BCR). This has been calculated by dividing the total monetised benefits by the total monetised costs (both discounted to 2022/3 prices).

Table 2.7: Benefit Cost Ratio calculation

Measure	Value (2022/3 prices)
Total discounted benefits **(A)**	4.152
Total discounted costs (**B**)	0.502
Benefit Cost Ratio (A/B)	**8.28**

The project has an overall **BCR** of **8.28**; putting it in the High category of value for money.

Sensitivity analysis has been undertaken to determine how much costs could increase or benefits could fall, while remaining in the high category (at BCR of 2). The summary is presented in Table 2.8.

Table 2.8: Sensitivity analysis on BCR

Sensitivity	Change to estimate (£m)	Percentage Change
Maximum cost change (with no change to benefits)	1.574	314%
Maximum benefit change (with no change in costs)	(3.149)	(75.8%)

The overall BCR has been calculated in a manner consistent with Green Book and DLUHC appraisal guidance, using costs and benefits with optimism bias built into estimates. On top of this there are several non-monetised benefits of the scheme, particularly around reduced unemployment and increased productivity levels. If these could be quantified, they would further enhance the BCR.

Even without some of the wider harder to quantify benefits, sensitivity stress testing shows overall costs could triple or benefits fall by over three-quarters and the scheme would still deliver a high category of Value for Money via the calculated BCR.

2.06 NON-QUANTIFIED BENEFITS

Alongside the benefits calculated above, there are other benefits anticipated from the projects, but where the baseline doesn't exist, or the outcomes are difficult to project or measure in advance.

A higher skilled population is likely to have wider financial benefits to the area[10]. This may attract higher skilled organisations into the region and increase productivity[11], salaries and employment within the region. This productivity rise is difficult to predict and if quantified, may include some double counting with the already measured Gross Value Added calculation.

Increased skills may reduce unemployment, and this in turn may reduce costs of benefits for both Central and Local Government (job seekers allowance, Council Tax Benefit etc.). The expected impact of this at a regional level is hard to project, so for prudence it is not quantified.

2.07 KEY ECONOMIC RISKS

The key economic risks and how they will be managed are provided in table 2.9 below. These form part of the overall risk management process (described in the Management Case) and overall risk register (Appendix 3).

Table 2.9: Key Economic Risks and their management

Key Economic Risk and Potential Impact	Approach / Risk Treatment
Insufficient demand for grants as offered – leading to the expected level of benefits being delayed or reduced	Specific engagement with local suppliers and advertisement of grants will maximise uptake. Funding is set aside for identifying skill gaps in advance and this evidence will encourage local training organisations to develop tailored packages to meet these needs. Ongoing monitoring of applications and approvals; there will be the opportunity to change area of coverage or specific training needs to be met if there is insufficient interest in the market.
Monitoring and evaluation of the people supported is not currently captured to the level required for UKSPF monitoring requirements	Develop additional monitoring capacity and requirements, using expertise developed via the Levelling Up projects. Ensure sufficient requirements in any Grant Funding Arrangements for training providers to support data gathering.
Inflation reduces the overall benefits that can be achieved with the funding, as costs are higher than originally planned for the levels of interventions required	A reasonable expectation for level of inflation has been built in, with a suitable deflater for costs and benefits based upon latest OBR's inflation estimates.

All the key economic risks have mitigation approaches applied and will be monitored throughout the implementation and delivery periods.

2.08 CONCLUSION

The projects were selected through a robust process, initially considering the challenges in the area and fit to local policy, priorities and matched to the UKSPF funding criteria. This led to the selection of 2 projects (both of which have various strands):

3.1 Supporting Training and Skills.
3.2 Skills for the Future.

The overall financial benefits of these project were estimated by linking specific benefit measures from the opportunities / challenges and expected outcomes from the Theory of Change. Using national statistics and published research findings coupled with local output estimates, prudent estimates were used demonstrating **£4.152m** of measurable benefits against **£0.502m** cost (both in 2022/3 real terms). This included reductions for optimism bias and considering the impact of the 'Additionality Guide' to adjust for what benefits may have happened anyway or the project otherwise stopped from happening. This led to an overall benefit to cost ratio of **8.28** demonstrating a high value for money ratio, which would stay in the high threshold even if costs tripled or quantified benefits fell by three-quarters.

Additionally wider benefits have been identified that are harder to measure, such as the impact of skill employment on productivity and reduction in employment and thus unemployment related benefits.

Overall, this Economic Case demonstrates the direct link from problem identification, through option appraisal through to quantified benefits and leading to a very strong value for money solution.

3 COMMERCIAL CASE

3.01 INTRODUCTION

The purpose the commercial case is to outline the procurement and contracting implications of the preferred option and ensure that a well-structured deal between the Council and the grant recipients or service providers can be delivered. As part of this process the Council will assess how best social value can be secured during the contract phase.

3.02 COMMERCIAL DELIVERABILITY

The People and Skills priority will help residents and local businesses through a mixture of contract awards for the provision of training, procurement of services and grants.

Organisational structure

Project 3.1 Supporting training and skills provision through:
Part 1 will require direct awards to existing providers. The funding will only be released as a last resort and will be utilised as gap funding once all other funding is secured. This will assure the Council that the project can be delivered. A small grant will be available for materials to support organisations providing training. The existing grant process will be adapted and delivered by the Growth and Communities Team.

Part 2 of the project will see the feasibility work procured via a tender process. Funding will be available to the Employment and Skills partnership to provide workshop session, with grants available for pilot projects.

Project 3.2 Skills for the Future will see the Council procure one provider to manage this programme.
Key Contractual Arrangements

Project 3.1 The Council will look to where possible, directly fund organisations as a continuation/extension to an existing project. If this is not possible then it will utilise the Council's grant funding process/funding panel to do this.

Project 3.2 The successful provider may then choose to tender/commission other providers to deliver "specialist sector" training, for example. The standard council procurement processes will be used to set out the key elements of the agreement to ensure that all legal requirements are met.

3.03 PROCUREMENT STRATEGY

The programme will undertake procurement of goods and services following Government guidance[12] and its own contract and procurement procedure rules. Procurement routes reflect the Council's understanding of local markets, existing frameworks and desire to drive local growth and employment through the use of local supply chains.

Summarised below are the main procurement routes for the projects within the programme. The value £ column reflects the cost of the service being procured rather than whole project cost.

Table 3.1: Procurement route

Project name	Value £	Procurement Route
Project 3.1 Supporting our training and skills provision	-	See below
Part 1: Contribution of support for existing funded voluntary and community sector Materials	100,000 £7,000	Direct Award to organisations for management and training provision Grant Funding Agreement
Part 2 Feasibility Study Feasibility and Research Work	 £20,000	Formal Tender through a Request to Quote (RFQ).

Workshop sessions Pilot Project Grants	£5,000 £26,000	via Employment and Skills Partnership Grant Funding Agreement
Project 3.2 Skills for the Future Grants Management of grant process Marketing	 £220,000 £28,000 £2,000	 Grant Funding Agreement Formal Tenders (RFQ) for management of grant process. Direct spend by Council

3.04 WIDER CONSIDERATIONS

Subsidy Control
The Council will have regard to the new Subsidy Control Act 2022 which came into force on 4th January 2023. The business case has been reviewed by DWF Law and they have confirmed ….. XX. A full copy of their advice can be found in appendix 5.

Public Sector Equality Duty
The Council has a public sector equality duty under the Equality Act 2010, this is enshrined in its Equality Strategy 2020-2024. In line with the Equality Impact Assessment: government grants minimum standards[13], West Lindsey District Council will complete a detailed Equality Impact Assessment (EqIA) for the projects included in this programme.

The EqIA for this programme is live document that will be updated as the investment plan progresses to ensure latest best practice is applied.

Data Protection
The Council has a duty under the Data Protection Act 2018 to ensure that any personal data obtained in connection with UKSPF activities is handled in compliance with the Act. Any personal data obtained through the People and Skills activity will be managed in line with West Lindsey District Council's Enterprising Communities Privacy Notice.[14]

Data is likely to be collected in relation to assisting and supporting business for such areas as business grants funding, to manage tourism, deliver projects and to process any enquiries.

Data may be shared with external partners or consultants, employed or contracted by the Council to assist in the delivery of its services and projects; and internal department such as finance to process grant payments.

The Council's Data Protection Officer will ensure that process respects the persons rights and follows the law.

3.05 KEY COMMERCIAL RISKS

The key commercial risks associated with specific projects within the programme are highlighted below in table 3.2. The full risk register can be found in appendix 3.

Table 3.2: Commercial risks

Key Commercial Risk and Potential Impact	Approach / Risk Treatment
Grant receiving organisation fail to deliver on outputs and outcomes in the funding agreement. The Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC	Most outputs and outcomes will be delivered via the SLA/Contract for project 3.1 and 3.2 which will identify a contractual obligation to deliver programme outputs/outcomes.
Grant receiving organisation fail to comply with grant conditions (such as monitoring). Council cannot	The organisation contracted to deliver 3.2 will be obliged to enforce compliance with grant reporting

demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	obligations (with 'mitigating factors' loop incorporated for legitimate non-compliance).
Insufficient financial resources available to fund interventions through to completion. Grant recipients fail to deliver the scheme they are contracted to do as part of the grant agreement. The Council is unable to demonstrate VfM, outputs and outcomes.	1) Develop a contractually binding grant agreement - with requirement for early notification if the recipient organisation considers itself unlikely to be able to deliver and the recipient's suggestions on how to rectify 2) WLDC to consider any amendments required in light of notifications in terms of impact on budget and overall outcomes through its monitoring and governance processes 3) Consider all available options to resolve - whether this is an increased contribution from the recipient, transferring budget that is yet to be allocated, seeking further alternative funding or relaxing outputs or outcomes to be delivered - if this leads to a material reduction in overall outcomes, write to Government to explain change and reasoning.
Lack of interest from communities to apply for grant funding. Council cannot demonstrate VfM and, provide outputs and outcomes that meet the requirements of MOU agreed with DLUHC.	Marketing and engagement work to ensure awareness and deliver pipeline of projects and applications.
Fraud Risk, risk that grant schemes could be abused by fraudulent claims leading to reputational damage to the council and reduced realisation of the expected outputs and outcomes.	The Council will introduce a proportionate level of due diligence prior to any payments being made and periodically during duration of the programme. This will be in line with the mandatory due diligence checks required by the Government in the Guidance for General Grants. Minimum Requirement Seven: Risk, Controls and Assurance.

3.06 CONCLUSION

Each of the projects has a clear procurement route and delivery methodology to provide the most beneficial approach to maximise the impact of UKSPF interventions in West Lindsey.

DWF Law have confirmed that the projects are xxxxxxxxxx

4 FINANCIAL CASE

4.01 INTRODUCTION

The purpose of the Financial Case is to demonstrate that the proposal is viable both in terms of the construction phase and in the long-term. Additionally, key sensitivities and financial risks will be considered as well as the suitability of contingencies or alternative plans for cost containment.

4.02 COSTS

Costs for this project are separated and analysed in two sections looking firstly at the affordability of the initial development and secondly that the scheme is financially sustainable once complete.

4.03 INITIAL COSTS

Table 4.1 sets out the main sources of expenditure within each project, the best estimate of these costs and how the split of costs between capital and revenue expenditure, and across financial years.

Table 4.1: Project Costs

Project No.	Expenditure Category	2022/23 Forecast Expenditure (£000's)	2023/24 Forecast Expenditure (£000's)	2024/25 Forecast Expenditure (£000's)	TOTAL Expenditure (£000's)
	Capital	**0**	**0**	**0**	**0**
	Revenue				
3.1	Supporting training and skills provision – Management Fees	0	10	10	20
3.1	Supporting training and skills – training costs (inc. staffing)	0	40	40	80
3.1	Supporting training and skills – materials	0	3.5	3.5	7
3.1	Supporting training and skills – Feasibility and research	0	20	0	20
3.1	Supporting training and skills – Workshop costs	0	2.5	2.5	5
3.1	Supporting training and skills – pilot projects	0	13	13	26
3.2	Skills for the future – grants	0	0	220	220
3.2	Skills for the future – management	0	89	319	28
3.2	Skills for the future – marketing	0	0	2	2
	TOTAL Revenue	0	89	319	408
	TOTAL Projected Expenditure	**0**	**89**	**319**	**408**

4.04 FUNDING

This vast majority of funding for the People and Skills theme is from the UK Shared Prosperity Fund. This is supplemented by a contribution from the Council's Employment and Skills budget, as shown in table 4.2.

Table 4.2: Funding by source

Project Number	Funding Source	Expected Funding (£000's)	Status / Certainty
	Capital	0	
	Revenue		
Both	UK Shared Prosperity Fund	400	Indicative Approval
3.1	WLDC Employment and Skills Budget	8	Fully approved
	TOTAL Revenue Funding	**408**	
	TOTAL Funding	**408**	

Additionally, the Skills for the Future grant process will allow bidders to propose a contribution to any proposals, increasing the additionality and overall scale of interventions proposed. Any such amounts will be in addition to the figures above; these are excluded at the current stage as the value cannot be reliably estimated at this time.

4.05 SENSITIVITY ANALYSIS / CONTINGENCY

Within this programme, projects have been designed with the ability to flex the outputs and levels of intervention as the basis of constraining expenditure. Table 4.3 summarises how each project will keep within its funding limit.

Table 4.3: Sensitivity Analysis

Project	Approach to containing cost
3.1 Supporting Training and Skills	There are two elements to this: i) Expanding existing provision – this will be via grant funding agreements and effectively cap the additional funding provided ii) New provision – feasibility work will be tendered with the majority of the remaining funding allocated via grant funding agreements for pilot projects – these will cap at funding available and timing will allow flexing this budget to adjust for any change from the expected tender price for the feasibility work
3.2 Skills for the Future	The grant programme management and evaluation will be subject to competitive tender. All remaining funding will be allocated via grant funding agreements (capping the maximum funding available from the Council). Bidders will be liable for any costs of provision exceeding expectations.

There is also the opportunity, in line with the Governance and decision-making processes highlighted in the Management Case, to adjust funding between projects and between themes as required.

Whilst it would be standard practice to include an element of contingency and sensitivity analysis on the figures provided, WLDC are able to effectively manage their contributions in each project to the value of funding available. Therefore, there is no reason in this instance to make a contingency allowance or measure sensitivity to price changes.

4.06 ONGOING COSTS

One of the key aims of the overall programme is to embed sustainable change, however, this needs to be balanced with the practicalities of time limited funding. Steps have been taken to spend in areas that will have lasting benefits, but where there are no ongoing financial commitments created. Table 4.4 sets out how these requirements will be achieved.

Table 4.4: Approaches to limiting ongoing financial commitment while sustaining ongoing benefits

Project	Limiting ongoing financial commitment from WLDC	Ongoing benefits
3.1 Supporting Training and Skills 3.2 Skills for the Future	Specific, time and value constrained funding agreements with grant recipients	Pilots will be assessed and options for sustaining the most successful will be considered. This will include seeking external accreditation (and potential funding) + prioritisation of the Council's internal employment and skills budgets, plus whether interest can be generated for corporate sponsorship / external funding or other means of making the scheme self-financing

4.07 KEY FINANCIAL RISKS

The key financial risks and their mitigations are sets out in table 4.5.

Table 4.5: Key Financial Risks

Key Financial Risk and Potential Impact	Approach / Risk Treatment
Cost inflation means that each bid to the grant schemes is for greater amounts than planned for the outcomes delivered	A strong assessment process for bids will ensure those maximising value to the area will be taken forward. If cost inflation erodes the overall benefits that can be achieved for the funding available, then this may have to be accepted to stay within the funding envelope.
Lack of demand by training providers to offer pilots / new areas of provision for the expected subsidy being offered	There is already established set of providers and provision, so the areas of need and appetite to provide are well known locally. The grants criteria are sufficiently flexible to allow innovation to be proposed by training providers and allocations (within the overall funding envelope) to be set to maximise outcomes.

The wider risk management approach is considered in the Management Case and the full risk register is contained in appendix 3.

4.08 WIDER FINANCIAL IMPLICATIONS

A higher skilled population is likely to have wider financial benefits to the area. This may attract higher skilled organisations into the region and increase productivity, salaries and employment within the region. This may have an impact on increasing total Council Tax receipts and reducing benefits, including Council operated ones such as Housing Benefit.

4.09 CONCLUSION

This finance case sets out how the projects are costed, profiled and funded. Although grant allocations are subject to bidding and commitment, the training they fund can be flexed to remain within any funding constraint, albeit at the potential cost of scaling back of outputs / outcomes. Projects have all considered how to balance the aims of generating long-term sustainable improvement for the region, with constrained time limited funding. Key financial risks have been identified and plan to treat or mitigate these have been developed. Overall, this demonstrates a sound financial footing for this programme.

5 MANAGEMENT CASE

5.01 INTRODUCTION

The purpose of this management case is to demonstrate that robust arrangements are in place for the successful delivery of the programme and its constituent projects. The chapter covers the delivery, monitoring and evaluation of the UKSPF programme including feedback into the Council's strategic planning cycle.

5.02 PROGRAMME ORGANISATION AND GOVERNANCE

There are three levels of internal UKSFP programme governance, appendix 6 provides a diagram showing the hierarchy of governance in detail. The main roles are summarised below:

WLDC Portfolio Board: The Portfolio Board has strategic responsibility and accountability for all major programmes. It meets every eight weeks and will receive an update on progress against contracted milestones at every meeting. The Portfolio Board is chaired by The Director Change Management, ICT and Regulatory Services.

West Lindsey SPF Programme Board: The Board has been established to provide operational oversight of the UKSPF investment, monitoring the overall plan, risks, and ensuring synergies between component projects. It will meet quarterly and will be chaired by the programme sponsor, the Director of Planning and Regeneration and Communities, and report to the Portfolio Board. The Programme Board will also provide an interface with the Place Board which will ensure that stakeholders are engaged in the programme.

SPF Core Team / Project Management: Each of the three investment priorities will have a Project Core Team, led by a dedicated Project Manager. Project Managers will have responsibility for the day-to-day delivery and management of the project. They will report progress and issues to the Steering Board. This governance structure will be underpinned by WLDC assurance procedures. A resource plan to support the delivery of the programme can be found in appendix 7.

The Terms of Reference for the West Lindsey SPF Programme Board can be found in appendix 8. The main roles and responsible officers are:

- **Director of Planning and Regeneration, and Communities (Chair):** Programme Sponsor accountable for the overall success of the programme
- **Programme Manager UK Shared Prosperity Fund**: Programme Lead responsible for the day-to-day management of the programme and programme team
- **Senior Project Officer: Employment and Skills:** Project Lead responsible for the day-to-day management and delivery of the People and Skills business case

5.03 PROGRAMME MANAGEMENT

This section details, in broad terms details, the actions that will be required to ensure successful delivery of the programme in accordance with best practice. A more detailed programme can be found in appendix 9.

The table 5.1 below sets out an indicative timetable for the delivery of the People and Skills projects within an overall programme.

Table 5.1: Summary of key programme milestones

Action	Date
Business Case Approved by Prosperous Communities Committee	9th February 2023
Business Case Approval by Corporate Policy and Resources Committee	9th February 2023
Project 3.1 Local Skills Programme Part 1. Contribution to existing delivery.	April 2023 - April 2024

Project 3.1 Local Skills Programme Part 2 Understanding future needs and feasibility	Jan 2023 - Aug 2023
Project 3.2 Skills for the future	Jan 2024 - March 2025
Last Grants issued	31st December 2024
Programme Closes	31st March 2025

5.04 STAKEHOLDER ENGAGEMENT AND COMMUNICATION

The UKSPF has been developed in conjunction with key partners and stakeholders. Appendix 10 provides a list of key stakeholders of the whole UKSPF programme and their role or interest in this programme. The People and Skills programme has specific stakeholders representing a wide range of training providers and employers through the West Lindsey Employment and Skills Partnership. The Partnership provides an important forum for sharing information, supporting priority setting and enabling the effective delivery of UK SPF employment and skills activity across the district. To support the delivery of this programme a Voluntary and Community Sector Consortium/Local Partnership Board will be established.

The Council will continue to engage with its extensive network of stakeholders and key partners to help shape proposals as the projects develop. To facilitate this the Council has developed a Communications and Stakeholder Strategy (appendix 11). The strategy will include the development of the Council's UKSPF website and directing any enquiries to a new skills email inbox, skills@west-lindsey.gov.uk. The UKSPF Programme Board will be responsible for the stakeholder management for the programme.

5.05 CHANGE CONTROL

As the projects develop the programme will be monitored and updated by the UKSPF Programme Manager. A robust change control mechanism will be instigated in line with the Council's existing procedures. Any change requests will be fully costed and the implications on the programme fully understood. The request will be reviewed at an appropriate level based on the programme governance arrangements agreed with the Programme Sponsor.

5.06 ASSURANCE

This programme will follow the Government's UKSPF guidance: assurance and risk guidance (5).[15]

In accordance with the Cabinet Officer Government Functional Standards[16]; the assurance for each DLUHC programme provides three separate and defined levels of assurance, referred to as the three lines of defence.

First Line of Defence

The first line of defence is provided by the lead local authority and is the responsibility of the Chief Finance Officer as they act at an operational management level within the lead local authority in receipt of the funding (via a Section 31 Grant). The Chief Finance Officer is therefore responsible for the delivery of HMG investment, with propriety, regularity, and value for money.

Reporting carried out by lead local authorities to DLUHC will be used to secure evidence of the first line of defence. The Chief Finance Officer will be required to provide written confirmation that they have undertaken all the necessary checks, to ensure that the lead local authority and the programme specific project(s) have in place the processes to ensure proper administration of its financial affairs with regard to the funding programme, and these are in active use. The current timetable for providing information can be found in appendix 12.

Second Line of Defence

The second line of defence is independent of the first line activity and oversee the management of the risk to ensure that the first line has been appropriately constructed and is delivering as intended.

Reflecting the devolved nature of the fund, the second line of defence is the wider Local Government Accountability Framework which scrutinises local authority activity. This sits within Government's commitment to continue to improve wider Local Government transparency and reporting, DLUHC's specific UKSPF performance reporting and departmental intelligence of Local Government.

DLUHC co-ordinates work across Government departments that brings different analysis together on a common basis to understand the overall fiscal position of local authorities, and particular risks and opportunities. This will support and manage any risk emerging in the delivery of the UKSPF.

Local Government audit also plays a vital role in providing local authorities with accurate and reliable financial information to plan and manage their services and finances effectively. Local audit also ensures local authority financial arrangements, including whether value for money is being achieved, are transparent to the taxpayer, and facilitates assurance for the public sector.

Third Line of Defence
The third line of defence should be undertaken by independent audit or an independent body to secure an 'objective opinion on the effectiveness of governance, risk management and internal controls.'[17] This is inclusive of the second and first lines of defence.

In respect of this assurance framework, The Government Internal Audit Agency (GIAA) will provide independent risk-based assurance over the design and operation of controls within the arrangements for the UKSPF – as operated within DLUHC – and if required, other Government departments.

To support this the Council have engaged Assurance Lincolnshire to review the governance and reporting arrangements for the Levelling Up Programme. Learning from the LUF audit will be fed into the UKSPF and an early review by Assurance Lincolnshire will be conducted into the governance and assurance framework for the UKSPF will be programmed in for 2023.

The scope and timing of this independent assurance will be discussed and agreed with the DLUHC Audit and Risk Assurance Committee, the Accounting Officer and the respective Senior Responsible Officers (SROs).

5.07 BENEFITS, MONITORING AND EVALUATION

The Council will as a minimum monitor spend, outputs and outcomes against agreed indicators to be submitted to Government to assist programme-level evaluation. Each project will undergo a process evaluation to demonstrate the effectiveness of delivery this process. The UKSPF process will be monitored in tandem with the Levelling Up Round 1 regime.

The Government is developing a full UKSPF Monitoring and Evaluation Strategy (M&E) to understand the impact of the UKSPF. Impact evaluation will be supported by an external evaluation expert.

5.08 KEY MANAGEMENT RISKS

The key management risks and their mitigations are sets out in table 5.2. A full risk register for the UKSPF and REPF programme has been developed and can be found in appendix 3. The Council's robust, internal governance procedures will be fully applied to ensure that risks and opportunities are properly considered by the Programme Board.

Table 5.2: Key Management Risks

Key Management Risk and Potential Impact	Approach / Risk Treatment
Unable to collect data from organisations to baseline and monitor interventions. The Council and its partners may not collect information to allow the measurement of several outputs and outcomes. The Council will fail to report against the submitted investment plan.	The Council will need to ensure that reporting requirements are written into any tender process or grant agreement. The Council will negotiate with DLUCH to remove or replace output or outcome.
Failure to allocate funding by 31st March 2025. The Government claw back underspend at the end of the programme, leaving the Council with a potential shortfall in funding.	Sense check project plans and grant applications to ensure that projects can be delivered to time and to budget. Close grant application period Q3 2024/25 with last grant fund allocation being made in Dec 2024

5.09 CONCLUSION

The Programme has a robust governance and assurance framework that complies with the Cabinet Offices assurance framework. The Programme will be overseen by the WLDC Portfolio Board, with the WLDC Programme Board dealing with the operational oversight and reporting on the UKSPF Investment Plan. Quarterly financial updates will be given to the Corporate Policy and Resources Committee and an annual update to the Prosperous Communities Committee on the progress of the programme.

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[7]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/378177/additionality_guide_2014_full.pdf

[8] https://obr.uk/docs/dlm_uploads/CCS0822661240-002_SECURE_OBR_EFO_November_2022_WEB_ACCESSIBLE.pdf (table A1 - page 59)

[9]https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191507/Optimism_bias.pdf (Table 1 - page 2)

[10] https://www.cipd.co.uk/knowledge/work/skills/skills-factsheet

[11] https://www.cbi.org.uk/media/5964/2020-11-reviving-regions.pdf

[12] https://www.gov.uk/guidance/uk-shared-prosperity-fund-procurement-8

[13] Microsoft Word - 2016-10-04 Grant Standards Equality Impact Assessment.docx (publishing.service.gov.uk)

[14] Enterprising Communities Privacy Notice | West Lindsey District Council (west-lindsey.gov.uk)

[15] https://www.gov.uk/guidance/uk-shared-prosperity-fund-assurance-and-risk-5

[16] Government Functional Standard GovS 015: Grants - GOV.UK (www.gov.uk)

[17] Government Functional Standard - GovS 0015: Grants (publishing.service.gov.uk)

Appendix 3 Programme Risk Register

Project:	**UKSPF**
Project lead:	Sally Grindrod-Smith
Last Updated:	30-Jan-23

Headers for each category of Risk should be considered:

Political
Economical
Sociological
Technological
Legal
Environmental

			Prevailing Risk Ratings			Target Risk Rating								
Risk Number	**Risk Description**	**Description of Potential IMPACT (quantified wherever possible)**	**LIKELIHOOD Rating**	**IMPACT Rating**	**Risk Rating**	**Target LIKELIHOOD rating**	**Target IMPACT Rating**	**Target Risk Rating**	**Risk Owner**	**Action Owner**	**Risk Responses**	**Date Added**	**Live/ Closed**	**Date Closed**
Political														
P1	Lack of political support to procure/commission services jointly with other LA's in Lincolnshire	UKSPF prospectus indicates that it supports joint commissioning, failure to do this would go against guidance. Increase cost to council to procure independently and/or delays in procuring projects or services leading to reduced outputs and outcomes.	Possible	Major	12	Possible	Moderate	9	Sally Grindrod-Smith	Sally Grindrod-Smith	Position established through Investment Plan and reconfirmed through Management Case within FBC. Ensure members are regularly updated and views canvassed to allow business cases to be progressed. Progress conversations with Lincolnshire Councils. LEP and County Council to identify areas that can be procured jointly	16-Sep-22	LIVE	
P2	The UKSPF programme does not align with emerging Corporate Plan.	Lack of coordination between strategies undermines basis for the investment plan.	Possible	Moderate	9	Remote	Negligible	1	Sally Grindrod-Smith	Ellen King	The Council's Corporate Plan 2019-2023 is currently being updated and redrafted. There is an opportunity to ensure that the challenges and goals identified through the Theory of Change process are reflected and strengthened in the new Corporate Plan.	16-Sep-22	LIVE	
P3	Multiple and competing projects with insufficient funding to meet needs of communities and business.	Damage reputation to council as being seen as acting unfairly and lacking transparency.	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	WLDC to create clear criteria for prioritisation within each project/programme. WLDC to carry out stakeholder involvement where necessary and develop comms plan to ensure stakeholders and providers are kept informed.	16-Sep-22	LIVE	
P4	Scope creep, for example Government releases further funding to be integrated into the business cases and to be delivered by March 2025.	Business cases are delayed whilst the impact of any funding is considered leading to time and cost pressures, reputational damage to council with the public	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Accept risk. Consider approving projects individually to allow some progress to be made. Ensure effective communications plan to keep stakeholders informed.	16-Sep-22	LIVE	
Economical														
E1	Investment Plan funding profile is very tight to spend and funding may not be spent in year, leading to a delay in release of funding in following years.	Programme slips and projects do not have sufficient time to be deliver outputs and outcomes leading to potential clawback and reputational damage. Government have stated that any underspends in the final year of the programme (2024/25) will be repaid to DLUHC. Delays in projects may lead to costs increasing.	Possible	Moderate	9	Unlikely	Moderate	6	Programme Manager	Programme Manager	Sense check project plans and risks to ensure that the projects can be delivered to time and budget. Consider delivering projects earlier than Investment Plan spend profile to deal with cost inflation and time over runs (potentially funded by reserves and refunded by Investment Plan funding). Consider using 2022/23 funding to support existing projects retrospectively where they meet interventions and use the substituted funding for future years (subject to Chief Finance Officer agreement).	16-Sep-22	LIVE	
E2	Failure to consider alignment of benefits and dependencies from other funded schemes eg DEFRA schemes	Risk of duplicating funding available from other sources	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Ensure that all other funding sources and projects are identified and considered at FBC stage.	16-Sep-22	LIVE	
E3	Failure to allocate funding by 31st March 2025.	The Government claw back underspend at the end of the programme, leaving the Council with a potential shortfall in funding.	Possible	Major	12	Unlikely	Major	8	Programme Manager	Programme Manager	Sense check project plans and grant applications to ensure that projects can be delivered to time and to budget. Close grant application period Q3 2024/25 with last grant fund allocation being made in Feb 2025 for Communitites and Place/ Business Support. Use UKSPF funding before match/Council funding. People ans Skills deadline December 2024 to ensure Skills providers have sufficent time to progress courses/support.	30-Dec-22	LIVE	
E4	Delays to awards or lack of progress by organisations receiving grant funding	Leading to slippage in expenditure and timetable to meet outputs and outcomes	Possible	Moderate	9	Unlikely	Moderate	6	Programme Manager	Programme Manager	Ensure robust grant process. Grant funding agreements will make it clear that slippage beyond 2024/5 will not be eligible for funding	16-Sep-22	LIVE	
E5	Cost inflation (particularly construction inflation) rising at levels higher than planned in bid	Intended projects are unable to be delivered within indicative funding envelopes. The council is unable to demonstrate VfM, outputs and outcomes.	Likely	Major	16	Possible	Moderate	9	Programme Manager	Programme Manager	A reasonable expectation for level of inflation has been built in, with a suitable deflater for costs and benefits based upon latest OBR's inflation estimates. A sizeable optimism bias figure has been used in the overall benefit cost calculation too. Other options includes scope reduction, additional match funding (including increasing Council ask) and cost re-engineering.	16-Sep-22	LIVE	
E6	Grant receiving organisation fail to deliver on outputs and outcomes in the funding agreement	Council cannot demonstrate VfM, provide outputs and outcomes meet the requirements of MOU agreed with DLUHC	Possible	Moderate	9	Possible	Moderate	9	Programme Manager	Programme Manager	Project delivered via the SLA/Contract will identify a contractual obligation to deliver programme outputs/outcomes. Although it is unlikely, business grant beneficiaries will be formally contracted to deliver outputs/outcomes (given the size of grant award), they will be obliged to report on any outputs/outcomes accrued via a grant contract reporting obligation. Ongoing reportin to DLUHC to identify early any likley issues	28-Nov-22	LIVE	
E7	Grant receiving organisation fail to comply with grant conditions (such as monitoring)	Council cannot demonstrate VfM, provide outputs and outcomes meet the requirements of MOU agreed with DLUHC	Possible	Moderate	9	Unlikely	Moderate	6	Programme Manager	Programme Manager	Any organisation will be obliged to enforce compliance with grant reporting obligations (with 'mitigating factors' loop incorporated for legitimate non-compliance).	28-Nov-22	LIVE	
E8	Insufficient financial resources available to fund interventions through to completion	Grant recipients fail to deliver the scheme they are contracted to do as part of the grant agreement. The council unable to demonstrate VfM, outputs and outcomes.	Possible	Moderate	9	Possible	Moderate	9			1) Develop a contractually binding grant agreement - with requirement for early notification if the recipient organisation considers itself unlikely to be able to deliver including the recipient's suggestions on how to rectify 2) WLDC to consider any amendments required in light of notifications in terms of impact on budget and overall outcomes through its monitoring and governance processes 3) Consider all available options to resolve - whether this is an increased contribution from the recipient, transferring budget that is yet to be allocated, seeking further alternative funding or relaxing outputs or outcomes to be delivered - if this leads to a material reduction in overall outcomes, write to Government to explain change and reasoning.	28-Nov-22	LIVE	
E9	Insufficient demand for grants from businesses and community groups.	Leading to the expected level of benefits being delayed or reduced.	Possible	Moderate	9	Possible	Moderate	9			Specific engagement with local suppliers and advertisement of grants will maximise uptake. Ongoing monitoring of applications and approvals; there will be the opportunity to change the area of coverage, grant criteria or reallocate funding if there is insufficient interest in the market.	30-Dec-22	LIVE	

		Environmental	Prevailing Risk Ratings			Target Risk Rating							
Risk Number	Risk Description	Description of Potential IMPACT (quantified wherever possible)	LIKELIHOOD Rating	IMPACT Rating	Risk Rating	Target LIKELIHOOD rating	Target IMPACT Rating	Target Risk Rating	Risk Owner	Action Owner	Risk Responses	Date Added	Live/ Closed	Date Closed
E10	Feasibility studies fail to attract future investment.	Leading to the expected level of benefits being delayed or reduced.	Possible	Moderate	9	Possible	Moderate	9			Benefits have been estimated prudently and a large optimism bias element applied consistent with the early stages of project development. Feasibility is needed in these areas and in some cases investment may prove unfeasible. However, as much work as possible will be carried out in advance to seek to develop the most promising opportunities, to maximise the possibility of choosing the most viable options.	30-Dec-22	LIVE	
E11	Successful Pilot Projects require on-going funding	On going demand on council resources as currently not funding past March 2025.	Likely	Moderate	12	Likely	Moderate	12			Communication that projects are pilots and for those projects with fixed-term staff contracts, additional funding will be required to sustain those positions. The pilots should produce evidence, which can then inform conversations with other stakeholders to gain funding.	30-Dec-22	LIVE	
E12	Fraud risk; risk that grant schemes could be abused by fraudulent claims	Reputational damage to the council and reduced realisation of the expected outputs and outcomes.	Unlikely	Moderate	6	Possible	Moderate	9			The Council will introduce a proportionate level of due diligence prior to any payments being made and periodically during duration of the programme. This will be in line with the mandatory due diligence checks required by the government in the Guidance for General Grants. Minimum Requirement Seven: Risk, Controls and Assurance	30-Dec-22	LIVE	
E13	External match funding is not secured	Leading to a shortfall in funding and potential to stop or reduce scope of project.	Possible	Moderate	9	Possible	Moderate	9			There are multiple sources (private sector and central Government) – additional funding from the other party can be sought should one source be unsuccessful. Plans for intervention and the anticipated grant funding agreement can be developed to cap WLDC's contribution to funding is has available (noting that this may reduce the planned outputs and outcomes if the funding available is lower than intended).	30-Dec-22	LIVE	
Sociological														
S1	Equalities impacts are not considered sufficiently and not embedded into projects.	Reputational impact on Council, requirement to rework projects leading to a time and cost delay.	Remote	Moderate	3	Remote	Moderate	3	James Makinson-Sanders	James Makinson-Sanders	Undertake Equality Impact Assessments and keep under review to ensure still relevant.	16-Sep-22	LIVE	
S2	Data used to make investment plan decisions on interventions are out of date or no longer valid.	Incorrect decisions made on choice of projects to deliver interventions in business case due to new data being released through for example the 20202 census .	Possible	Minor	6	Unlikely	Minor	4	Ellen King	Business Case leads	WLDC teams to confirm that information is still valid or ID any changes that would affect the business case. Accept that new data will emerge throughout the Investment Plan but commit to agreed business cases to ensure delivery by March 2025.	16-Sep-22	LIVE	
S3	Lack of In house capacity and capability to provide information to develop business cases	Failure to deliver information to complete business cases and gain subsequent internal approval, leading to issues of clawback and reputational damage with public and government.	Unlikely	Moderate	6	Remote	Moderate	3	Sally Grindrod-Smith	Business Case leads	Resources identified to lead each business case and each project intervention	16-Sep-22	LIVE	
S4	Failure to recruit to key roles	A lack of resource to deliver projects in a timely manner and meet the requirements of the submitted Investment Plan.	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Several projects require the recruitment of a staff member or the procurement of a third-party organisation. The Council will ensure the opportunity is widely promoted and develop an attractive proposal. Where this is unsuccessful alternative delivery options will be considered.	30-Dec-22	LIVE	
S6	Lack of demand by skills training providers to offer pilots / new areas of provision for the expected subsidy being offered	Scope of project is reduced or redefined. Risk of delay in delivering the outcomes and outputs. DLUHC reduce funding for following year.	Possible	Moderate	9	Unlikely	Moderate	6	Amanda Boutell	Amanda Boutell	There is already established set of providers and provision, so the areas of need and appetite to provide are well known locally. The grants criteria are sufficiently flexible to allow innovation to be proposed by training providers and allocations (within the overall funding envelope) to be set to maximise outcomes.	30-Dec-22	LIVE	
S6	Lack of evidence of wider stakeholder consultation on one or more key areas of business cases	Potential for objections at later stages of process, lobbying of / representations made to Councillors	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Development and review of consultation and communication plan	16-Sep-22	LIVE	
Technological														
T1	Lack of information on baseline data for outputs and outcomes on returns to government	Unable to show progress against agreed targets leading to potential for further funding not being released	Possible	Moderate	9	Unlikely	Moderate	6	Programme Manager	Programme Manager	Ensure that a requirement of funding is that all recipients of funding are aware of requirement to baseline. The Council to invest into a range of solutions from surveys to purchase of data sets such as footfall. Officers should follow the government guidance found in 'UK Shared Prosperity Fund: outputs and outcomes definitions (2)'. Potential baseline methods could include purchase of specialist information to baseline and monitor i.e. footfall counting	16-Sep-22	LIVE	
T2	Lack of clear methodology to monitor outputs and outcomes	Lack of consistency in monitoring across and within projects leading to inaccurate or misleading information being reported to government.	Possible	Moderate	9	Unlikely	Moderate	6	Programme Manager	Programme Manager	Ensure that a monitoring protocol is developed for projects. This will ensure the correct information is collected in a consistent way and the quality of information is monitored. Officers should follow the government guidance found in 'UK Shared Prosperity Fund: outputs and outcomes definitions (2)'.	16-Sep-22	LIVE	
T3	Lack of monitoring of the data received against the outputs and outcomes	Unable to show progress against agreed targets leading to potential for further funding not being released	Possible	Moderate	9	Unlikely	Moderate	6	Programme Manager	Programme Manager	Identify individual/team responsibility to monitor progress in line with government guidance 'UK Shared Prosperity Fund: reporting and performance management (3)'Consider integrating into corporate performance monitoring framework.	16-Sep-22	LIVE	
Legal														
L1	Subsidy Control for specific projects/interventions is not identified and dealt with as programme is developed and delivered.	Failure to consider subsidy control will lead to the Council potentially using/allocating funding illegally, leading to reputational damage and potential claw back	Unlikely	Moderate	6	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Legal advice sought to ensure that any projects or programmes are subsidy control compliant and follow the council's financial and legal guidance.	16-Sep-22	LIVE	
Environmental														
EV1	Projects fail to contribute to government's net zero target by 2050	Project delivery fails to consider and meet governments core requirements leading to reputational damage and the council not contributing to its own net zero carbon targets.	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Net zero is considered as a core component of the business case and is embedded in the individual projects. Consideration to be given to setting net zero criteria as part of any grant funding or capital works.	16-Sep-22	LIVE	
EV2	Baselining and measuring environmental improvement may be challenging	The council unable to demonstrate VfM, outputs and outcomes.	Possible	Moderate	9	Unlikely	Moderate	6	Sally Grindrod-Smith	Sally Grindrod-Smith	Ensure that all bidders demonstrate the likely impact the funding will have upon environmental improvements within their organisation. Supplement this with dedicated monitoring and evaluation tools and support, learning from the practice employed through Levelling Up monitoring and evaluation approach.	30-Dec-22	LIVE	

Corporate Policy & Resources	
Thursday, 9 February 2023	

Subject: Community Grants Programme

Report by:	Assistant Director Homes and Communities
Contact Officer:	Grant White Communities Manager grant.white@west-lindsey.gov.uk
Purpose / Summary:	To approve financial resources for continuation of community grants programme.

RECOMMENDATION(S):

1. Committee accept the recommendation from Prosperous Communities Committee to approve £144k for the delivery of the Councillor Initiative Fund from 1 April 2023 to 31 March 2027.

2. Committee accept the recommendation from Prosperous Communities Committee to approve £200k for the continued delivery of the Flagship Community Grants Programme from 1 April 2025 to 31 March 2027.

IMPLICATIONS

Legal:

Grant funding agreements used meet legal requirements and have been approved for use by Legal Services. All grants awarded will comply with necessary legal regulations and same requirements will be placed on projects and organisations funded.

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

Financial : FIN/119/23/CPR/SL

The Community Grant Scheme proposed within the report results in a total budget requirement of £344k over 4 years;

1. £144k for the Councillor Initiative Fund over 4 years (2023/24 to 2026/27), and

2. £200k for the Community Grant Programme for years 3 (2025/26) and 4 (2026/27). *Year 1 (2023/24) and 2 (2024/25) to be funded from UKSPF.*

The total budget requirement of £344k over 4 years to be met from General Fund Balances. This reduces the current forecast balance at the end of 2026/27 to £3.495m which is £0.995m above the minimum revenue balance of £2.5m.

There is £0.023m balance remaining on the Match Funding Grant allocation in 2022/23 (as of 31 December 2022). It is requested that any remaining balance at year end 2022/23, 2023/24 and 2024/25 be carried forward into 2025/26. This will reduce the requirement from GFB in 2025/26.

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

Staffing :

The management of the Community Grants Programme will be delivered using existing staff resources within the Council's Communities Team.

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

Equality and Diversity including Human Rights :

Grant funding activity will be delivered in accordance with Council's equality and diversity policies. Organisations receiving funding will be required to meet the same standards and protections are included within grant funding agreements.

Data Protection Implications :

Grant funding activity will comply with all necessary data protection requirements. Data collected for grant awards will be stored securely including financial information for grant payments.

Climate Related Risks and Opportunities :

The delivery of the Community Grants Programme will utilise a digital first approach with use of electronic forms, documents and e-mail to avoid the need for printing.

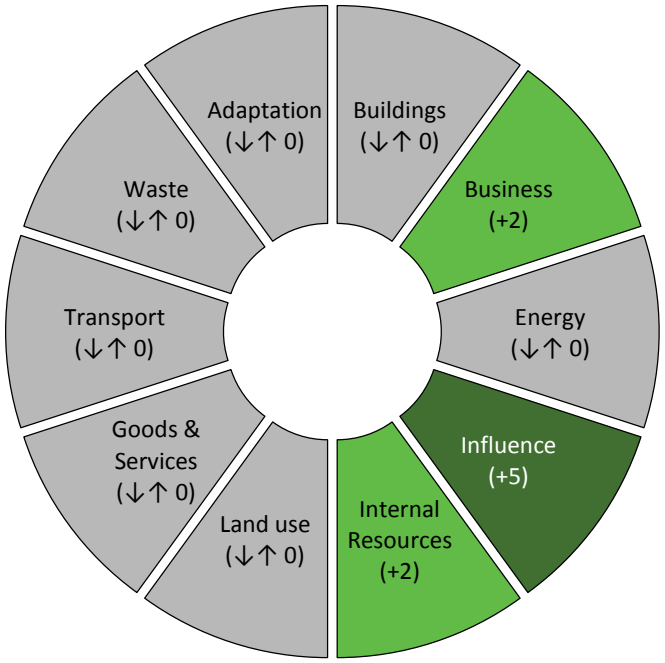
Providing a community grants programme enables the council to directly support a wide range of community led projects, some of which may have a direct or secondary impact on carbon reduction and/or environmental improvements.

Common examples include the creation or enhancement of green/blue spaces, improvements to community facility energy efficiency and projects that support increased active travel.

Where community grants are awarded to projects that have an impact on carbon reduction or the environment, part of the grant monitoring will include capturing relevant information. The scoring and review methods for deciding to award a community grant will take environmental impact into consideration.

Grant awards made to community organisations may help support increased business sustainability. A common example of this would be grant funding to a community facility to improve energy efficiency which also results in lower running costs.

Grants awarded from the council can play a significant role in helping community led projects to attract and secure external match funding. For projects that have a carbon reduction or environmental impact, our grant awards may directly secure match funding towards achieving such an impact within West Lindsey.



Section 17 Crime and Disorder Considerations :

There are no considerations for this report however some organisations funded may have a direct or in-direct impact on helping to reduce the risk of crime and disorder. Where possible this will be captured in any monitoring and evaluation reporting.

Health Implications:

The provision of a Community Grants Programme will provide direct funding to enable a range of projects across West Lindsey. Guidance issued to applicants will highlight and encourage the importance of health and wellbeing outcomes as a result of community projects delivered.

It is anticipated that projects funded through the community grants programme will have either direct or in-direct health and wellbeing benefits. The application process will try to identify planned health outcomes and post-project evaluation work will explore this further and capture outcomes achieved.

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

West Lindsey UK Shared Prosperity Fund Investment Plan

Concurrent meeting of the Prosperous Communities and Corporate Policy and Resources Committee – Thursday 7th July 2022

https://democracy.west-lindsey.gov.uk/ieListDocuments.aspx?CId=274&MID=3298#AI18438

Community Grants Programme

Prosperous Communities Committee – Tuesday 6th December 2023

https://democracy.west-lindsey.gov.uk/ieListDocuments.aspx?CId=176&MId=3178&Ver=4

Risk Assessment :

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 30 January 2018 the Prosperous Communities Committee approved the delivery of a Community Grants Programme over a 5-year period running from 1 April 2018 to 31 March 2023.

1.2 The Community Grants Programme has consisted of the following funds:

Councillor Initiative Fund
£144,000 from 1 April 2019 to 31 March 2023
£4,000 per Councillor for 2019 to 2023
Each Councillor has a set allocation of funding and is able to make awards to local projects and organisations.

Match Funding Grant
Total fund: £450,000
Grants up to £8,000 (up to 50% of project costs)
Funding to support wide range of community projects and helps to secure match funding.

Community Defibrillator Scheme
Total fund: £50,000
Supporting installation of community accessible defibrillators.

1.3 A full spend is forecast for all the above schemes.

1.4 On 7 July 2022 the concurrent meeting of the Prosperous Communities Committee and the Corporate Policy and Resources Committee approved the West Lindsey UK Shared Prosperity Fund (UKSPF) Investment Plan.

1.5 The West Lindsey UK Shared Prosperity Fund Investment Plan includes the creation of a new Flagship Community Grants Programme. This new programme will utilise funds from the UKSPF matched with any remaining funds from the existing Match Funding Grant when it closes in March 2023.

1.6 The UKSPF Flagship Community Grants Programme will be funded to run during the 2023/24 and 2024/25 financial years.

1.7 On Tuesday 6 December 2022, the Prosperous Communities Committee approved the following recommendations:

- The continued delivery of the Councillor Initiative Fund from 1 April 2023 to 31 March 2027
- The continued delivery of the Flagship Community Grants Programme (previously agreed) from 1 April 2025 to 31 March 2027
- Recommend to Corporate Policy & Resources Committee for financial approval

1.8 This report recommends financial approval to deliver the above grant funding activity as recommended by the Prosperous Communities Committee.

2 Community Grants Impact

2.1 From 2019-2022, our Match Funding Grant and Councillor Initiative Fund awarded over £290,000 and leveraged over £1.9 million. This means for every £1 that we awarded, over £6 was leveraged form external funds or matched by the partner.

2.2 The grant schemes contributed to our Corporate Plan priorities by improving or developing community facilities and community-led service and activates which enabled increase physical activity, improved health and wellbeing across the district's residents and greater quality of life and levels of independence among vulnerable residents.

2.3 The projects we funded across the district included new and enhanced play facilities, new community-led cultural activities, the delivery of carbon-reduction initiative and supported community-led services to our most vulnerable residents.

2.4 As well as bringing benefits to our residents and leveraging greater funds into our communities, our grant schemes also strengthened our relationships and partnership working with the voluntary and community sector. This has enabled us to develop a better understanding of the needs and possibilities within our communities.

3 Community Grant Programme delivery 2025/26 and 2026/27

3.1 Delivery of community grants in 2025/26 and 2026/27 will provide further reach to support community led projects beyond the current UKSPF funding allocation. It will build upon learning obtained whilst delivering grant activity during 2023/24 to 2024/25.

3.2 Details of how the UKSPF Flagship Community Grants Programme will be delivered will be presented to Corporate Policy & Resources Committee in February 2023 as part of approving UKSPF Business Cases. This will establish the approach and governance of delivering the community grants programme.

3.3 This report proposes the following financial resources are approved to deliver approved grant activity aligned to the UKSPF Flagship Community Grants Programme:

Councillor Initiative Fund
£144,000 from 1 April 2023 to 31 March 2027 (4 years)
£4,000 per Councillor for 2023 to 2027

Flagship Community Grant Programme – Year 3 (25/26) and 4 (26/27)
£200,000 from 1 April 2025 to 31 March 2027
To provide continued grant funding beyond current UKSPF

3.4 The Councillor Initiative Fund will launch again in June 2023 after the May 2023 elections.

3.5 The provision of a community grants programme spanning 4 years will play a direct role in meeting our current and any future corporate plan objectives by:

- Supporting community and volunteer led activity
- Delivering projects that benefit the environment, health & wellbeing, connectivity and other impacting factors on our residents
- Supporting vulnerable and at-risk individuals and organisations
- Maintaining and enhancing community facilities and assets including heritage, green spaces and recreational facilities
- Securing match funding into West Lindsey
- Supporting community organisations and the wider voluntary and community sector to be effective and sustainable

4 Financial Profile

4.1 The following details the financial profile of the planned UKSPF Flagship Community Grants Programme with the additional recommendations in this report:

	23/24 to 24/25	25/26 to 26/27	TOTAL
UKSPF	£525k	£0	£525k
REPF	£477k	£0	£477k
Councillor Initiative Fund	£144k		£144k
Community Grant Programme Year 3 and 4	£0	£200k	£200k
		TOTAL:	£1,467k

- **UKSPF – UK Shared Prosperity Fund**
- **REPF – Rural England Prosperity Fund**
- These grants must be spent within 2 years (23/24 & 24/25). Any remaining council funds at year end 2024/25 to be carried forward, which will reduce the requirement from GFB in 2025/26.

4.2 The total budget requirement of £344k over 4 years to be met from General Fund Balances. This reduces the current forecast balance at the end of 2026/27 to £3.582m which is £1.082m above the minimum revenue balance of £2.5m.

5 Recommendations

5.1 Committee accept the recommendation from Prosperous Communities Committee to approve £144k for the delivery of the Councillor Initiative Fund from 1 April 2023 to 31 March 2027.

5.2 Committee accept the recommendation from Prosperous Communities Committee to approve £200k for the continued delivery of the Flagship Community Grants Programme from 1 April 2025 to 31 March 2027.

Corporate Policy & Resources	
Thursday, 9 February 2023	

Subject: Safeguarding Policy and Procedures 2023-2024

Report by:	Assistant Director Homes and Communities
Contact Officer:	Grant White Communities Manager grant.white@west-lindsey.gov.uk
Purpose / Summary:	To approve the updated Safeguarding Policy and Procedures.

RECOMMENDATION(S):

1. Committee approve the updated Safeguarding Policy and Procedures.

2. Committee delegate to the Director Planning, Regeneration and Communities to make minor amendments to the policy in consultation with the Chair of the committee.

IMPLICATIONS

Legal:

By maintaining appropriate Safeguarding Policy and Procedures, the council ensures that any legal requirements and duties are being met including:

- Care Act 2014
- Children Act 2004
- Counter-Terrorism and Security Act 2015

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

Financial : FIN/143/23/SL

There are no financial implications arising from this report.

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

Staffing :

All staff will be briefing on this policy and attend appropriate mandatory training.

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

Equality and Diversity including Human Rights :

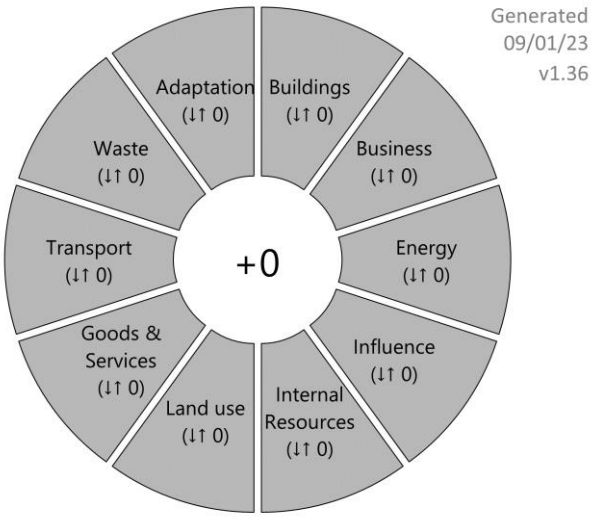
This policy directly supports the Council's safeguarding responsibilities.

Data Protection Implications :

Confidentiality, data protection, consent and appropriate information sharing agreements are key elements within the policy.

Climate Related Risks and Opportunities :

There are no specific climate related risks or opportunities in relation to this report.



West Lindsey District Council will be net zero by 2050 (26 years and 11 months away).

Section 17 Crime and Disorder Considerations :

This policy ensures the Council has appropriate procedures on safeguarding to support incidents, reports and situations that have an element of criminality. This directly supports the Council's ability to have due regard to preventing crime.

Health Implications:

Safeguarding responsibilities support the protection of people's health, wellbeing and lives. This policy and procedures ensures the Council takes appropriate actions in relation to safeguarding that will have a direct impact on keeping people safe and promoting their own health and wellbeing.

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

None

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**	**x**

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**	**x**	**No**	

1 Key Policy Changes

1.1 Key policy changes in this updated Safeguarding Policy and Procedures can be summarised as:

- Roles, responsibilities and reporting arrangements updated
- Updated guidance on domestic abuse to reflect the implementation of the Domestic Abuse Act 2021
- Updated to reflect multi-agency working practices
- Updated internal reporting and monitoring process
- Refreshed and updated web links
- Sectioned the policy for ease of navigation and to enable clear updates in the future

2 Introduction

2.1 Safeguarding covers a range of legal duties and responsibilities to protect people's health, wellbeing and human rights, to prevent problems from escalating and enabling households and individuals to live free from harm, abuse and neglect.

2.2 To safeguard residents, District Councils work collaboratively with other statutory services including Lincolnshire Police, Adult Social Care and Children's Services. The way agencies work together is shaped through countywide strategic partnerships including:

- Lincolnshire Safeguarding Children's Partnership (LSCP)
- Lincolnshire Safeguarding Adults Board (LSAB)
- Safer Lincolnshire Partnership
- Domestic Abuse Strategic Partnership
- Lincolnshire Prevent Steering Group

2.3 The Council has statutory duties to undertake in relation to safeguarding and to promote the wellbeing of individuals and communities.

3 Safeguarding Policy and Procedures

3.1 The Safeguarding Policy and Procedures supports the Council to protect those who need safeguarding by providing a reference point and guidance for staff, elected members, volunteers and commissioned services acting on behalf of the Council. This document seeks to provide practical guidance to ensure the Council undertakes its duties and promotes the wellbeing of residents and communities.

3.2 Safeguarding responsibilities are broadly consistent across the different areas of protecting vulnerable people. This includes:

- Having effective policy and procedures in place with clear roles and responsibilities

- Recognising abuse or knowing how to recognise concerns
- Training and safely recruiting a capable workforce
- Reporting concerns to partner agencies
- Working closely with partners such as social care services, health agencies, Lincolnshire Police and other local authorities
- Responding to allegations
- Undertaking and participating in regular audit and scrutiny for continuous improvement

3.3 This report provides an updated version of existing policies and procedures to fulfil statutory duties and demonstrate safeguarding competence and compliance following a full review.

3.4 Officers have worked with colleagues from all other Lincolnshire District Councils with an agreement to maintain a unified approach to the Safeguarding Policy and Procedures.

3.5 The key policy changes in the document can be summarised:

- Roles, responsibilities and reporting arrangements updated
- Updated guidance on domestic abuse to reflect the implementation of the Domestic Abuse Act 2021
- Updated to reflect multi-agency working practices
- Updated internal reporting and monitoring process
- Refreshed and updated web links
- Sectioned the policy for ease of navigation and to enable clear updates in the future

3.6 There are direct links and interdependencies with other policies including complaints, recruitment and selection and whistleblowing.

3.7 A programme of safeguarding training will continue to be offered to staff and elected members to raise awareness of the policy.

3.8 The updated policy is included with this report as an appendix. Please see **Section 4** below for a full list of appendix documents.

4 Benefits and Corporate Plan

4.1 Safeguarding is a statutory duty for the Council. The adoption of the revised policy and procedures ensures the Council fulfils statutory responsibilities and demonstrates safeguarding competence and compliance.

4.2 The policy upholds the Council's position in taking all aspects of safeguarding seriously and provides a clear, consistent framework to do so.

4.3 The policy enables us to demonstrate compliance with safeguarding duties and the commitment to protecting and supporting vulnerable people.

4.4 The policy and procedures will directly impact on our ability to achieve strategic aims within the Council's Corporate Plan 2019-2023. In particular these include:

Focus	Strategic Aim
Health & Wellbeing	To reduce health inequalities and promote wellbeing across the district through the promotion of healthy lifestyles
Vulnerable Groups & Communities	To create strong and self-reliant communities and promote positive life choices for disadvantaged residents
Public Safety & Environment	To create a safer, cleaner district in which to live, work and socialise
Customer	To put the customer at the centre of everything we do
Staff & Members	To maintain our position as a well-managed and well-governed Council

5 Appendices to this report

5.1 The updated version of the Safeguarding Policy and Procedures is included in this report as an appendix. The policy itself has appendices which are included as appendix documents to this report.

Appendix Number	Title
APPENDIX 1	Safeguarding Policy and Procedures 2023-2024
APPENDIX 2	Part A: Safeguarding Children and Young People
APPENDIX 3	Part B: Safeguarding Adults at Risk
APPENDIX 4	Part C: Domestic Abuse
APPENDIX 5	Part D: Stalking
APPENDIX 6	Part E: Hate Crime and Mate Crime
APPENDIX 7	Part F: Modern Slavery and Human Trafficking
APPENDIX 8	Part G: County Lines and Cuckooing
APPENDIX 9	Part H: Preventing Violent Extremism

6 Policy Review

6.1 A full review of the Safeguarding Policy and Procedures shall be conducted every 3 years. A full review shall be completed sooner if significant changes to the policy are required.

6.2 An annual review of the Safeguarding Policy and Procedures shall be conducted by officers to ensure content and legislation accuracy.

7. Recommendations

7.1 Committee approve the updated Safeguarding Policy and Procedures.

7.2 Committee delegate to the Director Planning, Regeneration and Communities to make minor amendments to the policy in conjunction with the Chair of the committee.

SAFEGUARDING POLICY AND PROCEDURES

2023-2024

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Version 1.0 I February 2023

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
1.0	Introduction of updated policy following full review	Grant White	CP&R Committee	09/02/2023

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PART C – Domestic Abuse

PART D – Stalking

PART E – Hate Crime and Mate Crime

PART F – Modern Slavery and Human Trafficking

PART G – County Lines and Cuckooing

PART H – Preventing Violent Extremism

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1. Introduction

1.1 Safeguarding encompasses a range of legal duties and responsibilities designed to protect people's health, wellbeing, and human rights, and support them in preventing problems from escalating and enabling them to live free from harm, abuse, and neglect.

1.2 The Council has a range of statutory duties to carry out in relation to safeguarding and promoting the wellbeing of individuals and communities. This policy has been written to support the Council in protecting those who need safeguarding by providing a reference point and guidance for staff, elected members, volunteers, key contractors, consultants and directly commissioned providers acting on behalf of the Council. It seeks to provide practical guidance to ensure that the Council plays its full part in safeguarding and promoting the wellbeing of its individuals and communities at all times.

1.3 Safeguarding involves a number of key agencies including; Children's Services, Adult Social Care, Health Agencies and Criminal Justice Agencies. Our duties do not extend to areas which would be considered the responsibility of our partners, but there are duties to cooperate and to have effective processes in place with regard to collaboration.

1.4 A consistent and effective approach is needed across the Council to ensure that statutory responsibilities are met, to protect the community, and protect the reputation of the Council. Safeguarding responsibilities of the Council include:

- Having effective safeguarding policies and procedures in place;
- Recognising signs of abuse or safeguarding concerns;
- Effective training of staff, safe recruitment and capable workforce
- Referring concerns to partner agencies;
- Working closely with partners such as the police, social care, health agencies, probation and other local authorities;
- Undertaking and participating in regular audit and scrutiny for assurances.

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2. Overview and Policy Commitment

2.1 This Policy aims to protect: children, young people and adults who need safeguarding, including employees, volunteers, apprentices and students; those who use our services or are cared for by others who use our services; and those with whom our staff, elected members, volunteers, key contractors and directly commissioned providers acting on behalf of the Council have contact.

2.2 It aims to:

- Ensure that the Council plays its full role in safeguarding and promoting the health, welfare and wellbeing of children, young people, and adults at risk, at all times;
- Raise awareness of the duty of care and responsibilities relating to safeguarding throughout the Council;
- Ensure a person-centred approach which puts people's own needs and wishes first, hears their voice, respects their views, and upholds their human rights;
- Achieve the best possible outcomes for all individuals, including enabling all children and young people to 'Stay Safe, Be Healthy, Enjoy and Achieve, make a Positive Contribution and Achieve Economic Wellbeing' (Children Act 2004);
- Secure stable relationships with professionals built on trust, with consistent support to meet their individual needs and with all decisions taken in line with the Mental Capacity Act (MCA) 2005;
- Ensure that everyone involved gets the support they need before a problem escalates;
- Provide a proportionate, timely, supportive, informed, and professional response to anyone experiencing abuse or neglect;
- Actively encourage good practice amongst staff and promote wider awareness where possible (for example partner organisations, service user groups and community);
- Create a safe and healthy environment within all of our services, avoiding situations where abuse or allegations of abuse may occur;
- Ensure that we safely recruit, train, supervise and support staff, elected members and volunteers appropriately and in accordance with Disclosure and Barring Service (DBS) guidance.

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3. Roles and Responsibilities

3.1 **Safeguarding is everyone's business**. This policy provides guidance for anyone working on behalf of the Council who may come into contact with children, young people, vulnerable adults, and their families. This policy affects every Council staff member, elected member, volunteer and anyone working on behalf of and / or representing the Council.

3.2 All individuals to whom this policy and procedures apply must know where and how to access it, have a clear understanding of how, why and who to contact with their concerns and complete appropriate training in order to fulfil their responsibility in being able to identify and respond to wellbeing concerns, abuse or alleged abuse and poor practice. All officers who visit people's homes must be particularly alert to signs of abuse or neglect. All officers must always report and respond to concerns, doing so swiftly to ensure the safety and wellbeing of anyone at risk or suspected of being at risk. All employees should discuss concerns with the appropriate person or organisation as set out throughout this policy and its associated procedures.

3.3 It is the responsibility of those who have a role in engaging services to ensure that volunteers, key contractors, consultants and directly commissioned providers acting on behalf of the Council meet these requirements.

3.4 If anyone subject to this policy finds, for whatever reason, they do not believe that they can fully comply with all requirements they must notify the Designated Safeguarding Officer or Deputy Designated Safeguarding Officer immediately:

- **Designated Safeguarding Officer**
  Grant White (Communities Manager)
  E-mail: grant.white@west-lindsey.gov.uk
  Telephone: 01427 675145

- **Deputy Safeguarding Officer**
  Emma Waters (Safeguarding Co-ordinator)
  E-mail: emma.waters@west-lindsey.gov.uk
  Telephone: 01427 675184

3.5 Whilst safeguarding is everyone's business, the Council has named officers who take specific responsibility for:

- Supporting staff to report concerns;
- Developing and reviewing policies and procedures;
- Working in partnership with other organisations to develop best practice and shared learning;
- Providing, coordinating, and monitoring training for staff and elected members;
- Providing training to all new staff and elected members as part of the council's induction process;
- Ensuring engagement and compliance with audit frameworks;
- Implementing audit recommendations and changes to legislation;
- Engaging in serious case reviews and domestic homicide reviews;

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- Hosting a corporate safeguarding group that is represented by all service areas.

3.6 The Councils corporate safeguarding roles and responsibilities are set out below:

Corporate Safeguarding Role	Overview of Responsibilities	Corporate Lead Officer(s)
Designated Safeguarding Officer (DSO)	The Designated Safeguarding Officer has overall responsibility for safeguarding and will: • Represent the council on safeguarding matters at an external and strategic level and have overall responsibility for ensuring the council is meeting its safeguarding requirements; • Represent the council in the instance of any serious case review or domestic homicide review; • Be the council spokesperson in the event of any public / media enquiries; • Review the safeguarding policy and procedures; • Maintain communication channels with outside agencies, including attending meetings.	Grant White (Communities Manager)
Deputy Designated Safeguarding Officer	Deputy Designated Safeguarding Officers will: • Deputise for the Designated Safeguarding Officer as required; • Advise staff on responding to and referring safeguarding concerns; • Ensure that all cases are collated, recorded, reported, and reviewed, and all requests for information are responded to within the required timescales to support case reviews, inspections, etc.	Emma Waters (Safeguarding Co-ordinator)
Safer Recruitment	Employers need to identify candidates who may be unsuitable for certain jobs, especially work that involves vulnerable groups including children. Human Resources will: • Ensure that the Council makes safe recruitment decisions in line with the requirements of the Disclosure and Barring Service (DBS); • Ensure that the Council's DBS policy is up to date and reviewed in line with any legislative changes; • Support safeguarding leads to identify posts that need DBS clearance;	Service Managers and Human Resources

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	• Undertake DBS checks for all identified posts; • Advise management of strategic risks relating to people; • Maintain records to demonstrate current compliance of DBS for identified posts.	
Service Managers and Line Managers	Service Managers and Line Managers are responsible for increasing safeguarding awareness in their services. Dealing with abuse and neglect can be stressful and distressing and staff can be left feeling concerned about a situation or case they have experienced. Service Managers and Line Managers will: • Support and supervise staff appropriately; • Ensure that their team members complete all relevant training requirements; • Disseminate safeguarding information to teams, supported by the corporate safeguarding group; • Respond promptly to requests for information regarding specific cases and maintain clear communication with the Designated Safeguarding Officer, and good working relationships with other agencies to address any difficulties between front line staff; • Support the review of this policy and its procedures where required; • Ensure that all concerns and cases are logged via the Council's safeguarding log (either reporting a concern or notifying the Designated Safeguarding Officer of assessments and action taken).	
Senior Leadership Team	Responsibility for Safeguarding in West Lindsey District Council.	Di Krochmal (Assistant Director Homes & Communities) Ian Knowles (Chief Executive)

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4. Training and Development

4.1 It is essential that everyone to whom this safeguarding policy applies is able to recognise and respond to possible safeguarding risks and concerns across all relevant policy areas. The level of training and knowledge required by each person is determined by their role and their level of contact with vulnerable customers – all roles within the organisation will be categorised using the requirements of the National Competencies Framework (NCF) for Children and Adults.

4.2 All training is delivered either face to face, via workshops or via e-learning modules which are either delivered in partnership with, or endorsed by the respective safeguarding, domestic abuse, prevent boards and strategic groups. **Safeguarding training is mandatory.** Training is completed on a six-year rolling programme. This follows the Lincolnshire Safeguarding Adult Board 6 Year Safeguarding Adult Training Pathway and the Lincolnshire Safeguarding Children Partnership 6 Year Safeguarding Children Training Pathway. E-Learning modules are reviewed and updated quite regularly as courses must be updated to meet the changing needs. The e-learning modules can be accessed through the joint LSCP and LSAB online learning website.

https://safeguardinglincolnshire.vc-enable.co.uk/

4.3 The table below outlines the training groups. If you are unsure which level of training is relevant to your role or if you have any questions, please contact the Designated Safeguarding Officer for advice or email: safeguarding@west-lindsey.gov.uk.

Training Group	Definition for Grouping	Who is this?
1	Those with infrequent contact with children, young people and vulnerable adults who may become aware of possible abuse, neglect, or maltreatment.	**All** staff, volunteers, general contractors, consultants
2	Those with regular contact or periods of intense but irregular contact with children, young people, and vulnerable adults who may be in a position to identify concerns regarding abuse, neglect, or maltreatment.	Key contractors, housing, homelessness, public protection, community safety, communities, leisure and culture and staff involved in home visits
3	Operational Managers at all levels. Senior managers responsible for strategic management of services. Those with oversight of systems, policies, and procedures in their department.	Service managers, senior officers, management team
4	Designated lead professionals in TAC, child protection, MAPPA, and MARAC work. Those responsible for ensuring their organisation is at all levels fully committed to safeguarding and have appropriate systems and resources in place.	Named staff in housing, and community safety, safeguarding, designated safeguarding officer, deputy designated safeguarding officer, Assistant Director Homes & Communities

5	Staff without IT access - All staff without IT will be trained through briefings	Waste Crews

4.4 **Elected Members**. All elected members will be offered safeguarding training when they are elected, as part of the induction process. They will also be required to complete the e-learning induction module 'Introduction to Safeguarding Everyone in Lincolnshire' during their first year in office. Elected Members will be offered opportunities to increase their safeguarding awareness through e-learning modules and thematic training and briefings.

4.5 **Staff without IT access**. All staff without IT access will need to attend safeguarding briefing sessions. The briefing will cover general safeguarding principles, personal responsibilities and who to contact with any concerns. These may be delivered face to face, or virtually.

5. Supervision and Appraisal

5.1 People work best when they are well informed, trained and supported. Supervision should improve the quality of practice, support the development of integrated working and ensure continuing professional development. Effective supervision involves regular face-to-face discussion with skilled managers, including reflective practice, to enable staff to work confidently and competently with difficult and sensitive situations.

5.2 This includes:

- Ensuring that service users and their carers receive a quality service;
- Enabling understanding and implementation of policies and procedures;
- Supporting staff to be clear about their responsibilities and accountabilities;
- Giving staff opportunities to reflect on, analyse and evaluate practice;
- Giving staff opportunities to discuss best practice and safeguarding concerns;
- Providing personal support when dealing with difficult cases.

5.3 Staff leading on Team Around the Child (TAC) cases, MARAC, dealing directly with complex or distressing cases, involved in case reviews or court cases, etc will need and should receive appropriate support from their manager, the Designated Safeguarding Officer or their Deputy. This may include regular and ad hoc de-briefs, and opportunities to seek external support for their wellbeing if required. Appraisals should always include discussion of the safeguarding responsibilities of the role and training and development needs.

5.4 To support personal development and professional competence, managers can identify good practice through:

- Direct observation of the activity or service;
- Undertaking case file audits, where appropriate;
- Reviewing service user's feedback on the activities or services;

5.5 Team Meetings should also include regular agenda items to share safeguarding information, concerns and best practice.

6. Reporting Concerns and Record Keeping

6.1 **If you feel that a child, young person, or vulnerable adult is at immediate risk of significant harm, then call Lincolnshire Police on 999. If, however you think they are at risk but that risk is not immediate, you must take appropriate action, calling 101 if you think a crime has been committed, and by reporting the matter to the LCC Customer Services Centre (CSC) on 01522 782111 for children, 01522 782155 for adults, or emergency out of hours 01522 782333.**

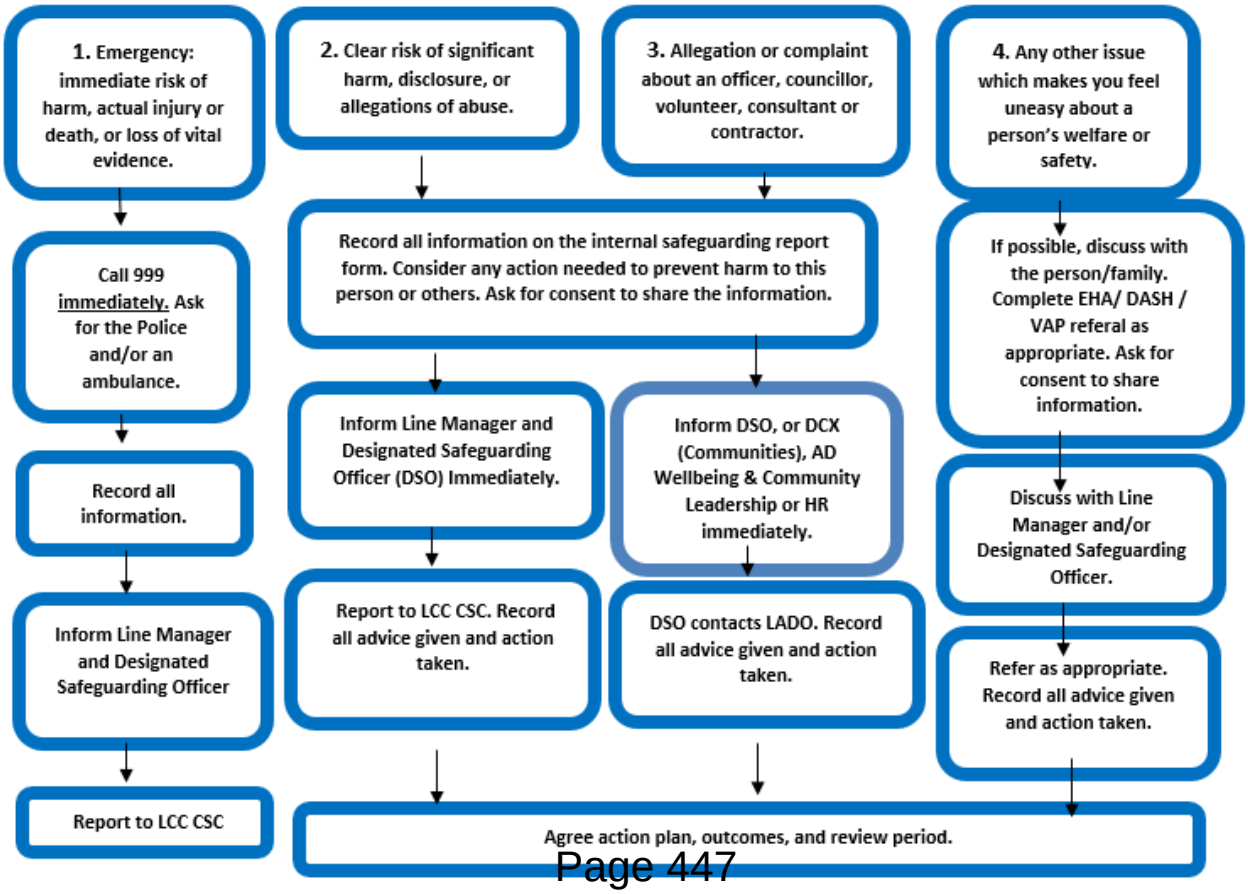
6.2 In all cases you should report the incident to the Designated Safeguarding Officer through the **Internal Safeguarding Report Form** available on the Minerva homepage.

6.3 For staff without IT access, please speak to your supervisor/line manager to report a concern.

6.4 Customer facing, front line services are most likely to come across safeguarding concerns in their day to day roles and will have an enhanced level of awareness. These staff groups/services will be more experienced in engaging with external agencies to report safeguarding concerns – as referrals or through multi-agency case management procedures such as Early Help, ASBRAC, VAP, MARAC. If you are aware that a case is already open and external services are aware of the child, family or vulnerable adult you can contact the relevant officer through LCC Customer Services Centre.

6.5 If you need advice on the most appropriate course of action, please speak with your line manager, Designated Safeguarding Officer or Deputy Safeguarding Officer.

6.6 **Safeguarding Incident Flowchart:**



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6.7 Records must always be made with great care. They will almost always be open to inspection by others, including those about whom they are made; they may be required as evidence in case reviews of legal proceedings. Good records are factual, accurate, legible, comprehensive and made as soon after the incident as possible. They include direct evidence, such as the words used by individuals themselves, and specific information, such as the exact location of an injury (e.g. bruising 'on the left lower forearm just above the wrist', rather than 'on the arm'). Diagrams which explain family relationships, layouts of locations, or locations of injuries are helpful.

6.8 When making records, do not:

- Make value judgements about those involved;
- Criticise those involved for their behaviours, attitudes, beliefs or actions;
- Use jargon, slang, derogatory or negative language about victims or perpetrators;
- Use abbreviations which are not explained;
- Speculate or make assumptions about someone's explanations or actions;
- Speculating makes assumptions; professional curiosity teases out concerns and prevents assumptions being made.

6.9 Always record:

- The date and time of the incident;
- The person's name, address and date of birth;
- The nature of the allegation or incident and, if possible, the name, address, date of birth or any others involved, including the employer of anyone alleged to have caused the harm;
- Factual observations: visible injuries, the person's behaviour / physical / emotional state, etc;
- Exactly what they said, using their own words, and exactly what you said;
- Their consent to share the information;
- All actions you took: who you spoke to and all resulting actions so far. Include names, addresses and telephone numbers wherever possible;
- Sign and date your record and store the information securely.

6.10 Consider whether a person needs adding to the Council's Complex, Difficult and Dangerous Situations list. If you feel that staff, councillors, volunteers, contractors or consultants may be at risk of harm from the person, seek advice from the Designated Safeguarding Officer or the Deputy Safeguarding Officer.

6.11 Where there is a case file for the person, your record should be stored on their file. For every safeguarding incident, email a brief anonymised summary of the issue and all action taken to the Safeguarding Officer. Staff without IT access should telephone the Safeguarding Officer.

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7. Confidentiality and Information Sharing

7.1 Every effort should be made to ensure that confidentiality is maintained for all concerned. Information should be handled and disseminated on a need to know basis only. It is extremely important that allegations or concerns are not discussed, as any breach of confidentiality could be damaging to the child, young person, or vulnerable adult, to their family and any child protection, adult safeguarding or police investigations that may follow.

7.2 Informing the parents of a child or young person you have concerns about needs to be dealt with in a sensitive way and should be done in consultation with children's services / police. Any individual under suspicion has the right to be notified about the cause for concern. It is important that the timing of this does not prejudice any investigation.

7.3 Recorded information (both paper and electronic) should be stored in a secure place, with access limited to officers named within the corporate safeguarding structure, in line with data protection laws.

7.4 If enquiries arise from the public (including parents) or any branch of the media, it is vital that staff, elected members, volunteers and anyone working for or on behalf of the Council are briefed as required so that they do not make any comments regarding the situation. The Designated Safeguarding Officer will be the designated spokesperson in the event of any public / media enquiries. In the absence of the Designated Safeguarding Officer, the query should be escalated to the Assistant Director Homes and Communities.

7.5 **Information Sharing:** The Council is signed up to the Safer Lincolnshire Partnership Information Sharing Agreement, allowing full sharing of information between signatories, with the constraints of the GDPR. The Council is also signed up to specific information sharing agreements referring to Multi-Agency Risk Assessment Conference (MARAC), Anti-Social Behaviour Risk Assessment Conference (ASBRAC), Sentinel and Assisting Rehabilitation through Collaboration (ARC, previously IOM). These agreements are updated annually.

7.6 As partnership approaches develop, amended or create new case management forums or referral processes, information sharing will be considered.

7.7 **The Seven Golden Rules of Information Sharing:**

1. Remember that the General Data Protection Regulation (GDPR), Data Protection Act 2018 and human rights law are not barriers to justified information sharing but provide a framework to ensure that personal information about living individuals is shared appropriately.

2. Be open and honest with the individual (and/or their family where appropriate) from the outset about why, what, how and with whom information will, or could be shared, and seek their agreement, unless it is unsafe or inappropriate to do so.

3. Seek advice from other practitioners, or your information governance lead, if you are in any doubt about sharing the information concerned, without disclosing the identity of the individual where possible.

4. Where possible, share information with consent, and where possible, respect the wishes of those who do not consent to having their information shared. Under the GDPR and Data Protection Act 2018 you may share information without consent if, in your judgement, there is a lawful basis to do so, such as where safety may be at risk. You will need to base your judgement on the facts of the case. When you are sharing or requesting personal information from someone, be clear of the basis upon which you are doing so. Where you do not have consent, be mindful that an individual might not expect information to be shared.

5. Consider safety and well-being: base your information sharing decisions on considerations of the safety and well-being of the individual and others who may be affected by their actions.

6. Necessary, proportionate, relevant, adequate, accurate, timely and secure: ensure that the information you share is necessary for the purpose for which you are sharing it, is shared only with those individuals who need to have it, is accurate and up-to-date, is shared in a timely fashion, and is shared securely (see principles).

7. Keep a record of your decision and the reasons for it – whether it is to share information or not. If you decide to share, then record what you have shared, with whom and for what purpose.

8. Curiosity and Uncertainty

8.1 **Professional Curiosity** has been a recurring theme in Serious Case Reviews (SCR) across Lincolnshire. Professional curiosity is about having the capacity and communication skills to explore and understand what is happening with an individual or family. It is about enquiring more deeply and using proactive questioning and challenge. It is about challenging your own responsibility and knowing when to act rather than making assumptions or taking things at face value.

8.2 **Respectful Uncertainty** is about considering and where necessary challenging responses, looking beneath the surface and testing the facts and ‘gut feelings’ rather than accepting an explanation, however plausible.

9. Inter-agency Disputes and Escalation Policies

9.1 When working in the arena of safeguarding, it is inevitable that at times there will be professional disagreement. Whilst this is accepted, it is vital that such differences do not affect the outcomes for children, young people and vulnerable adults or detract from ensuring that they are safeguarded.

9.2 Disagreements could arise in a number of areas of multi-agency working as well as within single agency working, but are most likely to arise in relation to:

- Criteria for referrals;
- Outcomes of assessments;
- Roles and responsibilities of workers;
- Service provision;
- Information sharing and communication.

9.3 Having an Escalation Policy became a statutory requirement following a number of Serious Case Reviews.

9.4 If you are concerned or unhappy with the decisions or action/lack of action of another agency when referring a case or securing their involvement in supporting an individual, issues can be escalated through the Designated Safeguarding Officer or their Deputy, as they are required to challenge the managers within that partner agency by using the escalation policies set out by the LSCP or LSAB or other overarching body. The LSCP escalation policy can be found here.

9.5 **If you feel that you need to use this process, please speak to the Designated Safeguarding Officer before making a referral.**

10. Whistle Blowing

10.1 All staff, elected members, volunteers, key contractors and directly commissioned providers acting on behalf of the Council should use the Council's Whistleblowing Policy if they are concerned about how a safeguarding issue has been dealt with. The Council is part of a whistle blowing partnership: information is available through a confidential freephone number 0800 0853716 or e-mail: whistleblowing@lincolnshire.gov.uk

10.2 The Council will always adhere to the procedures set out by the LSCP, LSAB or other overarching body in such events. In addition, the NSPCC Whistleblowing Advice Line offers free advice and support to professionals with concerns about how child protection issues are being handled in their own or another organisation. They can be contacted on 0800 028 0285 or by emailing help@nspcc.org.uk

11. Audit and Quality Assurance

11.1 As a statutory agency, District Councils are subject to a number of internal and external audits and quality assurance mechanisms to ensure compliance and effective practices in each of the areas covered by this policy and associated procedures. All audit recommendations will be integrated into the corporate safeguarding action plan. Regular reports will be made to the Corporate Management Team and Elected Members as required.

11.2 An annual report will be provided to Governance and Audit Committee to provide assurance that the Council continues to be vigilant on safeguarding matters, fulfilling its legal duties.

11.3 Ideas for improvement on response to safeguarding in any way, from changing the way we communicate through to adapting working practices, are always welcome. Feedback will always be taken on board and where we can make changes or improvements, we will do so. Initial suggestions can be emailed to safeguarding@west-lindsey.gov.uk for further discussion.

12. Safer Recruitment

12.1 It is the duty of employers to identify candidates who may be unsuitable for certain jobs, especially jobs that involve working with vulnerable groups such as children. The Human Resources team offers advice and support to the Council to enable relevant officers to make safer recruitment decisions in line with the requirements of the Disclosure and Barring Service (DBS). Council officers are responsible for the recruitment and management of staff within their service areas, but the Human Resources service provides support, guidance, and direction in terms of good practice and best approach.

13. Monitoring and Review

13.1 This Policy and its Procedures will be fully reviewed every three years and signed off by Corporate Policy & Resources Committee. The Policy will also be reviewed on an annual basis and updated where appropriate. If a weakness is identified in procedures or if national guidelines change between reviews, the policy will be reviewed and revised by the Designated Safeguarding Officer and signed off by the Assistant Director Homes and Communities under delegated authority in consultation with the Chair of Corporate Policy & Resources Committee.

13.2 Changes to the policy or procedures will be communicated via management team and communication emails, with details placed on the intranet. Service Managers are responsible for ensuring the timely and accurate dissemination of information to their teams, supported by the corporate safeguarding group.

13.3 All policy revisions will be dated and recorded at the beginning of this document under Version Control.

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APPENDIX 1 – External Links and Information

Safeguarding is complex and wide ranging. Given the breadth of importance of the areas contained within this policy, it cannot and must not be read and taken in isolation. Links to important external procedures and processes are included throughout the document and must be followed. The principle external links are:

Lincolnshire Safeguarding Children Partnership (LSCP) Multi Agency Policy & Procedures	https://www.lincolnshire.gov.uk/safeguarding/lscp
Lincolnshire Safeguarding Adults Board (LSAB) Multi Agency Policy and Procedures	https://www.lincolnshire.gov.uk/safeguarding/lsab
Lincolnshire Multi Agency Domestic Abuse Guidance	www.domesticabuselincolnshire.com
Lincolnshire Prevent / Channel Process	https://www.lincs.police.uk/reporting-advice/terrorism/preventing-extremism/
Hate Crime Information and Guidance	http://www.stophateuk.org https://beta.lincs.police.uk/advice/advice-and-information/hco/hate-crime/
Modern Slavery and National Referral Mechanism	https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales
Human Trafficking	https://www.gov.uk/government/publications/victims-of-human-trafficking
Online Training - Enable	https://safeguardinglincolnshire.vc-enable.co.uk/Login/Login
Disclosure and Barring Service	https://www.gov.uk/government/organisations/disclosure-and-barring-service

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APPENDIX 2 – Glossary of Terms

Anti-Social Behaviour	ASB	Behaviour causing or likely to cause harassment, alarm, and distress.
Anti-Social Behaviour Risk Assessment Conference	ASBRAC	Multi-agency risk assessment conference for victims of anti-social behaviour. Targeting high end ASB to protect the most vulnerable.
CHANNEL		Multi-agency approach to protect people at risk from radicalisation.
CONTEST		The Governments counter terrorism strategy.
Customer Service Centre	CSC	Lincolnshire County Council mechanism to make safeguarding referrals or raise safeguarding queries.
Domestic Abuse, Stalking & Harassment and Honour Based Violence risk assessment	DASH	Approved risk assessment tool used by professionals to identify risk of domestic abuse and to inform future safety planning and referrals to MARAC. http://www.dashriskchecklist.co.uk
Domestic Abuse Partnership	DAP	A formal partnership to meet the statutory duties within the Domestic Abuse Act 2021. The Lincolnshire Domestic Abuse Strategy sets out the key areas of action to tackle domestic abuse – relevant to all victims of domestic abuse. https://www.lincolnshire.gov.uk/crime-prevention/domestic-abuse
Disclosure and Barring Service	DBS	The DBS helps employers make safer recruitment decisions and prevent unsuitable people from working with vulnerable groups, including children.
Independent Domestic Violence Advisor	IDVA	IDVA's support high risk domestic abuse victims at a point of crisis, supporting them to plan appropriate safety management strategies.
Independent Sexual Violence Advisor	ISVA	Similar to the role of an IDVA but supporting victims of sexual violence to access support and safety planning.

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Lincolnshire Safeguarding Adults Board	LSAB	A statutory multi-agency partnership, comprising of a range of organisations that all have stakeholder interest in the safeguarding adult's agenda. https://www.lincolnshire.gov.uk/lsab
Lincolnshire Safeguarding Children Partnership	LSCP	A statutory multi-agency board made up of representatives from the Local Authority, Police, Health Service, Probation Trust, Youth Offending Service, the Voluntary Sector, and others. Soon to change from Board to Partnership. https://www.lincolnshire.gov.uk/safeguarding/lscp
Multi-Agency Risk Assessment Conference	MARAC	Multi-agency meetings where information about high risk domestic abuse victims (those at risk of murder or serious harm) is shared to develop a risk focussed, coordinated safety plan to support the victim.
Mental Capacity Act (2015)	MCA	The Mental Capacity Act 2005 covers people in England and Wales who cannot make some or all decisions for themselves. The ability to understand and make a decision when it needs to be made is called 'mental capacity'.
National Referral Mechanism	NRM	The National Referral Mechanism (NRM) is a framework for identifying and referring potential victims of modern slavery and ensuring they receive the appropriate support.
PREVENT		A key strand of the Government's counter-terrorism strategy. Its main objective is to stop people becoming terrorists or supporting violent extremism.
Safer Lincolnshire Partnership	SLP	A statutory multi-agency board focussed on reducing crime and promoting community safety in Lincolnshire. https://www.lincolnshire.gov.uk/safer-lincolnshire-partnership/
Vulnerable Adult Panel	VAP	A local multi-agency panel to identify and progress and support solutions for individuals with complex needs.

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PART A – Safeguarding Children and Young People

Safeguarding Policy and Procedures 2023-2024

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Version 1.0 I February 2023

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
1.0	Part A introduced with updated policy.	Grant White	CP&R Committee	09/02/2023

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1. Introduction

"Children who need help and protection deserve high quality and effective support as soon as a need is identified … Everyone who comes into contact with children and families has a role to play"

Working Together (2018)

1.1 This section applies to all situations within the council's operation, which could potentially involve children or young people. This ranges from children in council office receptions, attending our venues or projects to home visits where children or young people are present.

1.2 Although your work may not directly impact on or relate to children or young people, you have a duty to recognise and respond to child protection situations and concerns appropriately and you must be aware of this policy and its procedures.

1.3 Young people (under 18) may also be working within the Council's buildings or services; either as members of staff, or as part of apprenticeships or work experience schemes. All staff must remember that these individuals are children and, as such, are protected by this policy and associated procedures.

1.4 The Children Act (2004) places a duty on key statutory agencies to safeguard and promote the welfare of children. The Act embodies five principles that are key to wellbeing in children and young people:

- Being healthy;
- Staying safe;
- Enjoying and achieving;
- Making a positive contribution;
- Achieving economic wellbeing.

1.5 To assist us all in our duty of care of children and young people, this policy and its associated procedures reflect the principles and practices promoted in the most recent Government 'Working Together' guidance, which sets out key principles of safeguarding and promoting the welfare of children as:

- Protecting children from maltreatment;
- Preventing impairment of children's health or development;
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care;
- Taking action to enable all children to have the best outcomes.

1.6 **You should always exercise professional curiosity and respectful uncertainty, looking beneath the surface, testing the facts and also use your 'gut feelings' rather than accepting explanations, however plausible**.

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2. Understanding Safeguarding Thresholds

"No single practitioner can have a full picture of a child's needs and circumstances and, if children and families are to receive the right help at the right time, everyone who comes into contact with them has a role to play in identifying concerns, sharing information and taking prompt action"

Working Together (2018)

2.1 Children and family needs are constantly changing and at different times in their lives they will have differing levels of involvement from a range of services, from universal, targeted and specialist support services. It is important that professionals work together effectively to ensure that families experience smooth transition between services and that all services supporting the family remain focused on the needs of the child. It is also critical that all professionals remain aware of their responsibilities in relation to safeguarding and protecting children. The support and services available to children, young people and families are defined according to their needs at any given time and are set out in the diagram below:



Threshold	Overview	Details
Universal services	For children with no additional needs.	Available to all children, young people, and families, working with families to promote positive outcomes for everyone, by providing access to education, health services and other positive activities. It is important that all practitioners can identify where children and families would benefit from extra help at an early stage.
Targeted services	For children with additional needs.	Children, young people, and families who may need support either through a single service or through an integrated multi-agency response.

		There may be signs that without support a child may not achieve good outcomes and fulfil their potential. Targeted services can prevent escalation into specialist services and can assist with continuing lower level support once a higher-level intervention has been completed.
Specialist services	For children with multiple / complex needs	Families with individual or multiple complex needs or where a specific disability or condition is diagnosed.
Immediate Safeguarding	For immediate care/protection	To protect children and young people at immediate risk. Professionals have a duty to recognise and report safeguarding concerns.

3. Early Intervention – Early Help

"Early help means providing support as soon as a problem emerges, at any point in a child's life, from the foundation years through to the teenage years"

Working Together (2018)

3.1 Lincolnshire's Early Help Offer can be simply described as early intervention to ensure that children and families get the support they need before a problem escalates.

3.2 Early Help aims to identify the need for help for children and families as soon as problems start to emerge, or when there is a strong likelihood that problems will emerge in the future. The Early Help Offer is available at any point throughout childhood and adolescence. Early Help builds on what is working well and involves action planning for what needs to change and who will take what action, enabling everyone involved to own the solutions.

3.3 Other than when there is an immediate risk of serious harm, an Early Help assessment should be completed whenever there is a concern about a child by the person who has contact with them and their family, to identify specific actions with those involved and to determine whether the issue needs further escalation and referral to social care. Where possible, the assessment should be undertaken with the agreement of the child and their parents/carers. It should involve the child and family as well as all the professionals who are working with them. Full details of Lincolnshire's Early Help Offer can be found on Lincolnshire County Council's website. If you are unsure about making an Early Help Assessment, please speak to the Designated Safeguarding Officer or a Deputy Safeguarding Officer.

www.lincolnshire.gov.uk/keeping-children-safe/team-around-child

3.4 **Early Help Assessments are not an alternative to formal safeguarding referrals**.

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4. Recognising Abuse and Neglect

4.1 There are many ways in which children and young people can be harmed. A person may abuse or neglect a child or young person by inflicting harm, or by failing to act to prevent harm. Children and young people may be abused in a family, or in an institutional or community setting. Children and young people may be abused by someone known to them or, more rarely, by a stranger. Children and young people can be subjected to more than one form of abuse at any one time. Children and young people may also be perpetrators of abuse against other children or against adults. In such cases, they may still also require safeguarding themselves.

4.2 Sometimes a child 'fails to thrive' and they do not achieve the expected growth and development for their age. Although there may be a medical cause, most children who fail to thrive have no organic disorders. Failure to thrive often occurs on the overall context of emotional deprivation and neglect; the child not only fails to grow but fails to develop intellectually and emotionally.

4.3 Types of Abuse:

Types of Abuse
Physical Abuse: This can include, hitting, shaking, throwing, poisoning, burning, or scalding, drowning, suffocating or otherwise causing physical harm. Physical abuse, as well as being a result of a deliberate act, can also be caused through omission or failure to act to protect. Physical harm may also be caused when a parent or carer fabricates symptoms or deliberately causes ill health to a child, young person, or vulnerable adult.
Emotional Abuse: This is the persistent emotional maltreatment of a child, young person, or vulnerable adult such as to cause severe and persistent adverse effects on their emotional development. It may involve conveying to them that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. Emotional abuse may feature age or developmentally inappropriate expectations being imposed on children or young people. It may also involve causing children or young people to frequently feel frightened or in danger, or the exploitation or corruption of a child or young person. It can include the seeing or hearing of ill-treatment of others, for example through domestic abuse. It may also include the over-protection and limitation of exploration and learning or preventing the chid from participating in normal social interaction.
Sexual Abuse: This involves forcing or enticing a child, young person, or vulnerable adult to take part in sexual activities, whether they are aware of or consent to what is happening. The activities may involve physical contact, including penetrative acts such as prostitution, rape, buggery or oral sex or non-penetrative acts such as fondling.

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Sexual abuse may also include non-contact activities, such as involvement in looking at, or in the production of, indecent material or watching sexual activities or encouraging them to act in sexually inappropriate ways. Boys and girls can be sexually abused by males and/or females, by adults and/or by other young people. Child Sexual Exploitation (CSE) is a form of sexual abuse that is based on an ongoing exploitative relationship between perpetrator(s) and child/children.
Neglect: Neglect is the persistent failure to meet a child or young person's basic physical and/or psychological need, likely to result in the serious impairment of health or development. It may also include neglect of, or unresponsiveness to, a child or young person's basic emotional needs. Neglect may: • Involve a parent or carer failing to provide adequate food, clothing or shelter including exclusion from home or abandonment; • Involve failing to protect from physical and emotional harm or danger; • Occur during pregnancy as a result of maternal substance abuse or self-harm (please refer to the Lincolnshire Safeguarding Children Board pre-birth protocol for more information).

4.4 Recognising child abuse is not easy. It is not your responsibility to decide whether child abuse has taken place or if a child or young person is at significant risk. You do however have a responsibility to act if you have concerns and to pass on information. Many safeguarding concerns arise on a day to day basis, and often they will not develop into abuse or neglect. If you have any concerns or questions, please speak to the Designated Safeguarding Officer or Deputy Safeguarding Officer as soon as possible. The role of staff, elected members, volunteers and others working for or on behalf of the Council is to help identify concerns and pass them on to the relevant agency. It is the role of Children's Services, Adult Services and/or the Police to investigate allegations or concerns.

4.5 Every child and young person is unique and it is difficult to predict how their behaviour will change as a result of their experience of abuse. The table below outlines some physical signs and behavioural indicators that may be associated with a risk of abuse. It is important to remember that many children and young people will exhibit some of these signs and indicators at some time, but the presence of one or more should not be taken as proof that abuse is occurring. There may be other reasons for changes in behaviour, for example: bereavement, the birth of a new baby in the family, relationship problems between parents/carers.

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4.6 Indicators of Abuse:

Type of abuse	Physical Indicator	Behavioural Indicator
Physical	• Frequent or unexplained bruising, marks, or injury • Bruises which reflect hand marks or shapes of articles e.g. belts • Cigarette burns • Bite marks • Unexplained broken or fractured bones • Scalds • Female Genital Mutilation	• Fear of parent being contacted • Behavioural extremes – aggressive / angry outbursts or withdrawn • Fear of going home • Flinching when approached/touched • Depression • Keeping arms/legs covered • Reluctance to change clothes • Panics in response to pain • Reports injury caused by parents
Emotional	• Delays in physical development or progress • Sudden speech disorders • Failure to thrive • Bedwetting and/or diarrhoea • Frequent psychosomatic complaints, headaches, nausea, abdominal pains	• Mental or emotional development lags • Behaviours inappropriate for age • Fear of failure, overly high standards, reluctance to play • Fears consequences of actions, often leading to lying • Extreme withdrawal or aggressiveness, mood swings • Overly compliant, too well-mannered • Excessive neatness and cleanliness • Extreme attention-seeking behaviours • Poor peer relationships • Severe depression, may be suicidal • Runaway attempts • Violence is a subject for art/writing • Complains of social isolation • Forbidden contact with other children
Sexual	• Pain/itching in the genital area • Bruising/bleeding near genital area • Sexually transmitted disease	• Inappropriate sexual behaviour or knowledge for the child's age • Promiscuity • Sudden changes in behaviour • Running away from home

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	• Vaginal discharge/infection • Frequent unexplained abdominal pains • Discomfort when walking/sitting • Bed wetting • Excessive crying	• Emotional withdrawal through lack of trust in adults • Unexplained money or 'gifts' • Inappropriate sexually explicit drawings or stories • Bedwetting or soiling • Overeating or anorexia • Sleep disturbances • Secrets which cannot be told • Substance/drug misuse • Reports of assault
Neglect	• Constant hunger • Poor hygiene • Weight loss/underweight • Inappropriate dress • Consistent lack of supervision/abandonment • Unattended physical problems or medical needs	• Begging/stealing food • Truancy/late for school • Constantly tired/listless • Regularly alone/unsupervised • Poor relationship with care giver

4.7 All children, regardless of background, should be given the same level of support and protection. It is important to have an understanding and awareness that some children and young people are potentially more vulnerable and may have additional care needs. This could include children young people and vulnerable adults from families affected by domestic abuse, substance misuse and mental illness as well as those from ethnic minority backgrounds, migrant and travelling communities, those with a disability or learning difficulty, those living away from home, unaccompanied asylum-seeking children (UASC), children or young people in care or other temporary accommodation, as well as those who are in custody or have run away from home. Regard should always be given to a young person's religion or belief.

4.8 Additional guidance is available in the Policy and Procedures Manual of the Lincolnshire Safeguarding Children Partnership.

https://lincolnshirescb.proceduresonline.com/

5. Child Sexual Exploitation

5.1 The sexual exploitation of children and young people is both a child protection issue and a complex crime. Child Sexual Exploitation is based on an ongoing exploitative relationship between perpetrator(s) and child/children. A child or young person under the age of 18 is sexually exploited when they have received 'something' (e.g. food, accommodation, drugs, alcohol, gifts, money) in exchange for sex.

5.2 Sexually exploitative relationships are characterised by an imbalance of power and the use of controlling behaviours to keep the victim in a dependent position. A child or young person may not recognise the level of risk or harm that they are exposed to. It

is particularly important that professionals exercise judgment when assessing a child or young person's circumstances.

5.3 You should be aware of the following when considering the risks of a young person experiencing or being at risk of Child Sexual Exploitation:

- Boys and girls are equally vulnerable to being victims of child sexual exploitation;
- Coercers and perpetrators are usually adults, of either gender, in a position of power, but can be other children and young people;
- Young people may exchange or sell sex as a result of constrained choices such as poverty, isolation, and historic abuse;
- Parents/carers may be involved in the sexual exploitation of their children, or fail to prevent/protect them from it;
- Groups of children and young people and multiple perpetrators may be involved;
- No child under 13 years or with a learning disability will be assessed as Low Risk if their behaviours indicate involvement in CSE;
- Children and young people with additional needs up to and including those aged 24 years require special consideration;
- Disclosure of information may take time and evident risks may only emerge during on-going assessment, support, and interventions with the young person and/or their family.

5.4 **Grooming:** Child sexual exploitation usually involves a 'grooming' stage. Grooming describes the variety of methods that are used to manipulate and control victims including:

- The giving of gifts or presents;
- The giving of rewards – like mobile phone top-ups or games credits;
- False promises of love and/or affection;
- The supply of alcohol and/or drugs

5.5 It is very common for the grooming of children and young people to take place online. Children and young people can make themselves vulnerable though their online activities and abusers are quick to exploit this. Victims may have been persuaded or coerced into posting indecent images or performing sexual acts on webcam. Online grooming can also progress to meeting face to face.

5.6 The early stages of the grooming process can be an exciting time for a child or young person, particularly if they are given high status gifts or are taken to parties, pubs, or clubs that they would not normally get into.

5.7 Grooming is a way of developing an exclusive bond with the victim. Adolescents are particularly vulnerable to grooming where the abuser deceptively constructs a connection between sought after love or affection. As a result, the child or young person will believe that this person is actually their boyfriend or girlfriend – having no prior experience of sex or love against which to measure the relationship.

5.8 **Gang Activity:** Children and young people associating with or targeted by gang members are at particular risk of being sexually exploited and abused. All agencies

working with young people need to ensure that they work together to prevent young people being drawn into gangs, to support those who have been drawn into the margins of gangs and to protect those who are at immediate risk of harm from gangs.

5.9 **Impact of Sexual Exploitation on Children & Families:** As a result of the grooming process, children and young people will rarely recognise the coercive and abusive nature of the relationship they are involved in and will often prioritise their attachment or loyalty to the offender over their own safety.

5.10 Perpetrators of sexual exploitation are very skilled at driving a wedge between a child and their family and will also isolate them from their usual friends and support networks. Sexually exploited children also suffer physical, psychological, behavioural, and attitudinal changes, all of which present severe challenges to their parents and carers.

5.11 While there is some evidence that an unstable home life can increase the vulnerability of child sexual exploitation, the grooming process can bring chaos to a formerly 'stable' household. Further information about child sexual exploitation can be found online:

https://www.gov.uk/government/publications/child-sexual-exploitation-definition-and-guide-for-practitioners

6. Child Criminal Exploitation

6.1 While there is no legal definition of Child Criminal Exploitation (CCE), it is increasingly being recognised as a major factor behind crime in communities across the UK, while also simultaneously victimising vulnerable young people and leaving them at risk of harm.

6.2 CCE often occurs without the victim being aware that they are being exploited and involves young people being encouraged, cajoled, or threatened to carry out crime for the benefit of others. In return they are offered friendship or peer acceptance, but also cigarettes, drugs (especially cannabis), alcohol or even food and accommodation.

6.3 Children as young as 10 or 11 are being groomed to enter gangs and commit crime on behalf of older criminals. These young people are being exploited and, by being persuaded or lured into carrying out illegal activities, often with the promise of something they desire as a reward, they become incredibly vulnerable.

6.4 Victims of CCE are often fearful of getting into trouble themselves – for the very actions they have been exploited into carrying out – so it can also be difficult to get these young people to come forward and speak out about their situation.

6.5 Lincolnshire has Multi Agency Child Exploitation (MACE) arrangements which contribute to the delivery of the child exploitation strategic priority and outcome. Further information can be found online:

https://www.lincolnshire.gov.uk/safeguarding/lscp/8

6.6 More information on one of the main types of criminal exploitation can be found in PART G – County Lines and Cuckooing.

7. Contextual Safeguarding

7.1 Contextual Safeguarding is a new approach to safeguarding children and young people, which aims to understand and respond to young people's experiences of significant harm beyond their families. It recognises that the different relationships that young people form in their neighbourhoods, schools and online can feature violence and abuse. Parents and carers have little influence over these contexts, and young people's experiences of extra-familial abuse can undermine parent-child relationships.

7.2 Contextual Safeguarding aims to ensure that children's social care practitioners engage with individuals and sectors who do have influence over/within extra-familial contexts, and recognises that assessment of, and intervention with, these spaces is a critical part of safeguarding practices. Contextual Safeguarding, therefore, expands the objectives of child protection systems in recognition that young people are vulnerable to abuse in a range of social contexts.

8. Impact of Sustained Abuse and Neglect

8.1 The sustained abuse or neglect of children physically, emotionally, or sexually can have long-term effects on the child's health, development, and well-being. It can impact significantly on their self-esteem, self-image and on their perception of self and of others. The effects can also extend into adult life and lead to difficulties in forming and sustaining positive and close relationships. In some situations, it can affect parenting ability and can lead to the perpetration of abuse on others.

8.2 The context in which the abuse takes place may also be significant. The interaction between a number of different factors can serve to minimise or increase the likelihood or level of significant harm. Relevant factors will include the individual child's coping and adapting strategies, support from family or social network, the impact and quality of professional interventions and subsequent life events.

8.3 **Physical Abuse:** can lead directly to neurological damage, as well as physical injuries, disability or at the extreme, death. Harm may be caused to children, both by the abuse itself, and by the abuse taking place in a wider family or institutional context of conflict and aggression. Physical abuse has been linked to aggressive behaviour in children, emotional and behavioural problems, and educational difficulties.

8.4 **Severe Neglect:** associated with major impairment of growth and intellectual development. Persistent neglect can lead to serious impairment of health and development, and long-term difficulties with social functioning, relationship, and educational progress. Neglect can also result in extreme cases in death.

8.5 **Sexual Abuse:** can lead to disturbed behaviour including self-harm, inappropriate sexualised behaviour and adverse effects which may last into adulthood. The severity

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of impact is believed to increase the longer the abuse continues, the more extensive the abuse and the older the child. A number of features of sexual abuse have also been linked with the severity of impact, including the extent of premeditation, the degree of threat and coercion, sadism and bizarre or unusual elements. A child's ability to cope with the experience of sexual abuse, once recognised or disclosed, is strengthened by the support of a non-abusive adult or carer who believes the child, helps the child to understand the abuse and is able to offer help and protection.

8.6 **Emotional Abuse:** There is increasing evidence of the adverse long-term consequences for children's development where they have been subject to sustained emotional abuse. Emotional abuse has an important impact on a developing child's mental health, behaviour, and self-esteem. It can be especially damaging in infancy. Underlying emotional abuse may be as important, if not more so, than other more visible forms of abuse in terms of its impact on the child. Domestic abuse, adult mental health problems and parental substance misuse may be features in families where children are exposed to such abuse.

9. Significant Harm

9.1 The Children Act 1989 introduced significant harm as the threshold that justifies compulsory intervention in family life in the best interest of the child. It gives Local Authorities a duty to make enquiries to decide whether they should take action to safeguard or promote the wellbeing of a child who is suffering, or likely to suffer significant harm.

9.2 There are no absolute criteria to rely on when judging what constitutes significant harm, but considerations should include:

- the severity of ill-treatment;
- the degree and the extent of physical harm;
- the duration and frequency of abuse and neglect;
- the extent of premeditation;
- the degree of threat, coercion, sadism.

9.3 Each of these is associated with more severe effects on the child and/or relatively greater difficulty in being able to overcome their impact. Sometimes a single traumatic event may constitute significant harm, e.g. a violent assault, suffocation, or poisoning. More often, suffering significant harm is a compilation of significant events, both acute and long-standing, which interrupt, change or damage the child's physical and psychological development.

9.4 Some children live in family and social circumstances where their health and development are neglected. For them, it is the corrosiveness of long term emotional, physical, or sexual abuse that causes impairment to the extent of constituting significant harm. In each case, it is necessary to consider any ill-treatment alongside the families' strengths and supports.

9.5 The child's reactions, his or her perceptions, and wishes and feelings should be ascertained and given due consideration, so far as is reasonably practicable and consistent with the child's welfare and having regard to the child's age and understanding.

9.6 The following considerations may indicate that further enquiry is needed and should be considered when assessing risks to a child. Some of these have arisen from learning from serious case reviews following incidents of significant harm:

- An unexplained delay in seeking treatment that is obviously needed;
- An unawareness or denial of any injury, pain, or loss of function;
- Incompatible explanations offered or several different explanations given for a child's illness or injury;
- A child reacting in a way that is inappropriate to his/her age or development;
- Reluctance to give information or failure to mention previous known injuries;
- Frequent attendances at Accident and Emergency Departments or use of different doctors and Accident and Emergency Departments;
- Frequent presentation of minor injuries (which if ignored could lead to a more serious injury);
- Unrealistic expectations/constant complaints about the child;
- Alcohol and/or drug misuse or other substance misuse;
- A parent's request to remove a child from home or indication of difficulties in coping with the child;
- Domestic abuse;
- Parental mental ill health;
- The age of the child and the pressures of caring for a number of children in one household;
- Parental conflict about separation and contact with serious threats to harm the children.

10. Responding to Disclosures, Concerns or Allegations

10.1 These procedures are intended as a guide to help you understand what action should be taken if you have concerns about or encounter a case of alleged or suspected child abuse.

10.2 **Responding to a child or young person making an allegation of abuse**
Abused children and young people will only tell people they trust and with whom they feel safe. By listening and taking seriously what the child or young person is saying, you are already helping the situation. The following points are a guide to help you respond appropriately:

- Stay calm;
- Listen carefully to what is said;
- Find an appropriate early opportunity to explain that the information may need to be shared with others – do not promise to keep secrets;
- Allow the child or young person to continue at their own pace;

- Ask questions for clarification only, and avoid asking questions that suggest a particular answer;
- Reassure them that they have done the right thing in telling you;
- Tell them what you will do next and with whom the information will be shared;
- Record in writing all the details that you are aware of and what was said using the child or young person's own words, as soon as possible. In your record you should include:
    - The date and time;
    - The child or young person's name, address, and date of birth;
    - The nature of the allegation or incident;
    - A concise, factual description of any visible injuries, including a diagram if possible;
    - Your observations e.g. a description of the child or young person's behaviour and physical and emotional state;
    - Exactly what the child or young person said and what you said. Record the child or young person's account of what has happened as closely as possible;
    - Any action you took as a result of your concerns e.g. who you spoke to and resulting actions. Include names, addresses and telephone numbers;
    - Sign and date your record (signature not required with electronic form);
    - Store the information in accordance with relevant procedures, e.g. GDPR.
- Follow the Council's reporting procedures or speak to the Designated Safeguarding Officer for advice.

10.3 In all cases, the incident should be reported to the Designated Safeguarding Officer so that this can be logged.

10.4 The Council's Designated Safeguarding Officer or Deputy Safeguarding Officer should, where there is felt to be no immediate risk to the child, be consulted prior to the referral being made. Where it is not possible to do this the same working day, then an appropriate referral should be made by the individual with the concern, supported by their line manager. Safeguarding referrals do not need consent from the child or their family, but it is best practice to seek this wherever possible.

10.5 When a safeguarding referral is made, the referral will be screened in order to decide on the best course of action. LCC has one working day to decide on the response needed. If a referral meets the threshold for a social work assessment under the Children Act (1989), the referrer will be informed by letter and Social Care colleagues will take the case forward. If the referral does not meet the threshold, the referrer should also be informed of this by letter. At this point, individuals may be advised to consider Early Help support and/or to set up a Team around the Child (TAC) case. In such cases, individuals should discuss this with a Safeguarding Officer or seek advice from the Early Help Advisors regarding their next steps.

10.6 Officers should be aware that in the case of professional referrals relating to child protection, the assumption of the Lincolnshire Safeguarding Children Partnership (LSCP) is that the family may be told where the referral has come from by Children's Services officers. Any referral made by an officer of the Council is regarded as a professional referral but can be made in the name of the Designated Safeguarding Officer.

10.7 You must be aware that if there is a need by Children's Social Care or the Lincolnshire Safeguarding Children Partnership to open a Child Protection Plan or Serious Case Review, you may be called to give evidence. In these instances, you will be supported by the Designated Safeguarding Officer or Deputy Safeguarding Officer.

10.8 It is possible that the Council will have allegations referred to them by third parties. For example, neighbours may contact staff to advise they suspect the welfare of a child or young person is suffering. Under these circumstances staff should be encouraged to ring the customer services centre themselves directly (members of the public can report anonymously).

10.9 **Responding to allegations or concerns against a member of staff, elected member, volunteer or any other person:**

- Take the allegation or concern seriously;
- Consider any allegation or concern to be potentially dangerous to the child or young person;
- Record in writing all the details that you are aware of a soon as possible.

10.10 If an allegation of abuse is made against a member of staff, elected member or volunteer, the Designated Safeguarding Lead must be informed immediately.

10.11 The Designated Safeguarding Officer will inform the Chief Executive (providing that the allegation is not against them) and Local Authority Designated Officer for Allegations (LADO) and consideration will be given to suspending the member of staff from work or moving them to alternative duties not involving contact with children, young people, or adults at risk – in accordance with the Council's Disciplinary Procedure. If the Designated Safeguarding Officer is the subject of the suspicion/allegation, the report must be made directly to the Chief Executive.

10.12 If it is necessary to investigate events surrounding the complaint, this will be done in accordance with advice from the Local Authority Designated Officer (LADO), and through the Council's Disciplinary Policy and Procedure, and will include any further procedures as set out by the Lincolnshire Safeguarding Children Board.

10.13 If the complaint is against someone other than a member of staff, elected member, volunteer, contractor or consultant i.e. parent, carer, other service user, etc., then Designated Safeguarding Officer must be informed in line with the Council's reporting procedures.

10.14 It is important to remember that the language used in recording safeguarding concerns should remain objective and those making records should not use negative or inflammatory language to describe children and young people.

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11. Good Practice Guidance

11.1 It is possible to limit the situations where the abuse of children, young people or adults may occur. These guidelines aim to promote positive practice and are examples to help safeguard children, young people, and vulnerable adults. They will also protect staff, elected members, volunteers and anyone working for or on behalf of the Council.

11.2 Staff, elected members, volunteers and contractors should always remember:

- Avoid situations where they and an individual child or young person are alone and unobserved;
- Ensure that children or young people are not left unattended. For example, it is the parents/carers responsibility to supervise any children in their care whilst visiting Council offices, or when an employee, elected member, volunteer or contractor is carrying out a home visit;
- Respect the individual and provide a safe and positive environment;
- If any form of physical contact is required it should be provided openly and according to appropriate guidelines, i.e. National Governing Body of Sport Guidelines;
- If supervision in changing rooms or similar environments is required, ensure you work in pairs and never enter opposite sex changing rooms;
- With mixed groups, supervision should be by a male and female member of staff where possible;
- Staff, elected members, volunteers and contractors must respect the rights, dignity and worth of every person and treat everyone equally within the context of the activity;
- Every assessment should reflect the unique characteristics of the child within their family and community context. The Children Act (1989) promotes the view that a; children and their parents should be considered as individuals and that family structures, culture, religion, ethnic origins, and other characteristics should be respected;
- Where appropriate, use a simple Equality Monitoring form for Children and Young People to help you assess how accessible our services are to children and young people;
- Staff, elected members, volunteers and contractors must place the well-being and safety of the child or young person above the development of performance;
- If a child or young person is: accidentally injured as the result of a staff member, elected member, volunteer or contractor action; seems distressed in any way; appears to be sexually aroused by your actions; misunderstands or misinterprets something you have done; always report such incidents as soon as possible to a Safeguarding Officer and make a written report;
- If a child or young person arrives at the activity or service showing any signs or symptoms that give you cause for concern, you must act appropriately and follow the safeguarding reporting procedures;
- Staff must avoid being left alone with a child. This may happen if the adult present is distracted by, for example, a telephone call in another room. Under such circumstances, the member of staff must mention the situation to the adult concerned and if the adult is intent on leaving the member of staff alone with a child, the member of staff must leave the property.

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11.3 It is **not** good practice for staff, elected members, volunteers or contractors to:

- Spend unreasonable amounts of time alone with children or young people away from others;
- Take children or young people alone on a car journey, however short;
- Take children or young people to your home where they will be alone with you;
- Arrange to meet children or young people outside an organized activity or service;
- Agree to 'look after' or be left in sole charge of children, even for short periods of time during the course of your duties;
- Knowingly visit or enter a property unless in the company of an adult who resides at the property. No member of staff should enter a property where only a child is present. If a child left alone is suspected of being below an age when an adult should supervise them, a Safeguarding Officer should be contacted;
- Ask children to leave a message for their guardian (direct contact must be made with the guardian before it can be assumed that a message has been received). Similarly, children should not be asked to interpret for their guardian.

11.4 If these situations are unavoidable, they should ONLY occur with the full prior knowledge and consent of your line manager and the child or young person's parent/carer.

11.5 Staff, elected members, volunteers and contractors should never:

- Engage in rough physical games including horseplay;
- Engage in sexually provocative games;
- Allow or engage in inappropriate touching of any form;
- Allow anyone to use inappropriate language unchallenged, or use it yourself;
- Make sexually suggestive comments about or to a child or adult, even in fun;
- Let any allegation a child or adult makes be ignored or go unrecorded;
- Do things of a personal nature for children or adults that they can do for themselves, e.g. assist with changing;
- Enter areas designated only for the opposite sex without appropriate warning (e.g. cleaning staff for toilets etc.);
- Share a room with a child or young person (e.g. overnight accommodation);
- Take a child to the toilet, unless this is an emergency and a second, same-sex member of staff is present;
- Use a mobile phone, camera or other recording device in any changing area or other single sex location such as toilets. Exceptions to this may arise, for example where a photographic record of vandalism to a changing room is required. In such circumstance's customers should be temporarily excluded from the location.

12. Photography and Pornography

12.1 There is increasing evidence that some people have used children's and young persons' activities and events as an opportunity to take inappropriate photographs or video footage of children and young people. Staff, elected members, volunteers and contractors should be vigilant at all times, and any person using cameras or videos within the Council services and events or activities that involve children and young

people should be approached and asked to complete a consent form for the use of cameras and other image recorders.

12.2 When commissioning professional photographers or inviting the press to cover Council services, events, or activities you must ensure that you make your expectations clear in relation to child protection. Remember:

- Check credentials of any photographers and organisations used;
- Ensure identification is worn at all times. If they do not have their own, provide it;
- Do not allow unsupervised access to children or young people or one-to-one photographic sessions;
- Do not allow photographic sessions outside of the activities or services, or at a child or young person's home;
- Parents must be informed that photographs of their child or young person may be taken during Council services, activities or events and parental consent forms need to be signed agreeing to this. This must include information about how and where these photographs will be used;
- It is recommended that the names of children or young people should not be used in photographs or video footage.

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PART B – Safeguarding Adults at Risk

Safeguarding Policy and Procedures 2023-2024

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Version 1.0 I February 2023

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
1.0	Part B introduced with updated policy.	Grant White	CP&R Committee	09/02/2023

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1. Introduction

Safeguarding adults is “protecting an adult’s right to live in safety, free from abuse and neglect. It is about people and organisations working together to prevent and stop both the risk and experience of abuse and neglect whilst at the same time making sure that the adult’s wellbeing is being promoted”.

The Care Act (2014)

1.1 This section applies to all situations within the Council’s operation which could potentially involve contact with adults at risk. It applies to all staff, elected members, volunteers and anyone else working for or on behalf of and/or representing the Council who may come into contact with adults at risk in the course of their work/duties, whether in someone’s home, on Council premises or in the community. It should be a priority of all of the above to ensure the safety and protection of adults at risk and to fulfil their duty to act in a timely manner regarding any concern or suspicion that an adult is being, or is at risk of being abused, neglected or exploited.

1.2 The Lincolnshire Safeguarding Adults Board (LSAB) is responsible for developing the multi-agency policy and procedures that all relevant organisations in Lincolnshire need to follow. The LSAB policy and procedures that the Council are required to follow can be accessed online:

https://www.lincolnshire.gov.uk/downloads/file/3658/lsab-policy-and-procedures-v7-1

1.3 Safeguarding adults requires people and organisations to work together to prevent and stop abuse or neglect, and make sure that the adult’s wellbeing is promoted, taking account of their views, wishes, feelings and beliefs in deciding on any action.

1.4 The aims of adult safeguarding are to:

- Stop abuse or neglect wherever possible;
- Prevent harm and reduce the risk of abuse or neglect to adults with care and support needs;
- Support vulnerable adults in making choices and having control about how they want to live;
- Focus on improving life for the adults concerned;
- Raise public awareness so that communities play their part in preventing, identifying, and responding to abuse and neglect;
- Provide accessible information so people understand the types of abuse, how to stay safe and how to raise a concern about someone’s safety or wellbeing;
- Address what has caused the abuse or neglect.

1.5 To achieve these aims, it is necessary to:

- Ensure that everyone is clear about their roles and responsibilities;
- Create strong multi-agency partnerships that provide timely and effective prevention of, and responses to abuse and neglect;
- Develop a positive learning environment to break down cultures that are risk-averse and seek to scapegoat or blame practitioners;

- Enable access to community resources (e.g. leisure facilities, town centre, community groups) that can reduce social and physical isolation which may increase the risk of abuse or neglect;
- Clarify how responses to safeguarding concerns arising from poor quality and inadequate service provision should be responded to.

2. Making Safeguarding Personal

2.1 Making Safeguarding Personal is a Department of Health initiative which primarily engages the second Care Act objective which is about **engaging** the person in a **conversation** about how best to respond to their safeguarding situation in a way that enhances their involvement, choice and control as well as improving their quality of life, wellbeing and safety. People's lives and relationships are complex, and they may be ambivalent, unclear, or unrealistic about their own circumstances. Being safe is only one of the things people need, and agencies should work with the adult to establish what being safe means to them and how that can be achieved, taking account of their individual wellbeing.

2.2 Statutory safeguarding duties apply to any adult who:

- Has needs for care and support (whether or not the local authority is meeting any of those needs;
- Is experiencing, or at risk of, abuse or neglect;
- As a result of those care and support needs, is unable to protect themselves from either the risk of or the experience of abuse or neglect.

2.3 Local authority statutory adult safeguarding duties apply to adults with care and support needs regardless of whether those needs are being met, irrespective of whether the adult lacks mental capacity or not and regardless of setting – other than for prisons and approved premises (bail hostels) and include anyone who:

- Is frail due to age, ill-health, physical disability or cognitive impairment, or a combination of these;
- Has a learning disability, a physical disability and/or a sensory impairment;
- Has mental health needs including dementia or a personality disorder;
- Has a long-term illness or condition;
- Misuses substances or alcohol;
- Is a carer who provides assistance to adults and is subject to abuse;
- Is unable to demonstrate the capacity to make a decision.

3. Adult Safeguarding Enquiries

3.1 The Care Act 2014 requires that first tier local authorities (in Lincolnshire this is LCC) **must** make enquiries or direct others to do so, whenever abuse or neglect are suspected in relation to an adult and the local authority thinks it necessary to enable it to decide what (if any) action is needed to help and protect the adult.

3.2 The scope of the enquiry, who leads it, its nature and how long it takes, will depend on the specific circumstances. It will usually start with asking the adult their views and wishes to determine the next steps. Everyone involved in an enquiry must focus on improving the adult's wellbeing and work together to that shared aim.

3.3 The key objectives of making an enquiry about abuse or neglect are to:

- Establish facts;
- Ascertain the adult's views and wishes;
- Assess the needs of the adult for protection, support, and redress and how these might be met;
- Protect from abuse and neglect, in accordance with the wishes of the adult;
- Make decisions as to what follow-up action should be taken with regard to the person or organisation responsible for the neglect;
- Enable the adult to achieve resolution and recovery.

3.4 There are **SIX** national principles of good practice in safeguarding adults:

Empowerment	People are supported and encouraged to make their own decisions and involved through informed consent. *"I am asked what outcomes I want from the safeguarding process and these directly inform what happens."*
Prevention	Action is taken before harm occurs and to prevent a repeat of harm. *"I receive clear and simple information about what abuse is, how to recognise the signs and what I can do to seek help."*
Proportionality	The least intrusive response appropriate to the risk presented. *"I am sure that the professionals will work in my interests as I see them and will only get involved as much as needed."*
Protection	People in need are safe and have support and representation. *"I get help and support to report abuse and neglect. I am helped to take part in the safeguarding process to the extent to which I want."*
Partnership	Local services work together and with their communities to prevent, detect and report neglect and abuse. *"I know that staff treat any personal and sensitive information in confidence, only sharing what is helpful and necessary. I am confident that professionals will work together and with me to get the best result for me."*
Accountability	Processes are transparent, consistent, robust, and scrutinised. *"I understand the role of everyone involved in my life and so do they.*

4. Abuse and Neglect

4.1 There are different types of abuse and neglect, and different circumstances in which these occur. Incidents may be one-off or multiple, may affect one person or many, and may involve an act of abuse or neglect or a failure to act. The following types of abuse are defined in an adult safeguarding context:

Type of abuse	Physical examples	Behavioural Indicator
Physical	• Hitting • Slapping • Pushing • Kicking • Misuse of medication • Being locked in a room • Inappropriate sanctions or force-feeding • Inappropriate methods of restraint • Unlawfully depriving a person of their liberty	• Unexplained or inappropriately explained injuries • Evidence of untypical self-harm • Unexplained bruising to the face, torso, arms, back, buttocks, thighs, in various stages of healing. Collections of bruises, in regular patterns and/or in the shape of an object and/or appear on several areas of the body • Unexplained burns on unlikely areas of the body (e.g. soles of the feet, palms of the hands, back), immersion burns (from scalding in hot water/liquid), rope burns, burns from an electrical appliance • Unexplained or inappropriately explained fractures at various stages of healing to any part of the body • Untreated medical problems • Sudden and unexplained urinary and/or faecal incontinence • Evidence of over-/under-medication
Sexual	• Rape • Indecent exposure • Sexual harassment	• Person has urinary tract infections, vaginal infections or sexually transmitted diseases that

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Type of abuse	Physical examples	Behavioural Indicator
	• Inappropriate looking or touching • Sexual teasing or innuendo • Sexual photography • Subjection to pornography or witnessing sexual acts • Indecent exposure • Sexual assault • Sexual acts to which the adult has not consented or was pressured into consenting	are not otherwise explained • Person appears unusually subdued, withdrawn or has poor concentration • Person exhibits significant changes in sexual behaviour or outlook • Person experiences pain, itching or bleeding in the genital/anal area • Underclothing is torn, stained or bloody. • A woman who lacks the mental capacity to consent to sexual intercourse becomes pregnant
Emotional / Psychological	• Emotional abuse • Threats of harm or abandonment • Deprivation of contact • Humiliation • Blaming • Controlling • Intimidation • Coercion • Harassment • Verbal abuse • Cyber bullying • Isolation • Unreasonable and unjustified withdrawal of services or supportive networks	• Untypical ambivalence, deference, passivity, resignation • Person appears anxious or withdrawn, especially in the presence of the alleged abuser • Person exhibits low self-esteem • Untypical changes in behaviour (e.g. continence problems, sleep disturbance)

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Type of abuse	Physical examples	Behavioural Indicator
Financial or material abuse	• Theft • Fraud • Internet scamming • Coercion in relation to an adult's financial affairs or arrangements, including in connection with wills, property, inheritance or financial transactions • The misuse or misappropriation of property, possessions, or benefits. Financial abuse can seriously threaten an adult's health and wellbeing. The website 'Friends Against Scams' is a National Trading Standards Scams Team initiative which aims to protect and prevent people from becoming victims of scams by empowering people to take a stand against scams. Guidance on financial abuse can be found here.	• Change in living conditions • Lack of heating, clothing, or food • Inability to pay bills, unexplained shortage of money or withdrawals from an account, or unexplained loss or misplacement of financial documents • The recent addition of authorised signers on a signature card • Sudden or unexpected changes in a will or other financial documents
Neglect and acts of omission	• Ignoring medical, emotional or physical care needs • Failure to provide access to appropriate health, care and support or educational services	• Person has inadequate heating and/or lighting • Person's physical condition / appearance is poor (e.g. ulcers, pressure sores, soiled or wet clothing) • Person is malnourished, has sudden or continuous weight loss and/or is dehydrated

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Type of abuse	Physical examples	Behavioural Indicator
	• The withholding of the necessities of life, such as medication, adequate nutrition and heating • A failure to intervene in situations that are dangerous to the person concerned or to others, particularly when the person lacks the mental capacity to assess risk for themselves.	• Person cannot access appropriate medication or medical care • Person is not afforded appropriate privacy or dignity • Person and/or a carer has inconsistent or reluctant contact with health, social services, etc. • Callers/visitors are refused access to the person • Person is exposed to unacceptable risk
Discriminatory abuse	• Discrimination on the grounds of race, faith or religion, age, disability, gender, sexual orientation, or political views • Racist, sexist, homophobic or ageist comments or jokes • It also includes not responding to dietary needs • Not providing appropriate spiritual support.	May not always be obvious. May also be linked to acts of physical abuse and assault, sexual abuse and assault, financial abuse, neglect, psychological abuse, and harassment so all the indicators listed above may apply to discriminatory abuse. A person may reject their own cultural background and/or racial origin or other personal beliefs, sexual practices, or lifestyle choices
Organisational Abuse	Includes neglect or poor care in a person's home or in an institution e.g. a hospital or care home; from isolated incidents or ongoing ill treatment; through neglect or poor practice due to an organisations structure, policies, processes, and practices.	
Self-Neglect & Hoarding	**Self-Neglect:** When a person is unable or unwilling to care for their own essential needs. It covers a range of behaviour including neglecting personal hygiene, health or surroundings and includes refusal of support. **Hoarding:** Excessive collection and storing of items, often in a chaotic manner, to the point where living space cannot be used for its intended purpose. There are typically 3	

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Type of abuse	Physical examples	Behavioural Indicator
	types: compulsive hoarding; bibliomania; animal hoarding. A link to the clutter scale for compulsive hoarding can be found here. The Lincolnshire Multi-Agency Hoarding Protocol is now live on the Lincolnshire County Council Website here If you require further support for someone who may be a hoarder, please refer to the Hoarding Protocol. You can also use the link to make a professional referral for a Safe and Well Check through the SHERMAN campaign which is a free assessment of the fire risks within people's homes should you have concerns about their safety or your own home. The SHERMAN campaign highlights seven factors that put people at greater risk of having a fire or being less likely to react to a fire. • Smoking • Hoarding • Elderly people or those who live alone • Reduced mobility, hearing or visual impairments • Mental Health issues • Alcohol misuse, drugs/medication dependence • Needing care or support	
Modern Slavery	Includes slavery, human trafficking, forced labour and domestic servitude. Traffickers and slave masters coerce, deceive and force individuals into abuse, servitude, and inhumane treatment. For more information, please see chapter 7.	
Cultural Abuse	**Female genital mutilation (FGM)**: a procedure where the female genitals are deliberately cut, injured, or changed, but where there's no medical reason for this to be done. For more information click here. **Forced marriage:** A marriage conducted without the valid consent of one or both parties and where duress is a factor. Forced marriage is now a specific offence. **Honour based violence:** Practices to control behaviour or punish people within families or other social groups, perceived to protect cultural and religious beliefs and/or honour when perpetrators perceive that a relative has shamed the family and/or community.	

4.2 **Criminal Exploitation of Vulnerable Adults:** This relates to vulnerable adults who are used, through whatever means, to engage in criminal activity by other adults who are able to coerce them to do so. The coercion is achieved through grooming, intimidation, acts of violence and debt bondage. The individuals involved may not identify themselves as being 'exploited' as such, but it is clearly to their detriment that they are involved in this type of activity. More information on this can be found in **PART G – County Lines and Cuckooing**.

4.3 **Safeguarding is everyone's business:** It is vital to begin to establish the facts at the earliest opportunity (for example, the behaviours that are occurring and the circumstances in which they are happening).

4.4 Where a concern, complaint or allegation is raised, you must discuss this with the Designated Safeguarding Officer or Deputy Safeguarding Officer to enable them to facilitate an internal exercise to look for:

- Past Incidents
- Concerns
- Risks and
- Patterns

5. Recognising Abuse and Neglect

5.1 Recognising abuse or neglect is not easy. Abuse can happen anywhere: in someone's own home, in a public place, in a hospital or care home; when an adult lives alone or with others. Anyone can carry out abuse or neglect, including:

- Spouses / partners and other family members;
- Friends and acquaintances;
- Neighbours and local residents;
- People who deliberately exploit adults they perceive as vulnerable to abuse;
- Paid staff or professionals; and
- Volunteers and strangers

5.2 The Care Act also identifies self-neglect as a safeguarding adult concern.

Personal characteristics that <u>increase</u> vulnerability may include:	**Personal characteristics that <u>decrease</u> vulnerability may include:**
• Not having mental capacity to make decisions about their own safety including fluctuating mental capacity associated with mental illness and other conditions • Communication difficulties • Physical dependency – being dependent on others for personal care and activities of daily life • Low self-esteem • Experience of abuse • Childhood experience of abuse • Drug/alcohol addiction	• Having mental capacity to make decisions about their own safety • Good physical and mental health • Having no communication difficulties or if so, having the right equipment/support • No physical dependency or, if needing help, able to self-direct care • Positive former life experiences • Self-confidence and high self-esteem
Social/situational factors that <u>increase</u> the risk of abuse may include:	**Social/situational factors that <u>decrease</u> the risk of abuse may include**
• Being cared for in a care setting, i.e. more or less dependent on others • Not receiving the right amount or the right kind of care • Isolation and social exclusion • Stigma and discrimination • Lack of access to information and support • Being the focus of anti-social behaviour	• Good family relationships • Active social life and a circle of friends • Able to participate in the wider community • Good knowledge and access to a range of community facilities • Remaining independent and active • Access to sources of relevant information

5.3 While targeted fraud or internet scams are often done by strangers, in most cases of abuse, the abuser is known to the adult and in a position to gain their trust or to exert pressure or have power over them.

5.4 Anyone can witness or become aware of abuse and neglect. Everyone has a role in identifying when an adult is at risk. The adult may say or do things that provide a clue e.g. making a complaint, calling for an urgent response, voicing a concern, or issues may emerge during a needs assessment. Regardless of how a concern is identified, you must be vigilant on behalf of those who are unable to protect themselves, knowing what to do and where to get advice.

5.5 **All adults, regardless of their background, should be given the same level of support and protection.** Always give regard to a person's religion or belief. Those with disabilities or different nationalities, victims of trafficking, domestic abuse and bullying may have additional care needs. Those with autism may be more likely to suffer abuse or neglect.

6. Carers and Safeguarding

6.1 Sometimes a carer (e.g. family member or friend) may:

- Witness or speak up about abuse or neglect;
- Experience intentional or unintentional harm from the adult they care for or from professionals and organisations they are in contact with; or,
- Unintentionally or intentionally harm or neglect the adult they support.

6.2 The needs of the carer **and** the adult they care for must be considered, including:

- Whether a carer's assessment is needed to explore their individual needs; and whether or not joint assessment is appropriate in each individual case;
- Whether the carer and/or the adult they care for need independent advocacy;
- the risk factors that may increase the likelihood of abuse or neglect occurring;
- Whether a change in circumstance changes the risk of abuse or neglect; a change in circumstance should trigger a review of any care and support plan;
- Where abuse or neglect may be unintentional, whether the carer is struggling, and needs support or help (without losing the focus on safeguarding the adult);
- Where abuse or neglect is deliberately intended to cause harm, whether immediate steps are needed to protect the adult and/or whether a criminal investigation by the police is needed.

6.3 Whenever a carer speaks up about abuse or neglect, it is essential that they are listened to and, where appropriate, a safeguarding enquiry is undertaken.

7. People Alleged to be Responsible for Abuse or Neglect

7.1 Sometimes the person alleged to have carried out the abuse has care and support needs themselves and/or is unable to understand the significance of questions put to them or their replies. They have a right to support from an 'appropriate' adult if they are questioned in relation to a suspected crime under the Police and Criminal

Evidence Act 1984 (PACE). Victims of crime and witnesses may also require the support of an 'appropriate' adult. If those alleged to be responsible for abuse lack capacity, they are entitled to the help of an Independent Mental Capacity Advocate

8. Consent

8.1 It is always essential in safeguarding to consider whether the adult at risk is capable of giving informed consent in all aspects of their life. If they are able, their consent should be sought.

8.2 If, after discussion with the adult at risk who has mental capacity, they refuse any intervention, their wishes will be respected *unless:*

- There is an aspect of *public interest* (e.g. not acting will put other adults or children at risk);
- There is a *duty of care on a particular agency* to intervene (for example the police if a crime has been or may be committed);
- Seeking consent is not possible and you have a safeguarding concern;
- Consent has been refused but you feel the referral is reasonable, justified, and proportionate.

9. Mental Capacity – Consent to Refer

9.1 The Mental Capacity Act 2005 defines capacity as the ability to make a particular decision or take a particular action at the time the decision or action needs to be taken.

9.2 The Act applies to everyone aged over 16 and sets out five statutory principles:

1. Always assume a person has capacity to make their own decisions unless it is established that they lack capacity;
2. All practicable steps to help the person decide must have been taken without success;
3. A person must not be treated as lacking capacity and being unable to make a decision merely because they make an unwise decision;
4. Any action taken or decision made on behalf of a person who lacks capacity must be in their "best interests". A record of the action or decision and the reasons for it must be made;
5. An act or decision on behalf of a person who lacks capacity must aim to be the least restrictive of their rights and freedom of action.

9.3 Assessing capacity involves a two-stage test:

1. Is there an impairment of or disturbance in the functioning of the person's mind or brain?
2. If so, is the impairment or disturbance sufficient that the person lacks the capacity to make that particular decision? A person is unable to make a decision if they cannot:
    - Understand "relevant information" (e.g. the nature of the decision, why it is needed, the likely effects of deciding one way or another or of making no decision), or

- Retain the information in their mind, or
- Use or weigh that information in the process of making the decision, or
- Communicate their decision to others

9.4 **Remember – people may make what others consider to be unwise choices, event when they have capacity.**

9.5 Capacity may vary as a result of illness, injury, medication, or other circumstances. Staff will need to use their professional judgement and seek guidance from a Safeguarding Officer or Adult Social Care in order to help adults to manage risk and give them control of making their own decisions.

9.6 **If you have concerns about the mental capacity of an adult, please refer to the Designated Safeguarding Officer or Deputy Safeguarding Officer who will assist you to complete a mental capacity assessment tool to help determine next steps.**

9.7 It is important to note that just because someone is old, frail or has a disability, this does **NOT** mean that they are inevitably 'at risk' or that they lack capacity. A person with a disability who has mental capacity to make decisions about their own safety may be perfectly able to make informed choices and protect themselves from harm. It is equally important to note that people with capacity can also be vulnerable.

9.8 It is vital to try and decide whether an adult has the mental capacity to make decisions about their own safety or to give informed consent about:

- a referral being made;
- the actions that may follow under multi-agency policy and procedures;
- their own safety, including understanding the potential for longer-term harm as well as immediate effects;
- what action they need to take to protect themselves from future harm.

9.9 For consent to be meaningful and legal, two criteria need to be satisfied:

- The person must have the capacity to consent, AND
- The consent must be their own choice, and must be given freely and not through coercion, intimidation or pressure from family or professionals.

9.10 If the person **has** capacity, you must always seek their consent to make a referral.

9.11 If you are concerned that the person **does not have** mental capacity, a referral or further action may still be needed. Always do this in the person's best interests. If there is time, without causing undue delay, seek advice from the Designated Safeguarding Officer or a Deputy Safeguarding Officer. If a decision is needed quickly, make it, recording all actions and decisions and the reasons for these**.**

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10. Advocacy

10.1 If there is a concern that an adult at risk of abuse or neglect requires an advocate to help them to understand and make decisions, the County Council has a duty consider whether the adult requires an independent advocate to represent and support the adult in an enquiry.

10.2 There are two distinct types of advocacy:

- **Instructed advocates:** they take their instructions from the person they are representing. For example, they will only attend meetings or express views with the permission of that person;

- **Non-instructed advocates:** they work with people who lack the capacity to make decisions about how the advocate should represent them. Non-instructed advocates independently decide how best to represent the adult.

11. Responding to an Adult who is Making a Disclosure

11.1 When responding to an adult who making a disclosure:

- Stay calm;
- Speak to them in a private and safe place. It is essential that the person alleged to have caused harm is not present;
- Listen carefully to what they are telling you and get as clear a picture as you can. Avoid asking too many questions at this stage unless for clarification;
- Let them talk at their own pace;
- Do not give promises of complete confidentiality – **do not promise to keep secrets.** Explain that you have a duty to tell a designated safeguarding officer and that the adult at risk's concerns may be shared with other professionals who could have a part to play in protecting them;
- Reassure the adult at risk that they have done the right thing in telling you;
- Reassure the adult at risk that they will be involved in decisions about what will happen;
- Explain that you will try to take steps to prevent them from further abuse or neglect;
- If they have specific communication needs, provide support and information in a way that is most appropriate to them;
- Do not be judgemental;
- Do not jump to conclusions;
- Record in writing all the details that you are aware of and what was said, using the person's own words, as soon as possible.

11.2 In your record you should include:

- The date and time;
- The person's name, address, and date of birth;
- The nature of the allegation;
- A description of any visible injuries;

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- Your observations, for example a description of the person's behaviour and physical and emotional state;
- Exactly what the person said and what you said. Record the person's account of what has happened as soon as possible;
- Any action you took as a result of your concerns, e.g. who you spoke to and resulting actions. Include names, addresses and telephone numbers;
- Sign and date what you have recorded (signature not required with electronic form);
- Store the information in accordance with relevant procedures, e.g. GDPR;
- Report to relevant person – follow the Council's reporting procedures or, in an emergency, contact Adult Social Care and/or the Police.

11.3 **Responding to Allegations or Concerns against a Member of Staff, Elected Member, Volunteer or any other Person:**

You should always:

- Take the allegation or concern seriously
- Consider any allegation or concern to be potentially dangerous to the person
- Record in writing all the details that you aware of as soon as possible

11.4 If an allegation of abuse is made against a member of staff, elected member or volunteer, the Designated Safeguarding Officer must be informed immediately. They will inform the Chief Executive (providing that the allegation is not against them) and Local Authority Designated Officer for Allegations (LADO). Consideration will be given to suspending the member of staff or moving them to alternative duties not involving contact with adults at risk, in accordance with the Council's Disciplinary Policy and Procedure. If the Designated Safeguarding Officer is the subject of the suspicion/allegation, the report must be made directly to the Chief Executive.

11.5 If the complaint is against someone other than a member of staff, elected member, volunteer, contractor or consultant i.e. parent, carer, other service user, then the Designated Safeguarding Officer must be informed in line with the Council's reporting procedures.

12. Reporting Concerns

12.1 Anybody subject to this policy may witness or be informed of an issue that they feel should be referred to Adult Social Care.

12.2 The first priority must always be to ensure the safety and wellbeing of the adult. The adult should experience the safeguarding process as empowering and supportive. Practitioners should, wherever practicable, seek the consent of the adult before taking action. However, there may be circumstances when consent cannot be obtained because the adult lacks capacity to give it, but it is in their best interests to undertake an enquiry. Whether or not the adult has capacity to consent, action may need to be taken if:

- Others are or will be put at risk if nothing is done;

- It is in the public interest to take action because a criminal offence has occurred.

12.3 If anyone to whom this policy applies thinks an adult is being abused, or that their safety is at risk, they should raise their concerns.

12.4 **If you think someone is being abused or you think their safety is at risk, then it is important to tell someone. If you are worried about an adult and think they may be a victim of neglect, abuse or cruelty, please call the CSC on 01522 782155 or out of hours 01522 782333.You do not need to know everything about the situation or what is happening. You may just be worried or feel that something is not right.**

12.5 **If you believe a crime has been committed and there is an immediate risk of danger, you should telephone the Police on 999. If you believe a crime has been committed but there is no immediate danger, you should call 101 to report your concerns.**

12.6 Customer facing, front line services are most likely to come across safeguarding concerns in their day to day roles and should have an enhanced level of awareness. These staff groups/services will be more experienced in engaging with external agencies to report safeguarding concerns and should do so wherever possible (this should still be logged through the Council's reporting system).

12.7 When an adult safeguarding referral is made, Lincolnshire County Council will apply the six objectives of the safeguarding enquiry to the discussions with colleagues and although the local authority is the lead agency for making enquiries, it may require others to undertake them.

12.8 The specific circumstances will often determine who the right person to begin an enquiry is. Statutory guidance sets out that in many cases a professional who already knows the adult will be the best person; for example, this could be a housing support worker or community safety officer.

12.9 It is possible that the Council will have allegations referred to them by third parties. For example, neighbours may contact staff to advise that they suspect that the welfare of an adult at risk is suffering. Under these circumstances staff should encourage those reporting such concerns to contact the police or the CSE for adults accordingly.

12.10 Officers should be aware that in the case of professional referrals relating to an adult at risk, the assumption of the Safeguarding Adults Team at Lincolnshire County Council is that the adult at risk may be told where the referral has come from. Any referral made by an officer of the Council is regarded as a professional referral but can be made in the name of the Designated Safeguarding Officer.

12.11 You must be aware that if there is a need by Adult Social Care or the Lincolnshire Safeguarding Adults Board to open an Adult Protection Plan or Serious Case Review you may be called in to give evidence. In these instances, you will be supported by the Designated Safeguarding Officer or Deputy Safeguarding Officer.

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13. What Happens when you Report Abuse or Neglect

13.1 The Care Act (2014) requires Lincolnshire County Council (LCC) to undertake enquiries, or to cause others (potentially including appropriate Council staff) to do so, if they reasonably suspect an adult who meets the criteria is, or at risk of, being abused or neglected. The purpose of an enquiry is to decide whether LCC or any other agency should do something to help and protect the adult. The adult should always be involved from the start of the enquiry unless that would increase the risk of abuse. If they have severe difficulty in being involved or if there is no one appropriate to support them, LCC must arrange for an independent advocate to represent them. The objectives of an enquiry into abuse or neglect are to:

- establish the facts;
- ascertain the adult's views and wishes;
- assess the need for protection, support, redress, and how this might be met;
- protect the adult from the abuse and neglect, in line with their wishes;
- make decisions about further action against the person or organisation causing the abuse or neglect;
- enable the adult to achieve resolution and recovery.

13.2 **The first priority is always to ensure the safety and wellbeing of the adult.**

13.3 The process should be empowering and supportive. Wherever practicable, the consent of the adult will be sought before taking action but action may need to be taken if others are or will be put at risk if nothing is done, or if it is in the public interest because a criminal offence has occurred. Complex cases need to involve a social worker: for example, if abuse or neglect is suspected within a family. In other cases, a professional who already knows the adult or who has specific knowledge may be better placed to do an enquiry e.g. health professionals for medical issues or housing issues. If LCC asks another agency to make the enquiry, they must set timescales and what action will follow if this is not done.

13.4 On completion of the enquiry, the outcome should be notified to LCC who must determine with the adult what, if any, further action is needed, agreeing an action plan, to be recorded on their care plan. Agencies must agree:

- what steps are to be taken to assure their safety in future;
- the provision of any support, treatment or therapy including on-going advocacy;
- any modifications to the way services are provided;
- how to support the adult through any action they take to seek justice or redress;
- any on-going risk management strategy as appropriate;
- any action to be taken regarding the person or organisation causing the concern.

13.5 Actions could include disciplinary or criminal investigations, supporting the person through mediation, developing safeguarding plans or securing fuller assessments by health and social care agencies. A criminal investigation takes priority over all other enquiries but a multi-agency approach will be agreed to ensure that the interests and wishes of the adult are considered throughout, even if they do not wish to give evidence or support a prosecution. The welfare of the adult and others, including children, requires continued risk assessment to ensure the outcome is in their interests and supports their wellbeing.

14. Acting to Protect an Adult at Risk and Deal with Immediate Needs

14.1 **In an emergency, or if there is an immediate concern for the person's safety or wellbeing:**

- **Call 999** for an ambulance if they are injured and/or for the police if you suspect a crime has been committed;
- Inform the appropriate LCC Customer Service Centre (CSC);
- Take steps to ensure they are not in immediate danger (without risk to yourself);
- Avoid disturbing evidence: try to secure the scene e.g. lock the door;
- Consider the risk to any other adults or children;
- Support the person to contact the police themselves if a crime has been or may have been committed;
- Provide reassurance, whilst being clear that you need to report the issue.

14.2 **Also,** as soon as possible after the emergency has been resolved:

- Record exactly what happened on the relevant safeguarding referral form;
- Notify the Designated Safeguarding Officer or their deputy;
- Ensure that your record is signed, dated, and securely stored.

14.3 **If a person is at risk of significant harm, or if they have made a disclosure or a direct or indirect allegation about a person or organisation outside SHDC, including a relative, carer or employee of that organisation:**

- Take the allegation or concern seriously;
- Speak to them in a private and safe place;
- Ensure that the person alleged to have caused harm is not present;
- Make sure they are and feel safe and know what is happening;
- Evaluate the risk the adult; do this on the same day as the concern is identified;
- **Ask for consent to share the information** (although you may not need consent if there is significant harm, it is still good practice);
- Record the details on the relevant Safeguarding Referral Form, using their own words;
- As soon as possible, contact LCC's Customer Service Centre who will tell you what to do next. Write this down;
- Notify the Designated Safeguarding Officer or their Deputy;
- Ensure that your record is signed, dated, and securely stored.

14.4 If someone makes allegations against a member of staff, elected member, volunteer, key contractor, consultant or directly commissioned provider acting on behalf of the Council, regardless of your role or status or theirs, **YOU MUST ALWAYS ACT!**

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15. What to do if Someone Makes a Threat of Suicide

15.1 If someone indicates over the phone that they are going to take their own life, simply asking about their suicidal thoughts or feelings will not push someone into doing self-destructive. In fact, offering an opportunity to talk about those thoughts or feelings may reduce the risk that someone may act upon their suicidal feelings.

15.2 **Start by asking questions.**
The first step is to find out whether the person is in danger of acting on suicidal feelings. Be sensitive, but ask direct questions, check details, and give further information such as:

- Check the details of what has been said (explaining again may get them to realise what they said and explain they do not mean it);
- Check their contact number and current location (in case you need to call them back or send someone to the address);
- Ask if they are thinking about committing suicide;
- Ask who is with them (either an adult for support or a child that may need safeguarding);
- Inform them of the Samaritans number 116123
- Inform them of the number for the Lincolnshire NHS 24 helpline 0303 123 4000
- Recommend they make an appointment with their GP;

15.3 If the call gets cut off and you are unable to get back in touch and you have concerns that the person is going to take their life or hurt themselves or another person, please call 999 and request a safe and well check immediately.

15.4 **In all cases you should report the incident to the Designated Safeguarding Officer accordingly.**

16. Record Keeping

16.1 Good record keeping is essential. Whenever a complaint or allegation is made, all agencies should keep clear and accurate records with all relevant records put into a file to record all action taken. Always and as soon as possible, make a factual record of everything that happened, was said, and was seen, including:

- The date and time and the person's name, address, and date of birth;
- The nature of the allegation or incident and, if possible, the name, address, date of birth, employer of the person alleged to have caused the harm;
- Factual observations e.g. any visible injuries, the person's behaviour, physical/emotional state etc.;
- Exactly what they said, using their own words, and exactly what you said;
- Their consent to share the information;
- All actions you took e.g. who you spoke to and all resulting actions so far. Included names, addresses and telephone numbers wherever possible;
- Sign and date your record and store the information securely.

16.2 Where there is a file for the individual, the record should be stored in their file.

17. Reporting to the Police

17.1 The police take any crime against an adult at risk seriously, and will investigate it thoroughly, professionally, and compassionately. The police work very closely with partner agencies to ensure effective information sharing, risk assessment and decision-making takes place every time an incident of abuse is reported.

17.2 There are now special measures that can be put into place to help vulnerable people through the court process. These measures have allowed many people who may once have been denied access to the criminal justice system the opportunity to give their evidence in court. The police will discuss these special measures with victims at the earliest stage possible in the investigation.

18. Vulnerable Adults Panel and Team Around the Adult

18.1 Through the work of frontline teams in public service there will be occassions where additional concerns or support needs for residents are identified that do not fall directly under the definition of safeguarding, or meet the threshold for a s42 enquiry. However, individuals may be known to a number of agencies, concerns for their wellbeing raised by practitioners or the local community and a co-ordinated multi-agency response is needed to offer support. These can be complex cases and can sometimes be met with a reluctance to engage with services. A creative or problem solving approach is often needed, or additional support from partner agencies and services. The Vulnerable Adult Panel and Team Around the Adult are not designed to replace other processes and procedures such as MAPPA, MARAC or Lincolnshire Safeguarding Adults Board procedures. The Vulnerable Adult Panel will co-ordinate a multi-agency response to complex cases to provide access to appropriate support, assistance or accommodation. Where a referred individual scores above 31 on the Triage Tool, involvement of Team Around the Adult can be considered. This gives district council officers a pathway into additional support and bespoke intervention, where an individual has complex needs and where all traditional methods have been exhausted and were unable to resolve the situation.

19. Wellbeing Lincs

19.1 Wellbeing Lincs is a countywide preventative service aimed at adults 18+. It is designed to promote confidence in living independently. It is funded by Lincolnshire County Council and delivered on contract by the district councils working together. More information can be found online:

https://www.wellbeinglincs.org/

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PART C – Domestic Abuse

Safeguarding Policy and Procedures 2023-2024

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Version 1.0 I February 2023

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
1.0	Part C introduced with updated policy.	Grant White	CP&R Committee	09/02/2023

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1. Introduction

1.1 Section 1 of the Domestic Abuse Act 2021 creates a statutory definition of domestic abuse.

"Behaviour of a person (A) towards another person (B) is 'domestic abuse' if
a) A and B are each aged 16 or over and are personally connected to each other, and
b) the behaviour is abusive

Behaviour is 'abusive' if it consists of any of the following;
a) physical or sexual abuse
b) violent or threatening behaviour
c) controlling or coercive behaviour
d) economic abuse
e) psychological, emotional or other abuse

and it does not matter whether the behaviour consists of a single incident or a course of conduct"

2. Types of Abuse

2.1 Recognising domestic abuse is not easy. The table below details some of the different types of abuse that may be present in an abusive relationship, but this list is not exhaustive.

Category of Abuse	Examples
Psychological/Emotional	Intimidation, insulting, isolating a person from friends and family, constantly criticising. Denying abuse, treating them as inferior, threatening to harm children or take them away, forced marriage. Swearing, undermining confidence, making racist remarks, making a person feel unattractive, calling them stupid or useless, eroding their independence, threatening suicide if the person leaves them.
Physical	Shaking, smacking, punching, kicking presence of finger or bite marks, starving, tying up, stabbing, suffocation, throwing things, using objects as weapons, female genital mutilation, 'honour based violence'. Physical effects such as bruises may be on areas of the body that are usually covered and hidden.
Sexual	Forced sex, forced prostitution, ignoring religious prohibitions about sex, refusal to practice safe sex, sexual insults, sexually transmitted diseases, preventing breastfeeding.
Financial	Not letting a person work, undermining their efforts to find work or study, refusing to give them money, asking

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Category of Abuse	Examples
	for an explanation of how every penny is spent, making them beg for money, gambling, not paying bills.
Controlling	A range of acts designed to make a person subordinate and/or dependent by isolating them from sources of support, exploiting their resources and capacities for personal gain, depriving them of their means needed for independence, resistance and escape and regulating their everyday behaviour.
Coercive	An act or pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten the victim.
Stalking	An activity that is designed to force contact on the subject. The stalker may use a variety of methods to attempt to establish a relationship including calling, emailing, sending letters, waiting in areas where the subject works or lives and attempting to approach or use third parties as intermediaries.
Harassment	Involves behaviour that is threatening and disturbing, conducted with the goal of intimidating, frightening, or irritating someone. A variety of activities can be considered harassment, and some may technically be legal, but when they occur in the context of a pattern of other behaviours, they are considered harassment and can be prosecuted. This activity can include filing false reports against someone and distributing abusive materials designed to malign someone.

3. Lincolnshire Preventing Domestic Abuse Strategy 2021-2024

3.1 The Lincolnshire Preventing Domestic Abuse Strategy 2021 - 2024 recognises that each person's experience of domestic abuse will be different. This partnership strategy focuses on four forms of domestic abuse;

Intimate Partner Abuse	It has long been accepted that domestic abuse most commonly takes place in intimate partner relationships, including same sex relationships. Such abuse in intimate relationships can vary in severity and frequency, ranging from a one-off occurrence to a continued pattern of behaviour. Abuse often continues or intensifies when a relationship has ended, which can be a very dangerous time for a victim. Post-separation abuse, including stalking, harassment and forms of physical, emotional, sexual and economic abuse controlling and coercive behaviour often continues and causes ongoing harm

Teenage Relationship Abuse	Young people can experience domestic abuse in their relationships, regardless of whether they are living together. It should be noted that if a young person is under 16 years old, the definition of domestic abuse under the 2021 Act will not apply to them, instead this abuse would be considered as child abuse. Victims under 16 would be treated as victims of child abuse and age appropriate consequences will be considered for perpetrators under 16. Abuse may also arise out of casual relationships. Some perpetrators may deny abuse by stating that they were not in a relationship with the victim. Some victims may not self-identify as victims due to the casual nature of their relationship. Some perpetrators may have multiple romantic and sexual partners via dating apps and demonstrate abusive behaviour even though the perception is not one of being in an intimate personal relationship with the victim.
Abuse by Family Members	Abuse by family members can involve abuse by any relative or multiple relatives. A wide range of family members will be considered to be “relatives” that can perpetrate and be victims of abuse, and there is no requirement for the victim and the perpetrator to live together within the 2021 Act. For instance, familial abuse may be perpetrated by children, grandchildren, parents, those with parental responsibility, siblings, or extended families. Abuse by family members also encompasses forced marriage, “honour”-based abuse and female genital mutilation.
Child to Parent/Carer Abuse	It is important to remember that this form of abuse, though commonly referred to as CPCA, can also include parents, those with parental responsibility, siblings, or extended families. There is no specific legal definition of CPCA, but it is important to recognise that CPCA is likely to involve a pattern of behaviour. This can include physical violence from a child towards a parent or other family members such as siblings and a number of different types of abusive behaviours, including damage to property, emotional abuse, and economic/financial abuse. Violence and abuse can occur together or separately. Abusive behaviours can encompass, but are not limited to, humiliating language and threats, belittling, damage to property and stealing and heightened sexualised behaviours. Patterns of coercive control are often seen in cases of CPCA, but some families might experience episodes of explosive physical violence from their child with fewer controlling, abusive behaviours.

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4. Why Do People Stay in Abusive Relationships?

4.1 Making the decision to leave a violent or abusive partner is not easy. There are a number of reasons why people do not leave an abusive relationship. It is important to understand some of these reasons. The table below sets out some of the reasons, but everyone's circumstances are different, and this is not an exhaustive list.

Fear of further violence: Leaving may end the relationship but may not end the abuse. Many victims are tracked down and further abused when they leave, often for weeks and months afterwards. Research shows that about half of all women murdered by their partners had left or were in the process of leaving when they were killed.
Lack of knowledge and access to help: Despite increased awareness about domestic abuse, many victims do not know how to take advantage of their legal and housing rights. Even if they are aware of these services, some may experience problems due to language difficulties, inappropriate responses from service providers, living in isolated areas or lack of funds.
Economic dependence: If a victim is working, he/she may lose their job due to needing time off work, moving too far away, or staying off work so they cannot be found there. For other victims, becoming a single parent may mean working is no longer possible; others may face months of legal dispute over property and financial matters.
Staying because of the children: Many abused victims think they should stay in their relationship for the sake of their children.
Social isolation: Most victims experiencing domestic abuse are extremely isolated. Their partner may have deliberately isolated them from sources of support including family and friends, they may be too ashamed or afraid to tell anyone, or they may have told someone whose response has been unhelpful and judgmental.
Emotional dependence: Conflicting feelings of fear, shame, bewilderment, care for the abuser, a hope that things will improve, a commitment to the relationship but not to the abuse, all often contribute to a victim staying in an abusive situation.
Lack of confidence: After living with an abusive partner, the self-esteem of most victims has been eroded to the point where they no longer have confidence in themselves, including their ability to survive alone, and may believe that there are no other options.
Cultural reasons: Many victims and abusers have been brought up to believe that real fulfilment comes from being a husband/wife and mother/father or that divorce is wrong and may even be encouraged to stay in the relationship by family members or religious leaders.

4.2 For further information, visit:
www.lincolnshire.gov.uk/crime-prevention/domestic-abuse

4.3 It is important never to judge a person for not leaving an abusive relationship. Support them, regardless of their decision and advise them how to keep safe while living with domestic abuse and when they are ready to move, enable them to do so.

4.4 **It is not your job to judge or investigate, but to inform and share your concerns.**

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5. ‘Ask for ANI’

5.1 **Ask for ANI** (**A**ction **N**eeded **I**mmediately) is a code word scheme developed by the Home Office to provide a discreet way for victims of domestic abuse to signal that they need emergency help from the safety of their local pharmacy.

5.2 Victims of domestic abuse will be able to use the code word **ANI** in participating pharmacies (including all Boots stores and participating independent pharmacies) to let staff know that they require an emergency police response or help contacting a helpline or specialist support service.

5.3 Participating pharmacies will display posters in their window and around the pharmacy to let customers know that they can approach their staff to seek help. Any information shared will be treated confidentially.

5.4 When a victim uses the code word or asks for help, the member of staff will offer to accompany the individual to the consultation room. They will then check whether the victim wants the police to be called. If so, the staff member will offer the use of a phone to dial 999 or make the call on the victim’s behalf.

5.5 If the victim is not in an emergency situation, the staff member will support the victim to contact a national domestic abuse helpline or local support service. They may also contact the police via 101.

5.6 If an employee of the council receives a call from a victim who asks to speak to ANI or a pharmacy requesting help. Please follow the reporting process below or contact the Police if they are in immediate danger.

6. Responding to Concerns, Allegations and Disclosures

6.1 **Disclosing domestic abuse is not easy.** It is vital that the procedures in this section are understood and applied consistently by all staff, elected members, volunteers and anyone working for or on behalf of the Council.

- At all times the person who has experienced Domestic Abuse must be dealt with in confidence. This is important to maximise the confidence that the individual has in the colleague/manager/practitioner and the organisation;
- At all times take steps to protect the victim, accept their perception of the danger they are in and listen appropriately;
- Permission must be sought to share information. Information should never be discussed with other members of the public and should only be shared with colleagues where it is appropriate (e.g. the MARAC process)
- A risk assessment (known as a DASH) should be used in all cases and its use explained to the victim – please contact the Designated Safeguarding Officer or Deputy Designated Safeguarding Officer if you need advice or guidance.
- Concerns about the welfare of any children will take precedence over issues of confidentiality and be over-ridden by Child Protection procedures;
- Ensure that at all times the victim is aware of organisational procedures and any action you are taking. Records should be kept of all interviews. This may be

important for later evidential purposes. Use the client's exact words to record the abuse. Be as precise as possible e.g. 'my husband hit me with a cricket bat' rather than 'client has been abused';

- Do not insist on joint sessions with the victim and the perpetrator or that they should seek legal remedies if they do not wish to do so;
- If the victim concerned does not want to leave yet, it does not mean they will never leave, nor that they do not require ongoing and continual support.

6.2 A "Sanctuary Offer" is available in partnership with the district's Independent Domestic Violence Advisor (IDVA). The scheme is open to all victims of domestic abuse who are in the district, but priority may be given to high risk victims managed under the MARAC arrangements. The scheme can be accessed via self-referral, MARAC referral and professional referral. Most MARAC referrals are managed by the IDVA who holds a stock of equipment. A range of housing options will be discussed and offered to enable the client to make an informed decision about the options that best suits their needs and circumstances.

7. Reporting Concerns

7.1 Any officer may, in the course of their duties, witness or be informed of an issue that they feel should be referred to a domestic abuse trained officer. Please contact the Designated Safeguarding Officer or Deputy Safeguarding Officer for advice using the Internal Reporting Form. Frontline practitioners who are confident to do so, should complete a DASH risk assessment. Officers completing a risk assessment should discuss the outcome with the Designated Safeguarding Officer.

7.2 It is possible that the Council will have allegations referred to them by third parties. For example, neighbours may contact staff to advise that they suspect that somebody is at risk of or is experiencing domestic abuse. Under these circumstances, staff should encourage those reporting such concerns to contact the Police or the CSC for adults accordingly. Advice on how to help someone in an abusive relationship is available here and this can be shared with third parties.

8. Clare's Law

8.1 **Clare's Law - Domestic Violence Disclosure Scheme:** This gives individuals a 'right to ask' Police where they have a concern that their partner may pose a risk to them or where they are concerned that the partner of a member of their family or a friend may pose a risk to that individual.

8.2 If an application is made under the scheme, Police and partner agencies will carry out checks. If these show that the partner has a record of abusive offences, or there is other information to indicate that there may be a risk from the partner, the Police will consider sharing this information. For more information please contact Lincolnshire Police.

PART D – Stalking

Safeguarding Policy and Procedures 2023-2024

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1.0	Part D introduced with updated policy.	Grant White	CP&R Committee	09/02/2023

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1. Introduction

1.1 Stalking and harassment is when someone repeatedly behaves in a way that makes someone feel scared, distressed or threatened. Stalking and harassment are offences under the Protection from Harassment Act 1997.

2. Stalking

2.1 The Suzy Lamplugh Trust defines stalking as 'a pattern of fixated and obsessive behaviour which is repeated, persistent, and intrusive and causes fear of violence or engenders alarm and distress in the victim.'

2.2 Stalking can consist of any type of behaviour such as regularly sending flowers or gifts, making unwanted or malicious communication, damaging property and physical or sexual assault. If the behaviour is persistent and clearly unwanted, causing fear, distress, or anxiety then it is stalking, and nobody should have to live with it.

2.3 One in two domestic stalkers will carry out the threats to harm their victim. One in ten non domestic stalkers will carry out the threats to harm their victim.

2.4 When many people hear the word stalking, they still think of a stranger lurking in the shadows or a delusional fan following a celebrity. Whilst these cover some stalking scenarios, they are by no means the majority. About 45% of people who contact the Suzy Lamplugh Trust are being stalked by ex-intimates (i.e. ex partners) and a further third have had some sort of prior acquaintance with their stalker such as having dated, married or been friends with their stalker. Just because a person knows or knew their stalker does not mean that the situation is their fault - it is still stalking, and it is wrong.

2.5 Anyone can become a victim of stalking. A report produced by Dr Lorraine Sheridan and Network for Surviving Stalking, in which 2,292 victims of stalking were surveyed, found that victims' ages ranged from 10 to 73, they were male and female, were spread across the entire socio-economic spectrum and a large proportion (38%) were professionals. Dr Sheridan concluded that virtually anyone can become a victim of stalking and the only way to avoid doing so would be to avoid the social world. This report found that stalking could last anywhere from 1 month to 43 years. The average length of time was found to be between 6 months and 2 years. Dr Sheridan also found that the duration of stalking tends to increase as the stalker's emotional investment in the relationship increases. This is one of the reasons ex-intimate stalking is often considered to be the most dangerous. Stalking without violence can cause harm. The absence of violence in a stalking case does not mean the victim is unaffected. Stalking can cause severe psychological distress to a victim. Depression, anxiety, sleep disturbance, paranoia, agoraphobia, and post-traumatic stress disorder are all common side effects of stalking.

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2.6 There are four warning signs of stalking. If the behaviour an individual is experiencing is;

- **F**ixated
- **O**bsessive
- **U**nwanted
- **R**epeated

2.7 It can be reported as a crime. The National Stalking Helpline has further advice.

3. Responding to Disclosures, Concerns or Allegations

3.1 These procedures are intended as a guide to help understand what action should be taken if you have concerns about or encounter a case of alleged or suspected stalking.

3.2 In order to help identify a pattern of behaviour such as turning up at home unannounced, calling a person numerous times, sending gifts etc., best practice is to encourage a log to be kept of all incidents, keep notes regarding anything that could help show a pattern, anything witnessed such as flowers being delivered, an unwanted text message etc. Encourage reporting to police and encourage use of the original police incident number in any future reports in order to show that there is a pattern of behaviour emerging.

3.3 Depending on the nature of the disclosure/concern/allegation, different approaches may be needed to get the best outcome. Following this link will take you to the Domestic Abuse, Stalking and Honour based violence website, where you are able to complete the DASH questions to check the current level of risk. More information can also be found by ringing the National Stalking Helpline on 0808 802 0300.

3.4 Residents can report stalking or harassment to Lincolnshire Police if they, or someone they know has been a victim of stalking or harassment. If it is an emergency they can call 999 or they can report online which is secure and confidential or they can call 101.

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PART E – Hate and Mate Crime

Safeguarding Policy and Procedures 2023-2024

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1. Introduction

1.1 This section sets out the policy for identifying, reporting, and dealing with hate and mate crime in Lincolnshire.

1.2 This policy and the commitments made are made in the context of the Equality Act, which requires public authorities to consider how they can take action to eliminate discrimination, advance equality of opportunity and foster good relations in the community. A key part of this is the correct identification and handling of hate and mate crime.

1.3 Hate crime can affect all communities, both urban and rural, and it is important that employees are aware of hate crime issues and what to do when hate crime is identified, and to be aware of hate crime issues in areas of the District where they may not expect to find it. Furthermore, mate crime is a growing area of concern, and one which is not yet widely recognised, but is prevalent in all areas of society. Employee awareness is a key part of tackling the problem.

2. What is Hate Crime and Mate Crime?

2.1 Hate Crime and Mate Crime:

Hate Crime	A hate crime or hate incident is any crime or incident which is perceived by the victim or any other person to be motivated by hostility or prejudice based on a person's actual or perceived social group. There are common social groups who encounter such prejudice or hostility, and therefore the focus within this chapter is on the following strands: • Disability; • Race; • Religion or belief; • Sexual orientation; • Transgender. It is worth noting however, that hate crime can be based on any identifying factor, or a combination of 2 or more factors.
Mate Crime	There is currently no formally agreed definition of mate crime. However, the below is a widely accepted description: *'When a person is harmed or taken advantage of by someone they thought was their friend. It is more common with people with learning disabilities and mental health conditions but not exclusive'.* Those with substance misuse issues can also be more at risk.

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3. Recognising Hate Crime or Mate Crime

3.1 A **hate crime** or incident can encompass a large number of actions, directed at a particular person or more generally at a group of people, for the sole reason of their inclusion, or perceived inclusion, in one of the social groups mentioned above. These can include:

- Physical attacks;
- Verbal abuse;
- Offensive graffiti;
- Harassment;
- Damage to property;
- Exclusion from a group or community.

3.2 It can be any activity directed at a person or group because of their social group. Usually hate crimes and incidents are easy to recognise for both the victims and the observers due to type of language used, or person targeted. However, not all attacks on minority social groups are because of hate, they may just be randomly targeted, and this must be considered.

3.3 **Mate crime** can be more difficult to recognise as often the victim thinks the perpetrator is their friend and may not perceive themselves as a victim, or what is happening to them as wrong.

3.4 Mate crime may include:

- Financial abuse e.g. visiting when the victim has just got their benefit and 'borrowing' money or going out for a drink and getting the victim to buy all the drinks;
- Physical abuse, making a joke of physical abuse, making it part of a 'game';
- Emotional abuse, distancing the victim from their family or other support, manipulating them into doing things they normally wouldn't;
- Sexual abuse, coercion into prostitution, exploitation by their 'friend'.

3.5 Mate crime can be very subjective, and it is important to consider the vulnerability of the victim, the incidents occurring and any known background of the alleged perpetrator when dealing with mate crime. If you are unsure, please seek advice from a Safeguarding Officer.

3.6 Indicators of a victim of mate crime may be:

- Lack of money shortly after payday;
- Withdrawal from services or family;
- Over reliance on a new friend;
- Changes in behaviour or mood;
- Making excuses for the behaviour or actions of a friend.

3.7 Those subject to hate crime may be more at risk of early extremist tendencies, or those perpetrating may be exhibiting extremist views. In such cases Section H – Preventing

Violent Extremism, of this policy should be referred to, which will give guidance on who to contact and go to for advice.

4. Responding to a Report of Hate Crime or Mate Crime

4.1 Under the county's partnership Lincolnshire Hate Crime Strategy, it has been agreed that all partners in Lincolnshire will use **Stop Hate UK** as their third-party reporting centre.

www.stophateuk.org

4.2 If a report is made to a member of staff or elected member, the following process should be followed:

1. Take notes of the incident or allegation;
2. Encourage the person to report the hate or mate crime to the police or to Stop Hate UK;
3. If the victim does not wish to make the report themselves, contact Stop Hate UK to report the hate or mate crime as a third party. Inform the Designated Safeguarding Officer of the report and any action taken through the internal report form;
4. Consider any additional factors such as Anti-Social Behaviour, Domestic Abuse or Prevent. Where these factors are identified, refer the case to the Designated Safeguarding Officer for further advice;
5. Make any necessary referrals arising from the above risk assessments;
6. Offer the victim appropriate support, giving them a named contact. Identify any additional vulnerabilities including alcohol or substance misuse which may require a referral to substance misuse services or adult social care. If additional concerns or support needs are identified consider a referral to Vulnerable Adults Panel.

4.3 If an allegation is made against a member of staff or elected member, the Designated Safeguarding Officer or Deputy must be informed immediately. The Designated Safeguarding Officer will inform the Chief Executive and the Local Authority Designated Officer for Allegations (LADO) and consideration will be given to suspending the member of staff from work or moving them to alternative duties. If the Safeguarding Officer is the subject of an allegation, the report must be made directly to the Chief Executive. If it is necessary to conduct an investigation into events surrounding the complaint, this will be conducted in accordance with advice from the LADO, and through the Council's Disciplinary Policy and Procedure.

4.4 Staff Welfare is a key concern for the Council. If a member of staff or elected member is experiencing hate or mate crime, they will be offered the same support as a member of the public reporting to us, plus any extra support the council can offer such as management support. If the person perpetrating the hate or mate crime is an employee or elected member, the same process as described in the above paragraph will be followed, with serious consideration given to suspension to allow for proper investigation and to safeguard the welfare of staff, guided by the Council's Disciplinary Procedure.

4.5 Training is provided to ensure that staff not only know how to respond to a report of hate or mate crime, but also so that they are aware of the assistance they can get from the organisation.

5. Reporting Concerns about Hate Crime or Mate Crime

5.1 Please contact the Designated Safeguarding Officer or Deputy Safeguarding Officer for advice or report a Safeguarding concern via the intranet with details of the concern and actions taken so far.

5.2 **Reporting to the Police:** Hate crimes are just that: a crime. Reporting a hate crime to the Police is always the preferred choice so that accurate data can be captured, and the incident dealt with appropriately. There is still a perception that hate crimes will not be taken seriously, which leads to huge under-reporting. A recent report into transgender hate incidents suggested that victims did not know where to go for help as they felt embarrassed to go to the Police and did not believe any action would be taken. The Police can and do take action and victims can be reassured that their complaint will be dealt with, and that they will be treated with dignity.

5.3 **Third party reporting centres:** Where a victim or witness to an incident will not go to the police in person, third party reporting centres can be used. There are various third-party reporting centres which can be accessed in person, by phone or on the internet. Once contacted, the centre can then report an incident to the Police on behalf of the victim or concerned person, provide advice and support and signpost to other agencies as appropriate. Third party reporting provides a safe and confidential environment, with an agency that the individual may have more trust in. Some third-party reporting centres also have specialists in languages and law.

5.4 **Stop Hate UK:** Stop Hate UK is a national organisation which works to raise the profile of and challenge all forms of hate crime and discrimination. Stop Hate UK is funded to operate as a specialist third party reporting centre in Lincolnshire.

www.stophateuk.org

6. Commitment to Tackle Hate Crime and Mate Crime

6.1 **Hate Crime and Mate Crime Charter**: A 'Lincolnshire Hate and Mate Crime' charter was developed by the Safer Lincolnshire Partnership that sets out 10 standards that agencies should aim to meet to ensure compliance. The Council aims to follow this charter and will take steps to meet all 10 standards as set out below:

1	That the agency I represent will promote awareness and understanding of Hate Crime and Mate Crime and its impact on victims and communities – both internally and externally.
2.	Hate Crime and Mate Crime material is displayed by the agency/department I represent in different languages relevant to local communities and is also available in alternative formats such as large print. Information about Hate

	Crime and Mate Crime is included on respective agencies websites with links to the Lincolnshire Police and Stop Hate UK websites.
3.	That the agency I represent has a process in place to effectively identify Hate Incidents/Crime and Mate Crime.
4.	That there is an effective policy/protocol or guidance in place detailing how the agency/department will respond to both Hate Crime and Mate Crime.
5.	The agency I represent is committed to working in partnership to tackle Hate Crime and Mate Crime.
6.	That there is full commitment by the agency I represent to manage risk around hate crime.
7.	Ensure appropriate referral/signposting pathways are in place for victims of Hate Crime and Mate Crime.
8.	That staff that require Hate Crime and Mate Crime training have been identified and receive role appropriate training.
9.	That there is regular attendance and participation at the Anti-Social Behaviour Strategic Management Board and Hate Crime Delivery Group from my agency.
10.	The agency has a policy that includes staff experiencing or perpetrating Hate Crime and Mate Crime.

6.2 The charter recommends a traffic light system for self-assessment against each standard, with the aim of scoring green in all areas. This policy is the first step toward that aim.

6.3 **Training:** Training is integrated into the Council's 6-year safeguarding training plan.

6.4 **Publicity:** We will ensure that information on hate and mate crime is available on its website to enable residents to find out more about the issue, including how and where to report.

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PART F – Modern Slavery and Human Trafficking

Safeguarding Policy and Procedures 2023-2024

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1. Introduction

1.1 The **Modern Slavery Act**, enacted in March 2015, was an important milestone in the fight against slavery and for social justice. It unified and simplified previous legislation and gave law enforcement new powers, including increased sentencing and protection for survivors. Section 54 of the Modern Slavery Act 2015 requires certain organisations to develop a slavery and human trafficking statement each year. The slavery and human trafficking statement sets out what steps organisations have taken to ensure modern slavery is not taking place in their business or supply chains. The Councils statement can be found on the website.

1.2 Modern Day Slavery is a term that covers:

- Slavery
- Servitude
- Human Trafficking

1.3 **Modern Slavery**

Modern slavery is a complex crime, often crossing international borders and involving multiple forms of exploitation. It is usually hidden. The common factors are that a victim is, or is intended to be, used, or exploited for someone else's (usually financial) gain, without respect for their human rights.

1.4 Victims may be any age, gender, and ethnicity, may have been brought from overseas or be vulnerable people from the UK. They are usually forced to work illegally against their will in many different sectors. Victims may not be aware that they are being trafficked or exploited and may appear to have consented to elements of their exploitation or accepted their situation.

1.5 Modern slavery takes many forms. There are currently four broad ways in which perpetrators may seek to exploit victims:

1. **Labour Exploitation -** exploitation usually involves unacceptably low pay, poor working conditions or excessive wage deduction, but is not solely about this. In order to constitute modern slavery, there will also be some form of coercion meaning that victims cannot freely leave for other employment or exercise choice over their own situation. Where the perpetrator is taking advantage of a child or vulnerable person, an offence can be committed without the element of coercion. Lincolnshire has been the centre of recent, high profile labour exploitation crime;

2. **Domestic Servitude** - typically involves victims working in a private family home where they are ill-treated, humiliated, subjected to unbearable conditions or working hours, working for little or no pay. The victim could be used in this way by their own family members or partner, or by an employer. Again, it is very difficult for them to leave, for example because of threats, the perpetrator holding their passport, or using a position of power over the victim**;**

3. **Sexual Exploitation -** Victims are coerced into sex work or sexually abusive situations. This includes child sexual exploitation. Victims may be brought to the UK on the promise of legitimate employment or moved around the UK to be sexually exploited. In some cases, they may know they will be involved in sex work

but are forced into a type or frequency they did not agree to. Victims are more commonly female but can also be male;

4. **Criminal Exploitation** - Criminal exploitation forces a person to commit a crime for someone else's gain. For example, victims could be coerced into shoplifting, pickpocketing, entering into a sham marriage, benefit fraud, begging or drug cultivation such as cannabis farming.

1.6 **Human Trafficking**

For a person to have been a victim of human trafficking there must have been:

- **Action –** recruitment, transportation, transfer, harbouring or receipt, which can include either domestic or cross-border movement;

- **Means –** threat or use of force, coercion, abduction, fraud, deception, abuse of power or vulnerability – however, there does not need to be a means used for children as they are not able to give informed consent;

- **Purpose of exploitation –** for example sexual exploitation, forced labour or domestic servitude, slavery, financial exploitation, illegal adoption, removal of organs.

1.7 **Slavery, Servitude And Forced Or Compulsory Labour**

For a person to have been a victim of slavery, servitude and forced or compulsory labour there must have been:

- **Means –** being held, either physically or through threat of penalty – e.g. threat or use of force, coercion, abduction, fraud, deception, abuse of power or vulnerability. However, there does not need to be a means used for children as they are not able to give informed consent;

- **Service –** an individual provides a service for benefit, e.g. begging, sexual services, manual labour, or domestic service.

1.8 Forced or compulsory labour may be present in trafficking cases. However, not every person who is exploited through forced labour has been trafficked.

1.9 There will be cases of exploitation that do not meet the threshold for modern slavery – for example someone may chooses to work for less than the national minimum wage, or in undesirable conditions, without being forced or deceived. In these instances, cases should be referred to the Police or Gangmasters & Labour Abuse Authority (GLAA).

1.10 Slavery and servitude are more serious versions of forced or compulsory labour. You can find more information on the indicators of modern slavery online:

https://www.gla.gov.uk/who-we-are/modern-slavery/who-we-are-modern-slavery-spot-the-signs/

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2. Recognising Signs of Modern Slavery

2.1 The signs of slavery are often hidden, making it difficult to recognise victims. Here are some of the common signs to be aware of:

- Physical appearance: victims may show signs of physical or psychological abuse. They may look malnourished or unkempt or appear withdrawn.
- Isolation: victims may rarely be allowed to travel on their own or seem under the control and influence of others. They may rarely interact or appear unfamiliar with their neighbourhood or where they work.
- Poor living conditions: victims may be living in dirty, cramped or overcrowded accommodation, or living and working at the same address.
- Few or no personal items: victims may have no identification documents, and very few personal possessions. They may always wear the same clothes. What clothes they do wear may not be suitable for the work they do.
- Unusual travel times: they may be dropped off or collected for work on a regular basis either very early or late at night
- Reluctant to seek help: victims may avoid eye contact or appear frightened or hesitant to talk to strangers. They may fear law enforcers for many reasons, such as not knowing who to trust or where to get help, fear of deportation, fear of violence to them or their family.

2.1 The Unseen mobile app can be downloaded for more information on spotting the signs of slavery and for help to report any concerns.

https://www.unseenuk.org/about-modern-slavery/download-the-app/

3. Supporting Adult Victims of Modern Slavery

3.1 The UK Trafficking Survivor Care Standards have been developed to support frontline professionals across Lincolnshire, who through their day-to-day work, may come into contact with potential adult victims of modern slavery.

https://www.humantraffickingfoundation.org/-trafficking-survivor-care-standards

3.2 Nonprescriptive steps to consider when coming into contact with a potential adult victim of modern slavery include:

- **Step 1: A professional identifies or is made aware of a potential victim of modern slavery**
    - **Put potential victim at ease** – Frontline professionals have a responsibility to put the potential victim at ease. All professionals communicating with the

potential victim must take care with the verbal and body language they use. A few simple words or expressions of positivity, kindness, and recognition of what a potential victim has been through can help to establish that.

- **Immediate physical needs** – The potential victim may be scared, hungry and exhausted. They may be suffering from headaches, general pain, disability, or mental health problems, making it hard for them to concentrate. They may be more receptive to questions if they have eaten or slept and received some reassurance that they are safe.

- **Confidentiality** – Ensure that potential victims are made aware from the outset of your duty of confidentiality. Any personal information shared by potential victims should not be disclosed to any third party or agency without their prior informed consent unless there is a clear risk of immediate serious harm. This is crucial to initiating a working relationship of trust.

- **Understand the process** – At every stage you must help the potential victim to understand the process. It's important to remember that potential victims are used to pleasing others and sometimes their survival has depended on this. They may be reluctant to assert needs or raise queries in case this implies criticism or ingratitude. If someone nods and smiles gently check, they actually understand what you are saying. Actively ask if they need or are worried about anything, giving multiple chances to voice needs.

- **Attentiveness** – Demonstrate attentiveness to the potential victim's specific, individual needs. This is especially reassuring to people who have been subjugated and forced to obey others. It is helpful to encourage the potential victim to make small choices for themselves to meet their needs, for example where they prefer to sit, or whether they would like to have the window open or the heating on. This shows immediate respect for their needs and may help them to make further choices and assertions as mutual trust is established.

- **Trusting** – On initial contact the potential victim may not trust authorities and may appear unwilling to cooperate, especially if they are in the presence of their controller or around other potential victims. A lack of trust may also be due to their previous experiences with the authorities in the UK or in their country of origin, or the controllers' use of the actions of the authorities as an effective threat to maintain control over them. Be mindful of this as it may be appropriate to try and engage with them without anyone else present.

- **Step 2: Crisis Risk Assessment**

  - **Contact** – Safety of all involved should be prioritised. If you feel it is an emergency and the potential victim, or other individuals linked to the potential victim are in a life-threatening situation, or still in a place of exploitation, you should call the Police on 999.

  - **Health** – Some victims will require immediate counselling or medical attention for example for infectious diseases (e.g. tuberculosis) but not all

signs of distress or physical injury will be obvious. There could also be drug/alcohol misuse and associated behaviours.

- **Interpreters** – An interpreter who can work face-to-face with the potential victim should ideally be provided if they cannot speak English. If unable to provide this quickly a telephone interpreter should be sought. You should check that the interpreter speaks the correct dialect and that they are the gender desired by the potential victim. Do not use an interpreter who apparently is an associate, friend, or family member of the potential victim. Regardless of their appearance they may be linked to the person controlling them.

- **Step 3: Contact Adult Safeguarding Lead/Deputy or Modern Slavery Single Point of Contact As Soon As Possible**

  - If the potential victim is not at immediate risk of harm you should contact, your adult safeguarding lead/deputy or modern slavery single point of contact Designated Safeguarding Officer or Deputy Designated Safeguarding Officer as soon as possible so they can assist you with advice regarding further steps to safeguard the potential victim.

  - If deemed appropriate to report an adult safeguarding concern to Adult Safeguarding, Lincolnshire County Council this can be done by calling 01522 782155 (Monday to Friday, 8am to 6pm) or 01522 782333 (outside of office hours).

- **Step 4: Initial Needs and Risk Assessment Strategy Meeting to be Instigated**

  - **Victim focused** – The potential victim should be placed at the centre of the decision making regarding their support. Ensure that the potential victim knows the role and responsibilities of any frontline professional who is working with them and they are given enough time to respond and ask questions when they need to.

  - **Cultural sensitivity** – It is important to research the cultural background of the potential victim in terms of gender, religion and ethnicity to ensure any assessments are conducted in a culturally sensitive and tactful way, with a view to minimising any distress to potential victims. This may also influence the potential victim's choice of interpreter and advocate.

  - **Gather information** – Draw relevant information from all agencies involved with the potential victim, by checking any existing risk assessments or disclosures made to others.

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4. Duty to Notify

4.1 In England and Wales, First Responder Organisations have a duty to notify the Secretary of State when they become aware of a potential victim of modern slavery. The 'duty to notify' is set out in Section 52 of the Modern Slavery Act 2015 and a full list of First Responder Organisations can be found online:

https://www.gov.uk/government/publications/human-trafficking-victims-referral-and-assessment-forms/guidance-on-the-national-referral-mechanism-for-potential-adult-victims-of-modern-slavery-england-and-wales

4.2 In respect of adults, the duty is discharged by referring a potential victim into the National Referral Mechanism (NRM) where they consent, or by completing a 'Duty to Notify' referral where they do not consent. Where there may be concerns about a potential victim's capacity to independently make a decision about whether to consent to entering the NRM steps should be taken to support them to make that decision.

4.3 To make a referral or complete a Duty to Notify complete use the online Report Modern Slavery service:

https://www.modernslavery.gov.uk/start

4.4 Things to consider prior to completing the NRM referral:

- Prior to filling out the referral it's crucial that you adopt a person-centred approach, explaining the purpose of the process and who will have access to the information.
- Consider completing the referral with multi agency input from Police, charities, health teams and other relevant organisations.
- When speaking to the potential victim consider whether any uniform might increase their anxieties, avoid a structured interview format, and try to gather information as part of an organic conversation.
- It is essential that the potential victim is not required to answer any questions in front of other people who may potentially be controlling them or may also be another potential victim. This can be any other person present including family members or people who the potential victim describes as a friend or partner.
- If English is not the preferred language use an interpreter. Ensure the interpreter has no links with the potential victim and that they understand they are to interpret the potential victim's exact words rather summarise.
- If you do not have access to a computer for the interview, you can download and print the NRM prompt sheet to help you. The prompt sheet contains the questions you will need to ask and the type of information needed for a referral to be made, however, you will still need to complete the online form after the interview - the potential victim will not be referred until you do.

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https://www.modernslavery.gov.uk/paper-version-download

4.5 Things to consider when completing the NRM referral:

- The referral should not, unless due to urgent need, be completed over the telephone.

- Disclosing a full history is difficult for any potential victim. There are many reasons for this including fear or the way traumatic events have been processed. Take time to consider an account rather than dismissing anything that is said because it seems flawed.

- If the potential victim is not at urgent risk, it important to send the referral with as much information as is useful to identify them as a potential victim. In most cases it is likely that it will take time to obtain all of the potential victim's information as they are traumatised, and trust needs to be built. Make sure to note on the referral that you may not have obtained all information. As more information is identified it can be sent with the potential victim's consent.

- If the referral is completed urgently it important to note that on the referral, that this should not prejudice the decision and that there are more likely to be inconsistencies as a result.

- Remember that the exploitation does not necessarily fit into one 'type' of exploitation and to disclose relevant indicators disclosed to you.

- You do not need to select a set number of indicators to equate to a person being a potential victim. It could be that just one demonstrates this.

- Summarise the potential victim's vulnerabilities and their needs.

4.6 **Things to consider when completing the Duty to Notify referral**

- It must be anonymised if the potential victim does not consent for their personal details to be used.

4.7 If it is known that another organisation has already notified the Secretary of State a potential victim by completing a 'Duty to Notify' referral then an additional referral is not required. It would be good practice to seek confirmation in writing from the First Responder who completed the referral if that is the case

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5. National Referral Mechanism (NRM) Frequently Asked Questions

5.1 **What is the NRM?**
The NRM is the framework for recognising potential victims of Modern Slavery and ensuring that they receive the appropriate support.

5.2 **How to access the support?**
Referrals for potential adult victims can only be made – with their consent – and by a person who works for a First Responder Organisation.

5.3 **Who provides the support?**
The current adult Victim Care Contract is provided by the Salvation Army although in some areas of the UK they work closely with other charities that provide support on their behalf.

5.4 **What support is available?**
The support available will depend upon the potential victim's needs and wishes. It could include:

- Access to emergency accommodation or outreach support if already in safe and secure accommodation
- Financial support
- Access to material assistance, medical care, and counselling
- Access to translation and interpretation services
- Access to legal aid for immigration advice
- Assistance to return to their home country if not a UK national

5.5 **How long will the support last?**
If the potential victim receives a positive *'reasonable grounds'* decision, they will be entitled to a minimum of 45 days support.

Following that initial 45-day period of support, if they then receive a positive *'conclusive grounds'* decision they will receive, at a minimum, a further 45 days support. However, that could potentially be longer dependent upon circumstances.

If, following the initial 45-day period of support a negative *'conclusive grounds'* decision is made then support will only be available for a further 9 working days, however, that could potentially be longer dependent upon circumstances.

5.6 **What support is available if a potential victim decides not to be referred?**
Support will very much be dependent upon the potential victim's circumstances as well as support services available locally. However, it's important to note that because someone has initially said 'no' to a referral that they can't change their mind at a later date – there is no time frame for them doing so.

5.7 Salvation Army Modern Slavery Referral Helpline; 0800 808 3733 (available 24/7)

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6. Reporting Concerns about Modern Slavery or Human Trafficking

6.1 Anybody subject to this policy may witness, be informed of, or see during the course of their duties, a modern slavery or human trafficking concern. The duty to refer applies to everybody to whom this policy applies.

6.2 If you think that modern slavery has taken place, the case should be referred to the NRM so that a competent authority can fully consider the case. You do not need to be certain that someone is a victim.

6.3 Please ensure that your concern and any action taken is reported to the Designated Safeguarding Officer or Deputy Safeguarding Officer using the safeguarding report a concern form available on the Intranet.

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PART G – County Lines and Cuckooing

Safeguarding Policy and Procedures 2023-2024

DRAFT

Version 1.0 I February 2023

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
1.0	Part G introduced with updated policy.	Grant White	CP&R Committee	09/02/2023

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1. Introduction

1.1 'County Lines' and 'Cuckooing' are forms of criminal exploitation involving children and vulnerable adults. They are geographically widespread forms of harm about which currently relatively little is known or recognised by those best placed to spot its potential victims. This chapter is intended to explain the nature of this harm to enable staff to recognise the signs and respond appropriately so that potential victims get the support and help that they need.

2. County Lines

2.1 County lines is a major, cross-cutting issue involving drugs, violence, gangs, safeguarding, criminal and sexual exploitation, modern slavery, and missing persons; and the response to tackle it involves the police, the National Crime Agency, a wide range of Government departments, local government agencies and VCS (voluntary and community sector) organisations.

2.2 The UK Government defines county lines as follows:

"County lines is a term used to describe gangs and organised criminal networks involved in exporting illegal drugs into one or more importing areas within the UK, using dedicated mobile phone lines or other form of "deal line". They are likely to exploit children and vulnerable adults to move and store the drugs and money and they will often use coercion, intimidation, violence (including sexual violence) and weapons."

2.3 Those who become involved in county lines will almost undoubtedly be caught up in other safeguarding issues, potentially drugs, criminality, trafficking, modern slavery, sexual exploitation, and gangs. It is extremely important that those involved in safeguarding children and vulnerable adults have an understanding of county lines. A typical county lines scenario is defined by the following components:

- A group (not necessarily affiliated as a gang) establishes a network between an urban hub and county location, into which drugs (primarily heroin and crack cocaine) are supplied;

- A branded mobile phone line is established in the market, to which orders are placed by introduced customers. The line will commonly (but not exclusively) be controlled by a third party, remote from the market;

- The group exploits young or vulnerable persons, to achieve the storage and/or supply of drugs, movement of cash proceeds and to secure the use of dwellings (commonly referred to as cuckooing);

- The group or individuals exploited by them regularly travel between the urban hub and the county market, to replenish stock and deliver cash;

- The group is inclined to use intimidation, violence, and weapons, including knives, corrosives, and firearms.

2.4 Some potential indicators of county lines involvement and exploitation are listed below, with those at the top of particular concern:

- persistently going missing from school or home and / or being found out-of-area;
- unexplained acquisition of money, clothes, or mobile phones;
- excessive receipt of texts / phone calls and/or having multiple handsets;
- relationships with controlling / older individuals or groups;
- leaving home / care without explanation;
- suspicion of physical assault / unexplained injuries;
- parental concerns;
- carrying weapons;
- significant decline in school results / performance;
- gang association or isolation from peers or social networks;
- self-harm or significant changes in emotional wellbeing.

2.5 One of the key factors found in most cases of county lines exploitation is the presence of some form of exchange (e.g. carrying drugs in return for something). Where it is the victim who is offered, promised or given something they need or want, the exchange can include both tangible (such as money, drugs or clothes) and intangible rewards (such as status, protection or perceived friendship or affection). It is important to remember the unequal power dynamic within which this exchange occurs and to remember that the receipt of something by a young person or vulnerable adult does not make them any less of a victim. It is also important to note that the prevention of something negative can also fulfil the requirement for exchange, for example a young person who engages in county lines activity to stop someone carrying out a threat to harm his/her family.

2.6 The **National County Lines Coordination Centre** (NCLCC) was established in September 2018 with the aim of developing the national intelligence picture of the complexity and scale of the threat, prioritising action against the most serious offenders, and engaging with partners across government, including in the health, welfare and education spheres, in tackling the wider issues.

3. Cuckooing

3.1 Cuckooing is a practice where people take over a person's home and use the property to facilitate exploitation. The most common form of cuckooing is where drug dealers take over a person's home and use it to store or distribute drugs.

3.2 Drug dealers will often target the most vulnerable in society. They are seeking to establish relationships to access the vulnerable person's home. Once they gain control over the victim, whether through drug dependency, debt or as part of their relationship, larger groups will sometimes move in. The threat of violence is often used to control the victim.

3.3 It is common for the drug dealers to have access to several cuckooed addresses at once, and to move quickly between them to evade detection. The victims of cuckooing are most commonly class ‘A’ drug users, but there are cases of victims with learning difficulties, mental health issues and, to a lesser extent, physical disabilities.

3.4 Signs that cuckooing may be going on at a property include:

- An increase in people entering and leaving;
- An increase in cars or bikes outside;
- An increase in anti-social behaviour;
- Increasing litter outside;
- People coming and going at strange times;
- Damage to the door/the door propped open;
- Unknown people pressing buzzers to gain access to the building;
- You haven't seen the person who lives there recently or, when you have, they have been anxious or distracted;

3.5 If just one of these is taking place in a property, it may not mean anything. But if three or more of them are taking place, it could indicate that the property is being cuckooed.

4. Reporting Concerns about County Lines or Cuckooing

4.1 Anybody subject to this policy may witness, be informed of, or see during the course of their duties, a county lines or cuckooing concern. The duty to refer applies to everybody to whom this policy applies.

4.2 Please report a concern internally through the Safeguarding Report a Concern form on the Intranet and discuss with the Designated Safeguarding Officer or Deputy Safeguarding Officer to agree next steps. This may need a referral into Children’s Services, Adult Services or Lincolnshire Police – or for action to be taken through multi-agency case management in MACE or VAP.

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PART H – Preventing Violent Extremism

Safeguarding Policy and Procedures 2023-2024

DRAFT

Version 1.0 I February 2023

Version Control

Version	Changes/Comments	Officer	Approved by	Date adopted
1.0	Part H introduced with updated policy.	Grant White	CP&R Committee	09/02/2023

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1. Introduction

1.1 Prevent and Channel protect the most vulnerable in our society and prevent them from being drawn into terrorism. Channel panels are there to ensure that individuals receive the support they need in a timely manner to guide them away from such activity.

1.2 The **Counter-Terrorism and Security Act**, approved in March 2015, contains a duty on specified authorities to have due regard to the need to prevent people from being drawn into terrorism. This is also known as the Prevent duty. The act ensures that law enforcement and intelligence agencies have the powers they need to help keep the country safe from the threat posed by terrorism and hostile state activity.

1.3 In June 2018, a new **Counter-Terrorism and Border Security Act** was introduced to the House of Commons and received Royal Assent on 12th February 2019. The act updates and closes gaps in existing counter-terrorism legislation to ensure that it is fit for the digital age and reflects contemporary patterns of radicalisation.

1.4 The Act enables local authorities, in addition to the police, to refer an individual at risk of being drawn into terrorism for discussion at a Chanel panel. Previously this power was only available to the Police. To achieve this change, the Act amended sections 36 and 38 of the Counter-Terrorism Act 2015. This will streamline the process of referring individuals by removing some of the existing administrative burden on local authorities and the police and ensure that at risk individuals can be supported in a timely manner.

2. Prevent

2.1 Lincolnshire follows the Prevent Duty Toolkit for Local Authorities which is a framework that ensures legislation is being met.

https://www.gov.uk/government/publications/prevent-duty-toolkit-for-local-authorities-and-partner-agencies

2.2 Prevent is a key strand of the Government's counter-terrorism strategy, CONTEST. Its main objective is to stop people becoming terrorists or supporting violent extremism.

2.3 We all have an important role to play in identifying and preventing people from becoming radicalised into extremist violence. This role is an important part of the Prevent Duty, which became a statutory duty for organisations including Local Authorities, in 2015.

2.4 The PREVENT strategy has three specific strategic objectives:

1. **IDEOLOGY & IDEOLOGUES –** To challenge the ideology that supports terrorism and those that support it;

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2. **INDIVIDUALS –** To prevent vulnerable people from being involved in or supporting terrorism;

3. **INSTITUTIONS –** To support sectors and institutions where there are risks of radicalisation.

2.5 Prevent is a multi-agency strategy and not solely a Police initiative. It is important everyone works together to disrupt those who promote violent extremism and identify people who are vulnerable to being recruited by terrorists, so the police and other agencies can offer them support.

2.6 Prevent operates in the non-criminal space. This means that individuals who are referred to Prevent can be supported to move away from terrorism, rather than being criminalised. This multi-agency process is called 'Channel'.

2.7 It is important to note that Prevent applies to violent extremism across all groups. Tackling radicalisation relies, to a certain extent, on the vast majority of people who reject violent extremism and are determined to challenge it.

2.8 Prevent is **not** about spying on people or stigmatising and criminalising individuals and/or communities. It is about working with communities to identify individuals who may be susceptible to being drawn toward a path of violent extremism. Our aim is to provide support to such individuals to divert them away from violent extremism before they commit any criminal acts.

2.9 The key aim of the Prevent strategy in Lincolnshire is 'to help local authorities, police, community safety partnerships and other partners and partnerships to develop and implement effective actions which make their communities safer. This will reduce the risk from terrorism and violent extremism, so that the people of Lincolnshire can go about their business freely and with confidence'.

2.10 Experience has shown that results are best achieved through:

- Partnership working and community engagement;
- Understanding the challenge and its context;
- Developing an effective action plan;
- Managing risk;
- Tracking progress and evaluating success;
- Sharing learning.

2.11 Prevent is included within the Council's safeguarding remit. Through awareness and partnership working, Prevent seeks to safeguard and support vulnerable individuals and protect communities. You can find further information about the Prevent duty for England and Wales online:

https://www.gov.uk/government/publications/prevent-duty-guidance/revised-prevent-duty-guidance-for-england-and-wales

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3. Channel

3.1 Channel is a key element of the Prevent strategy. It is a multi-agency approach designed to protect people at risk from radicalisation. It is a voluntary, confidential, early intervention programme that supports people who may be at risk or being drawn into terrorism.

3.2 Channel is about safeguarding children and adults from being drawn into committing terrorist-related activity. It is about early intervention to protect and divert people away from the risk they face before illegality occurs.

3.3 Channel uses existing collaboration between local authorities, statutory partners, the police, and the local community to:

- Identify individuals at risk of being drawn into terrorism;
- Assess the nature and extent of that risk;
- Develop the most appropriate support plan for the individuals concerned.

3.4 Taking part in Channel does not go on someone's criminal record and will not negatively impact future education or career prospects. It means an individual can receive the right support to move away from extremism and may also include help with mental health, substance misuse, education or career advice and mentoring.

4. Key Definitions

4.1 **'Extremism'** is defined in the 2011 Prevent Strategy as vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. Also included in the definition of extremism is calls for the death of members of our armed forces, whether in this country or overseas;

4.2 **'Interventions'** are projects intended to divert people who are being drawn into terrorist activity. Interventions can include mentoring, counselling, theological support, encouraging civic engagement, developing support networks (family and peer structures) or providing mainstream services (education, employment, health, finance, or housing);

4.3 **'Non-Violent Extremism'** is extremism, as defined above, which is not accompanied by violence;

4.4 **'Prevention'** in the context of this work means reducing or eliminating the risk of individuals becoming involved in terrorism. Prevent includes, but is not confined to, the identification and referral of those at risk of being drawn into terrorism into appropriate interventions. These interventions aim to divert vulnerable people from radicalisation;

4.5 **'Safeguarding'** in this context is the process of protecting vulnerable people from crime, abuse or from being drawn into terrorist related activity;

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4.6 **'Terrorism'** (UK definition as given in the Terrorism Act 2000) is defined as an action that endangers or causes serious violence to a person/people; causes serious damage to property; or seriously interferes with or disrupts an electronic system. The use or threat must be designed to influence the Government or to intimidate the public and is made for the purposes of advancing a political, religious, or ideological cause;

4.7 **'Terrorist Related Offences'** are those (such as murder) which are not offences in terrorist legislation, but which are judged to be committed in relation to terrorism;

4.8 **'Vulnerability'** in this context describes the condition of being capable of being injured; difficult to defend; open to moral or ideological attack. Within Prevent, the word describes factors and characteristics associated with being susceptible to radicalisation.

5. Reporting Concerns

5.1 If there are concerns for an individual's immediate safety please call 999.

5.2 The national police Prevent advice line can also be called to share concerns in confidence with specially trained officers and for advice on next steps.

5.3 Anyone who is referred to Prevent is assessed to see if they are suitable for specialist support through Channel and a referral can be made online:

https://www.lincs.police.uk/advice/advice-and-information/t/prevent/prevent/

5.4 You can speak with the Designated Safeguarding Officer or Deputy Safeguarding Officer for advice or report a concern using the Safeguarding report a concern form on the Intranet.

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Corporate Policy and Resources Committee	
Thursday 9 February	

Subject: Committee Timetable 2023/24 for approval (Draft timetables for 24/25, 25/26, 26/27 for noting)

Report by:	Monitoring Officer
Contact Officer:	Katie Storr Democratic Services & Elections Team Manager katie.storr@west-lindsey.gov.uk
Purpose / Summary:	For Members to consider and approve the timetable for the 2023-24 municipal year, and note the early indicated dates for 2024-25, 2025-26 and 2026-27.

RECOMMENDATION(S):

1. That Members approve the timetable for 2023/2024 civic year and note the indicative committee dates for the years 2024-25, 2025-26 and 2026-27.

2. That Members agree the attached indicative committee dates be presented annually for approval, with each subsequent report noting any changes proposed from the previous version noted.

IMPLICATIONS

Legal:

The Local Government Act 1972 requires the Council to publish a schedule of its meetings for the forthcoming civic year.

West Lindsey District Council's Constitution sets out how West Lindsey's Committee Timetable is set and how and when it can be amended.

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

Financial : FIN/149/23

With the exception of JSCC all meetings within this timetable are required by law to meet in person, as such, increasing the number of meetings would have financial implications relating to travel, facilities expenses, a small increase in the number of meetings could be accommodated.

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

Staffing :

Increasing the number of meetings would see staffing implications arise. A small increase in the number of meetings could be accommodated within existing resources.

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

Equality and Diversity including Human Rights :

None arising from the setting of the timetable. Equality and Diversity matters are considered with regards to how the Authority conducts its' Committee meetings.

Data Protection Implications :

None

Climate Related Risks and Opportunities:

With the exception of JSCC all meetings within this timetable are required by law to meet in person, as such, they require travel by Councillors, and as a result, Officers to attend.

Section 17 Crime and Disorder Considerations:

None

Health Implications:

Title and Location of any Background Papers used in the preparation of this report :
Website – Report to Policy and Resources Committee 14 April 2022

Risk Assessment :

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman) **Yes** ☐ **No** ☐

Key Decision:

A matter which affects two or more wards, or has significant financial implications **Yes** ☐ **No** ☐

1. Introduction

1.1 The Committee timetable must provide the ability to meet a number of statutory deadlines:

1.2 There have to be convenient Council meetings to:

- set the Council Tax base before 31 January;
- set the Council Tax by 10 March.
- Hold Annual Council in May in an ordinary year (non-election) or within 21 days of Councillors taking up Office in an election year. (The 2023/2024 timetable being affected by latter)

1.3 There has to be a convenient Governance and Audit Committee meeting to approve the Statement of Accounts with the current statutory deadline of 30 November. (previously 30 September).

1.4 There must be sufficient and regular meetings of the Planning Committee to ensure statutory determination deadlines can be achieved for those applications requiring Committee determination

1.5 Cognisance is also given to: -

- budget and performance reporting periods
- decisions required in relation to timely budget preparation
- in recognition that the Prosperous Communities Committee can, and do, make recommendations to the Corporate Policy and Resources Committee, having appropriate days between such meetings, wherever feasible, to allow for the timely issue of reports.

1.6 Given the the early part of 23/24 timetable will be affected by the all out District Elections, Member's initial inductions and the need for statutory training to be undertaken before newly elected Members can accept duties on a number of committees, consideration has also been given to these factors, and ensuring these accommodate and align with the Planned Member Induction timetable.

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

2. Proposed Changes to 2032/2024 Timetable since it was noted by CPR at its meeting on 14 April

2.1 The timetable for 2022/23 was approved by Corporate Policy and Resources Committee at their meeting on 14 April 2022. As part of that decision the 2023-2024 indicative timetable was noted.

2.2 Since that time, the following changes are proposed, with brief reasoning provided for each: -

I) Overview and Scrutiny to move to 4 July (from 27 June)

With the Lincolnshire Show dates now confirmed as 21 and 22 June it is recognised that a number of Officers will be required on site at the Show Ground resulting in a possible capacity issue during the weeks in which briefings and papers would need to be legally dispatched. it is therefore proposed that the meeting is moved back by one week to 4 July 2023. This change actually results in the gap between meetings being more equal which is arguably more acceptable.

II) Full Council to move to 26 June (from 3 July)

It has been recognised that the LGA conference is provisionally scheduled to take place week beginning 3 July. To avoid any potential clash with Senior Officer and Member attendance, it is proposed that meeting is brought forward by one week to 26 June 2023.

III) Additional Meetings of the Governance and Audit Committee 26 September and 27 November 2023 and removing the 10 October Meeting

As set out at 1.3, there has to be a convenient Governance and Audit Committee meeting to approve the Statement of Accounts.

The previous statutory deadline had been 30 September but in recent years, provision has been made nationally for this to be extended to 30 November. The timetable Members previously noted had no provision for either of these dates.

It is proposed additional meetings be added to the timetable for 26 September 2023 and 27 November 2023 to accommodate the approval of accounts, regardless of which deadline is applicable.

With the addition of these two meetings it is further proposed that the meeting previously scheduled for 10 October 2023 be removed from the timetable.

IV) Corporate Policy and Resources Committee in December 2023 move to 19 December <u>(Tuesday)</u> (from 14 December)

As outlined at 1.5 above, the timetabling of meetings needs to recognise the constitutional requirement for the Prosperous Communities Committee to make recommendations to the Corporate Policy and Resources. December sees the setting of fees and charges and the timetabling agreed for 22/23 did result in some difficulties dealing with such recommendations.

It is therefore proposed that the meeting is moved from 14 December to 19 December 2023 to allow more days between the recommendations being made and Policy papers having to be dispatched.

Whilst Corporate Policy and Resources Committee "traditionally" meet on a Thursday, given the proximity of the Christmas holidays the change would see the Committee need to meet on a Tuesday on this occasion

V) Remove the Meeting of the Corporate Policy and Resources Committee on 12 January.

During 2021/2022 this meeting was cancelled due to insufficient business. The meeting was also removed from the 22/23 calendar on the same premise. Whist on reflection, in a year preceding an election, a January meeting could be considered beneficial, due to the timetable completing earlier to allow for the pre-election period, in a non-election year, given the meetings in December and February of the Committee, it is not considered required.

It is therefore proposed that the January 2024 meeting be removed again.

2.3 No further changes to the 23/24 timetable as "noted" on 14 April 2022 are proposed. The 23/24 timetable, including the amended dates set out above is attached as Appendix 1 for approval.

3. Future Years

3.1 Timetables for 2024-2025 onwards follow a similar pattern to that proposed for this year.

3.2 Bank holidays from 2025 onwards are not published on the government website at this stage, so provisional Bank Holidays have been input to the timetable for 2025 and beyond. Timetables for 26/27 and 27/28 are extremely provisionally at this stage.

3.3 Future years proposed timetables are attached as follows:

- Appendix 1 – 2023/24 (for approval)
- Appendix 2 – 2024/25 (for noting)
- Appendix 3 – 2026/27 (for noting)
- Appendix 4 – 2027/28 (for noting)

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE

2023

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

2024

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

KEY

AC	ANNUAL COUNCIL	L&R	LICENSING & REGULATORY	LS	LINCOLNSHIRE SHOW
CL	COUNCIL	O&S	OVERVIEW AND SCRUTINY	JSCC	JOINT STAFF CONSULTATIVE
CPR	POLICY & RESOURCES	PL	PLANNING	BH	BANK HOLIDAY
PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT	SCHOOL HOLIDAYS/CONFERENCES/OTHER	

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE

2024

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

2025

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

KEY

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

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE
2025

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

2026

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

KEY

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PC	PROSPEROUS COMMUNITIES	GA	GOVERNANCE & AUDIT		

WEST LINDSEY DISTRICT COUNCIL COMMITTEE TIMETABLE
2026

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

2027

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

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CPR	POLICY & RESOURCES	PL	PLANNING	BH	BANK HOLIDAY
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Notes

This version first noted by CPR on 9 Feb 2023

JAN cpr ADDED as leading into election – may be need
March onwards subject to change re perdah – no PC added for late April at this stage – I would likely not be held
CPR Meeting in April will likely need to move

Corporate Policy and Resources Committee
Thursday 9 February 2023

Subject: Provision of Members' ICT from May 2023

Report by:	Monitoring Officer
Contact Officer:	Katie Storr Democratic Services & Elections Team Manager katie.storr@west-lindsey.gov.uk
Purpose / Summary:	To approve the maximum ICT offer for Elected Members from May 2023 and required funding.

RECOMMENDATION(S):

That Members:

1. **Agree the maximum ICT Offer for Elected Members from May 2023, this being the provision of up to:**
* **one i-pad, case and keyboard and/or**
* **one Laptop, mouse and carry bag per Member:**

2. **Approve the transfer of £28,000 for the provision of IT devices to Members in 2022/23 from the IT earmarked reserve into a new Members IT earmarked reserve to be utilised for Members IT devices; and**

3. **Agree an additional maximum budget of £42,200 to be transferred from General Fund Balances to the IT earmarked reserve in 2022/23. This increases the total reserve £70,200.**

4. **Agree that all funding (total £70,200) is to be placed in a separate earmarked reserve for IT equipment and drawn down as needed as the expenditure requirement will vary depending on Member continuity between elections. Noting that the initial drawdown in March 2023 is expected to be £38,700.**

5. Agree that wherever possible devices will be reused and recycled, where Members continue into the next term they will retain their existing devices if it is their device of preference

6 Officers report back the total amount spent against the maximum budget to Committee in the first budget monitoring report proceeding the Election.

IMPLICATIONS

Legal:

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

Financial : FIN/145/23/MT

There is currently **£28,000** included and assumed within the 2022/23 Capital Programme to fund new Member equipment, funded from the ICT Reserve.

It is difficult to project the number of devices that will be needed depending on Member continuity between elections. We therefore need to set aside enough funds within an earmarked reserve to allow funding to replace all devices.

The maximum amount needed is expected to be

Devices	Numbers	Price (£)	Total (£)
Ipads, case and keyboard	36	750	27,000
Laptops, warrantiesm, mice and carry case	36	1,200	43,200
Total Cost			**70,200**
Funding – IT reserve (original capital scheme)			(28,000)
Additional Funding – required from General Fund Bal			**(42,200)**

However for the reasons outlined in the report it is highly unlikely that expenditure will be anywhere within that region:

Returning members will keep their existing devices. Modern.Gov have advised that there are no immediate concerns around existing devices not being capable of running future Modern.Gov upgrades.

Previous stock shortages of both devices are no longer a concern and therefore it is recommended that in advance of the election, due to the unknowns regarding Member continuity 24 lap top devices and 14 i-pad devices are purchased initially. It is possible to obtain both devices with a 72 hour delivery time and therefore if further devices are required, orders can be placed by the Section 151 Officer from the Count meaning that devices can be received early during the week after the election.

The initial drawdown is detailed below:

Devices	Numbers	Price (£)	Total (£)
Ipads, case and keyboard	14	750	10,500
Laptops, warrantiesm, mice and carry case	24	1,200	28,200
Total Cost			**38,700**
Funding – IT reserve (original capital scheme)			(28,000)
Additional Funding – required from General Fund Bal			**(10,700)**

The maximum amount required in the reserve is expected to be £70,200, and the capital scheme budget for Members ICT Provision will be increased to this figure in 2022/2023.

This assumes that every single Member would change, that no devices could be recycled and that every Member would take the two devices – this is highly unlikely.

However, when reviews of previous elections have been considered we **anticipate the draw on reserves to be lower**. Wherever possible, devices will be recycled and it may be that Members not wishing to stand in May return their devices earlier which can then be recycled and further reduce the drawdown.

When the existing allocation (£28,000) is considered Members are being asked to approve a further maximum reallocation of £42,200, funded from General Fund Balances

There will be no impact on revenue costs.

IT have confirmed that there would be no additional cost for using the Microsoft Office suite across all the new devices as the number of licenses will not change

Staffing :

Regardless of the device selected Members will require support from the Democratic Services Team. Training materials will need to be created to suit the devices used and training sessions held to support Members as part of their induction and on an ongoing basis.

IT will need to ensure the resources to 'build' the ipads and laptops prior to the induction day, and it would be most beneficial if a suitably skilled member of IT was available on the day of hand over to ensure that any technical issues are able to be addressed straight away.

This will need to be met from within existing staffing resources.

Equality and Diversity including Human Rights :

Revisions to the IT offer will be made for individuals where there is a documented need

Data Protection Implications :

Council owned devices allow for end to end encryption; a process mandated for email communication by the Cabinet Office.

Council owned devices also allow for data to be safely cleared in the event that the device is lost or the Councillor ceases to hold Office.

The restriction of certain activities on council owned devices maintains data integrity.

Climate Related Risks and Opportunities :

Providing committee papers electronically reduces paper use.

Greater facilitation of remote meetings reduces the need for travel and office accommodation

The use of appropriately re-commissioned devices, where appropriate, can assist with reducing carbon impacts.

Section 17 Crime and Disorder Considerations :

Health Implications:

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

Provision of Information & Communication Technology (ICT) to Members and Paperless Working – Policy and Resources Committee – 28 July 2011

Provision of Information & Communication Technology (ICT) to Members – Policy and Resources Committee – 19 February 2015;

Refresh of Members' IT Devices – 14 February 2019

Risk Assessment :

Call in and Urgency:

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

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

Yes [ ] **No** [x]

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**		**No**	**x**

1 Background and Introduction

1.1 May 2019, for the first time, saw Members move to IT devices issued and maintained by Council, the chosen device being an iPad. There was also a commitment, at that time to review and refresh the offer available to Members every four years in-line with the election cycle.

1.2 The report considered by Members at that time can be viewed at https://democracy.west-lindsey.gov.uk/documents/s12286/Refresh%20of%20Members%20IT%20Devices.pdf
and sets out the rationale and needs identified at that time.

1.3 The way the Council and its' Members work has changed beyond recognition over that four period. The Pandemic saw the introduction of hybrid working, online meetings and unarguably a greater reliance on IT systems and the need for Members to use devices for more than simply reading their Committee papers.

1.4 Having identified and recommended that Members would likely require two devices to facilitate remote meetings during the Pandemic, a number of Members (approximately one third of the Council) were issued with a second device, this being a laptop.

1.5 These "new" ways of working are now standard practice and as such, what Members are now expected to use their IT devices for has fundamentally changed.

1.6 Whilst no formal consultation has been undertaken with Members regarding the IT devices to be provided, it is anticipated, that given the additional choice the IT offer now affords, the below proposal accommodates the views expressed and the experiences over the last four years.

2. Proposal for May2023 onwards and rationale

2.1 It is being proposed that each elected Member from May 2023 will be afforded **a maximum of**: -

- 1 x iPad (wifi) with a detachable keyboard and cover; **and/or**
- 1 x Laptop akin to those issued to staff and mouse and carry bag

2.2. Members will also be permitted, if they so require, to access their Council e-mails, MS Teams and MS Office Products from their personal mobile (subject to that device being of an approved operating standard). Something that Members have been keen to see facilitated

2.3 Whilst a number of Members have had a positive experience with their iPads and have indicated they would not want to move away from the

device, it is fair to say this has not been the view expressed by all. With many of those provided with a laptop mid-term choosing to surrender their I-pad due to lack of use.

2.4 It is therefore suggested selecting only one device that will suit all Members, their individual working styles and IT literacy would be difficult. This proposal seeks to offer Members a greater element of choice than previously afforded and recognises the changing ways elected members are expected to use their devices.

3 Process for Purchase and Issue of New Devices and Returning of Old Devices.

3.1 The i-pads currently in circulation will continue to be supported until at least late 2024, to obtain maximum value for money we will replace existing and recycle devices when they are no longer supported. Initially an order will be placed in April following a procurement process in March for 14 additional devices to allow for Member continuity. Suppliers are currently well stocked and delivery times are short. If the outcome of the election requires further devices an order will be placed from the Count venue to ensure that devices are in place for induction.

3.2 There are currently 15 laptops in circulation across elected Members, these devices are relatively new and will remain supported throughout the next term of office. A further 24 devices will be procured in March for April delivery. Again stocks of devices remain satisfactory and if further devices are needed an order will be placed from the Election Count.

3.3 All devices will be procured using our procurement regulations to ensure value for money.

3.4 Members will be provided with a **maximum of two devices** (as set out at 2.1) but will be **permitted to "opt out"** and select their preferred device on day 1 Induction.

3.5 All non-returning Members will need to return their devices to the Council as they are the property of West Lindsey District Council.

3.6 The weekend following the Election, and prior to day 1 Induction (Tuesday 9 May), those Members who have either retired or who have not been successful at re-election will have their current devices remotely disconnected, and their access to Council documents will cease. Former Members will be contacted the week following the election, as is standard at present, and arrangements will be made for devices to be returned along with other council property.

3.7 Returning Members' devices will remain active during this period and on day 1 induction: -

- If a Member currently has an i-pad, they will be expected to bring this with them to induction. They will also be offered a second device of a laptop.
- If a Member currently has a laptop, they will retain the laptop (as they are relatively new) and bring this to induction but will also be offered a second device of an i-pad at Induction day.

3.8 It is accepted that returning Members will have had experience of using a Council owned device and will be in an informed position to determine which device best suits their needs. **They will be permitted to opt out of taking two devices away with them, if they so wish.**

3.9 Only newly elected Members, will be encouraged to take both devices initially to ascertain what works best for them, choosing to either keep both or return their least preferred device to stock.

3.10 Members who wish to take up the offer to "access their Council e-mails, MS Teams and MS Office Products from their personal mobile" will be able to express their desire at their day 1 Induction and this will be facilitated during the first two weeks of them taking up office.

3.11 If Members are not re-standing and are not using their devices the Council would appreciate early return of devices in advance of 2 May 2022 so that they can be recycled for new Members; reducing carbon footprint and ensuring value for money. Similarly, if Councillors currently have two devices, and are only using one, informal approaches will be made for early returns.

4 Maximum Cost of the Total Proposal

4.1.1 The **maximum** cost of the proposal is estimated £70,200

4.1.2 However this assumes that every single Member would change and that no devices could be recycled and that every Member would opt to have two devices. It cannot be stressed how highly unlikely this scenario is.

4.1.3 It is important to note that there was an assumed budget of £28,000. The initial purchase indicated in this report is £10,700 above that assumed budget.

4.1.4 Reserving the total maximum budget imaginable, ensures the devices can be delivered in a timely manner, regardless of the unknowns relating to continuity.

4..1.5 By of way assurance, if the proposal is agreed, Officers will report back the total amount spent against the maximum budget to Committee in the first budget monitoring report proceeding the election.

4.2 **I pads**

4.2.1 The current Ipads in circulation are anticipated to be effective until at least the end of 2024. Ipads are not used by any other Officers at West-Lindsey District Council and therefore cannot be utilised as part of our IT stocks. For this reason, it is recommended that an initial order of only 14 Ipads is placed to stop the Council purchasing in advance of need when there are suitable devices in circulation. The cost of an Ipad with supporting equipment is approximately £750 per device.

4.2.2 Something that will be investigated post May 23, is whether i-pads could be used in the Public Gallery at Committee Meetings, making re-use of unused stock and enabling the Council to move further away from the provision of paper copies for visitors.

4.3 **Laptop computers**

Members will be offered and provided with a Lenovo thinkpad device with a minimum I5 specification processor. Standard devices will be provided to all Councillors. These devices are consistent with the stock provided to Officers and therefore these can be held in stock and utilised if not taken up by Members. An initial order for 24 devices will be made. The estimated cost per device is £1200 including peripheral equipment of desktop mouse and laptop carry bag.

4.3.2 Return of historic devices.

Unallocated laptop devices will be returned to stock and be issued to Officers, offsetting the cost against the general IT Budget for Staff.

4.4 All applications will pre-installed by the IT team. These will include as standard on both devices: -

* the Microsoft Office suite, including MS Teams
* Internet Access
* access to the Modern.gov app
* secure email and internet access.
* a link to the Extranet (an alternative way to view both public and private committee reports) and a host of useful information including parish council information, councillor contact details and the library.
* access to the Council's on-line training platform – Learning Pool – due to be launched to Members in the New Year.
* access to the Cloud to save their documents.

4.5 It is not envisaged that Members will be able to: -

* download additional applications
* use a USB for saving or transferring data*1
* use home printers*2

This is in line with policies applied to staff at WLDC.
**1 without prior consent and only with approved business need and the USB must be encrypted and supplied by the Council.*
**2 without prior consent, only with approved business need and all costs to be borne by the individual printing. Councillors are strongly discouraged from printing information given the Council's commitment to Climate change.*

5 Training and Development

5.1 Regardless of the device selected Members will require support from the Democratic Services Team. Training materials will need to be created to suit the devices used and training sessions held to support Members.

5.2 Members will be provided with a brief overview of their devices' key functions on hand over with "Masterclasses" being made available to Members in the week following the election. These are being built into the induction timetable, with Members able to pre-book their slots with Democratic Services on Induction Day.

5.3 The guidance documents for the iPad previously provided will be updated, and new documents created for the laptops. These will made available to all Councillors, in their induction handbooks.

5.4 Both the Democratic Services and IT teams are committed to providing Members with high quality support both upon roll-out of the new devices and thereafter.

CP&R Work Plan (as at 1 February 2023)

Purpose:
This report provides a summary of reports due at upcoming meetings.

Recommendation:
1. That Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
9 FEBRUARY 2023				
9 Feb 2023	Commercial Waste Solutions Business Plan	Elaine Bilton, Waste Policy & Commercial Waste Lead Officer	Annual service business plan	21 September 2022
9 Feb 2023	Budget and Treasury Monitoring Quarter 3 2022/2023	Sue Leversedge, Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1 April 2021 to 31 December 2022.	20 July 2022
9 Feb 2023	Corporate Policy and Resources Committee Draft Budget 2023/24 & estimates to 2027/28	Sue Leversedge, Business Support Team Leader	The report sets out details of the overall Draft Revenue Budget 2023/2024 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2023/2024, and estimates to 2027/2028 to be included in the Medium Term Financial Plan.	20 July 2022
9 Feb 2023	2023/24 Measure and Target Setting for Progress and Delivery	Claire Bailey, Change, Projects and Performance Officer	2023/24 Measure and Target Setting for Progress and Delivery.	02 November 2022
9 Feb 2023	Committee Timetable 2023/24 for approval (Draft timetables for 24/25, 25/26, 26/27)	Katie Storr, Democratic Services & Elections Team Manager	To approve the Committee timetable for 2023/24 and to note the indicative committee dates for the following 3 civic years	02 November 2022

9 Feb 2023	Provision of Members' ICT from May 2023	Katie Storr, Democratic Services & Elections Team Manager	To agree the device provision and approve any additional budget if required and dependent on option approved	02 November 2022
9 Feb 2023	UK Shared Prosperity Fund Business Cases	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	To seek committee approval of UKSPF Full Business Cases	
9 Feb 2023	RAF Scampton	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	To consider the final outcome of the procurement exercise	
9 Feb 2023	Executive Business Plan and Medium Term Financial Plan 2023/24	Peter Davy, Financial Services Manager (Deputy Section 151 Officer)	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 2023/24 to 2027/28. The Medium Term Financial Analysis includes the draft budget for 2023/24 for scrutiny and consideration prior to recommending to Council	

9 Feb 2023	Safeguarding Policy and Procedures 2023-2024	Grant White, Enterprising Communities Manager	To approve the updated Safeguarding Policy and Procedures.	
9 Feb 2023	Community Grants Programme	Grant White, Enterprising Communities Manager	To approve financial resources for continuation of the Community Grants Programme including the Councillor Initiative Fund.	08 December 2022
8 MARCH 2023				
8 Mar 2023	IT Policy Update	Cliff Dean, ICT Team Manager	Policy updates and approval.	08 December 2022
8 Mar 2023	Body Worn Video Policy	Grant White, Enterprising Communities Manager	To approve updated Body Worn Video Policy.	
8 Mar 2023	West Lindsey District Council Corporate Plan 2023-2027	Ellen King, Policy & Strategy Officer – Corporate Strategy & Business Planning	This report presents the refreshed Corporate Plan, which sets out the Council's strategic priorities for the period 2023-2027.	

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